

# **INTERPERSONAL & COMMUNICATION SKILLS**

**Concept Builder and Tests**

# CONTENTS

---

<b>CONCEPT BUILDER &amp; TESTS</b>	<b>Page No</b>	
	<b>CB &amp; Tests</b>	<b>Test Solutions</b>
Interpersonal and Communication Skills	1.1 - 1.47	2.1 - 2.7

---

All rights reserved. No part of this publication may be reproduced, distributed, or transmitted in any form or by any means, electronic, mechanical, photocopying, recording or otherwise, or stored in any retrieval system of any nature without the permission of TestFunda.com, application for which shall be made to Partner@TestFunda.com

**© TestFunda.com**

A division of Enabilon Learning Pvt. Ltd.

U-ICS

# 1 Interpersonal and Communication Skill

In this chapter, you will:

- Identify strategies for improving interpersonal interaction.
- Discuss the importance and need for effective interpersonal and organisational communication.
- Describe the elements of nonverbal communication
- List methods of improving communication.
- Identify types of conflicts and describe styles of managing conflict.

---

## I. INTERPERSONAL SKILLS

Interpersonal skills are the skills that a person employs while interacting with other people. The majority of interaction with others takes place through communication; therefore, interpersonal skills are often termed *communication skills* or even *people skills*. However, interpersonal skills also include a person's overall behaviour, habits, attitudes, manners, and appearance, since these factors influence how well we get along with others. It is easy to spot a lack of interpersonal skills in others, and maybe even make fun of them. But it is critical to examine our own impression on others and try to improve our own interpersonal skills, since they play an important role in our success, both in our personal life and our career.

The development of interpersonal skills starts early in life and is influenced by family and care-givers. Later, it is influenced by our observations of the world around us, friends, teachers, and television/media. Some traits or characteristics may even be inherited and affect the way we interact with others (eg. shyness).

In order to improve interpersonal skills, we need to be aware of what we are like from the point of view of those who interact with us. Habits we are unaware of affect other people, but are impossible to change if we are unaware of them. Parents and teachers point out the difference between good and bad habits at an early age and help students correct bad habits and develop good interpersonal skills (eg. inculcating respect and politeness). As adults, we have to take responsibility for developing good interpersonal skills and making changes in our behaviour wherever necessary.

Next, we will look at the different kinds of interactions which require us to use our interpersonal skills:

### Types of interpersonal interactions

Interactions are classified based on the number of people participating in the interaction.

1. **One on one** interaction takes place between two people. It could be oral (two people talking) or written (email, SMS). It could be formal (a meeting or an interview) or informal (between friends or relatives).
2. **One to group** interaction takes place between one person and a group (eg. A teacher lecturing to students or a politician giving a speech).
3. **Group interaction** takes place when all the members of a group are interacting at the same time (eg. a group of friends or a brainstorming session).

### Creating a positive interpersonal environment

Effective interpersonal skills rest on the foundation of a positive interpersonal climate. In such a scenario, people can communicate in an open manner rather than being guarded or defensive in their speech and actions. The following are some guidelines for creating a positive atmosphere:

1. Learn to feel and communicate **empathy**. Empathy means adopting another person's frame of reference in order to understand his or her point of view. Try to be sensitive to the needs of others and accept their feelings. This does not mean agreeing with them or condoning their behaviour. For example, if your friend talks to you about his drinking problem, you can be a supportive friend without being judgemental and at the same time without encouraging his drinking.
2. Practise being **non-judgemental**. You can promote an open climate by expressing your opinions and judgements in a way that does not put other people down or make them feel inferior or force them to express an opinion when they would rather not.
3. Express your **flexibility** and openness. Instead of coming across as a "know-it-all" with fixed and rigid views, let others know that your beliefs and attitudes are flexible.
4. Be **honest**. Mutual trust and respect are based on honesty. This does not require you to tell everything to everyone all the time. However, you should strive to be honest in your interactions, especially in painful or uncomfortable situations, without being needlessly hurtful towards the other person.
5. Approach others as **equals**. Most people don't like being reminded of another's high status or greater ability. When you have the higher status, you can generate a positive atmosphere by approaching the other person on equal terms.

### Improving interpersonal skills

On the professional front, positive interpersonal skills increase overall productivity, since the number of conflicts is reduced. People with good interpersonal skills can generally control the feelings that emerge in difficult situations and respond appropriately, instead of being overwhelmed by emotion. At an informal level, it allows communication to be easy and comfortable.

The following are some ways of improving interpersonal skills:

- Be positive in your thinking. Develop a mind-set to work well with others and maintain good relationships.
- Do not be overly critical of others or of yourself.
- Be patient.
- Learn to listen.
- Be sensitive to others (eg. avoid gossiping).
- Use humour appropriately. Most people benefit from a good joke.
- Treat others and their experience with respect.
- Praise or compliment people when they deserve it.
- Don't interrupt someone who is speaking. When someone is relating their experience, don't try to upstage them with your own story.
- Be cheerful and try to make others happy.
- Smile, even when you don't feel like it. When you're unhappy, try to act happy anyway. You will end up feeling better and so will the people around you.
- Look for solutions.
- When you receive a compliment, don't boast or disagree – thank the person and move on.
- Don't complain.
- Practise positive traits (eg. confidence) till they become a part of your nature. Learn to work as a team, not as an individual. Be helpful and appreciate your team members; do not demotivate them.

Interpersonal skills can be broadly divided into communication skills, assertiveness skills, conflict management skills and anger management skills. Let us examine each of these skills in depth.

## II. INTERPERSONAL & ORGANISATIONAL COMMUNICATION

Communication is an essential skill that we use throughout our lives. Communication skills are crucial to happiness and success, not only at work, but in all aspects of life. Parents and children, teachers and students, bosses and employees - all need to communicate effectively in order to be skilful in dealing with people. Poor communication is often cited as the main cause of interpersonal conflict. To be a successful member in society, one needs to be proficient in communicating with the people around.

### A. WHAT IS COMMUNICATION?

Communication is the transfer of information from one person to another. Communication can be defined as the process of sending and receiving messages that have meaning (Weiten and Llyod, 2008). When you talk to yourself, it is termed *intrapersonal communication*. The transmission of meaningful information between two or more people is called *interpersonal communication*. This is a process in which one person sends a message to another. Since this process is interactional, both participants have to send as well as receive information. For example, Ramesh talks - Suresh listens, Suresh replies - Ramesh listens, and so on. Therefore, to be an effective communicator, it is important to pay attention to both speaking and listening.

Communication involves at least two people: a sender and a receiver. One person alone cannot communicate. For instance, an administrator may give an order or send a memo, but that order is not going to be carried out if there is no one to receive it. The transmission of the message is only the beginning. Communication is complete only when the message is received and understood. Thus the main goal of communication is to have the receiver understand the message as it was intended by the sender.

### B. NEED FOR ORGANISATIONAL COMMUNICATION

Organisations cannot exist without communication. If there is no communication, one administrative branch will not know what the others are doing, an employee will not know what his co-workers are doing, seniors will not receive inputs and supervisors will not be able to give instructions. Coordination of work would be impossible. Communication enables all administrative functions, such as planning, organising, leading and controlling. It helps us meet our goals and challenges.

Effective communication enhances performance and leads to job satisfaction. People understand their jobs better and feel more involved in them. *Open communication* is generally better than restricted communication. When the administration openly communicates the problems that an organisation is facing to the employees, they usually respond in a positive manner, even giving up certain privileges when they understand that a sacrifice is necessary.

In a professional communication chain, most of the links are in the management group. Each link has the opportunity for loss of information content. The possibility for loss becomes greater in proportion to the length of the chain. The more levels of hierarchy, the more links there are, and the greater is the potential for loss. An advantage of organisations with fewer levels of middle management is a decrease in the amount of likely errors in communication.

Communication serves **4 major functions** within a group or organisation:

1. **Information** - Communication provides information that people need by transmitting the data to identify and evaluate alternative choices. Thus communication facilitates the process of decision making.

2. **Control** - Organisations have hierarchies and formal guidelines that employees are required to follow. When employees are first explained their job description, or comply with organisation policies, communication is performing a control function.
3. **Motivation** - Communication fosters motivation by helping employees set well defined goals, and provides feedback on progress and reinforcement for good performance. It also helps employees understand what can be done to improve performance, if necessary.
4. **Emotional expression** - For most officers who spend the majority of their time in their workplace, the work group is a primary source for social interaction. Feelings ranging from satisfaction to frustration are communicated within this group. Communication therefore provides a release for the emotional expression of feelings and for fulfilment of social needs.

Almost every communication that takes place within a group or organisation performs one (or more) of these functions. For groups to perform effectively, they have to fulfil these functions.

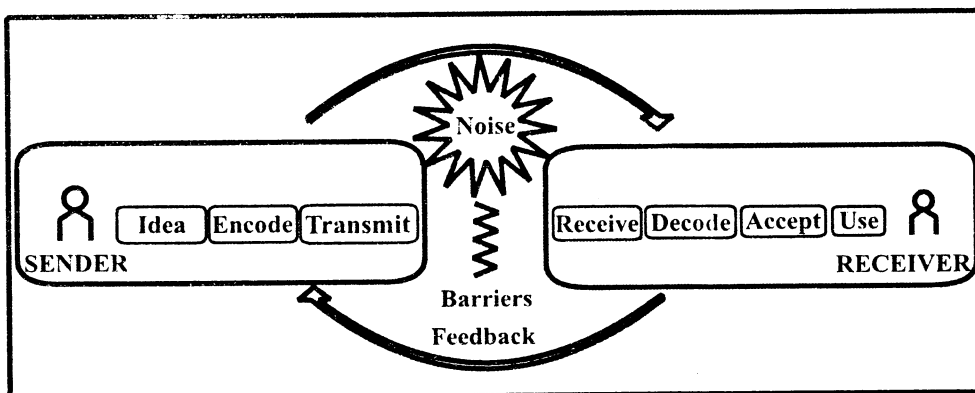
### C. THE COMMUNICATION PROCESS

Communication is a two-way process by which a sender reaches a receiver with a message.

The **main components** in this process are:

1. **The Sender** – the person who transmits the message (Keep in mind that in a two-way communication, both participants function as sender and receiver.)
2. **The Receiver** – the person to whom the message is targeted
3. **The Message** – the information or meaning that is transmitted
4. **The Channel** through which the message is sent – the sensory channel through which the message reaches the receiver. Typically, people receive information through multiple channels. Although the primary channel is language (written or spoken), people also communicate nonverbally. Nonverbal communication includes facial expressions, gestures, vocal inflections, and can be used to supplement or even entirely change the meaning of verbal communication.
5. **Noise or interference** – any stimulus that interferes with accurately expressing or understanding a message. Sources of noise include environmental factors (loud music, traffic) physical factors (poor vision), semantic factors (profanity, ethnic slurs), psychological factors (anxiety, defensiveness).
6. **The context** – the environment in which in which the message is communicated. This includes the physical environment (location, time of day), the nature of the relationship between the participants (family, friends, work associates), their history (previous interactions), their current mood (happy, tense), and their cultural backgrounds.

The communication process has **8 steps**:



#### 1. Develop an idea

The first step is to **develop an idea** that the sender wishes to transmit. This is the first step, without which the remaining steps are meaningless.

**2. Encode**

The second step is **encoding** or converting the idea into words, pictures, or other symbols. The encoding depends on the method of transmission. For instance, written communication requires more planning than a spontaneous conversation between friends.

**3. Transmit**

Once the message is clearly thought out, the next step is to actually **transmit** it by the selected channel, such as a phone call, memo or an email. Often, timing may be a crucial element while sending the message. For example, when the supervisor is under stress, it may not be a good time to ask for a raise or vacation leave. The sender also tries to keep the communication channel free of barriers or interference, to enable the message to reach the receiver.

**4. Decode**

Once the message is received, it has to be **decoded** so that it can be understood. Understanding can take place only in the receiver's mind. A teacher may force students to pay attention, but the receivers/students alone choose whether to understand or not. Many administrators also think that simply giving an order/instruction is enough, but communication cannot proceed unless there is understanding.

**5. Accept**

The receiver always has a choice - to **accept or reject** a message. Acceptance is a matter of choice and degree, since the receiver can decide whether to accept all or just parts of the message. Some of the factors affecting the acceptance of a message revolve around perceptions of the message's accuracy, the authority and credibility of the sender, and the behavioural implications for the receiver.

**6. Use**

The next step is for the receiver to **use** the information. The receiver may perform the required task, or discard the message, or store the information in his memory. This is a critical action step and the receiver has full control over it.

**7. Provide Feedback**

**Feedback** occurs when the receiver acknowledges the message and responds to the sender. Feedback is essential for the completion of the communication loop. Since communication is a two-way process, it is not complete without feedback. In two-way communication, the speaker sends a message and the receiver sends a response in return. Thus there is a back and forth pattern of communication. The speaker can and should adjust his next message to fit the response of the receiver. Feedback helps the sender know whether the message was received, decoded, accepted and used. Often, a sender may ask for feedback from the receiver. When all the steps of this communication process are followed, both parties experience greater satisfaction and work accuracy is greatly improved.

**D. BARRIERS TO COMMUNICATION**

Barriers to effective communication prevent the receiver from completely understanding the message. Any stimulus that interferes with accurately expressing or understanding a message is termed *noise*. These barriers, or sources of noise, may be physical (in the environment), personal (in the sender or the receiver), or semantic (eg. racist slurs).

Some important barriers to communication are:

**1. Selective Perception**

In communication, people often hear what they want to hear, instead of what is actually being said. Each person has a unique frame of reference (attitudes, values and expectations) that influences what he/she hears. Thus Receivers selectively see/hear and decode messages based on their needs, motivations, experiences, and other personal characteristics. For instance, an interviewer who expects female job applicants to put their family before their career will likely interpret a



female applicant's response in such a way, regardless of whether the applicant actually feels that way or not.

## **2. Selective Attention**

Information that contradicts a person's own views often produces emotional discomfort. To avoid such feelings, people engage in selective attention, actively choosing to attend to information that supports their beliefs and ignoring the information that contradicts them. Similarly, people may read meanings (that are not there) into statements or jump to erroneous conclusions.

## **3. Information Overload**

People have a limited capacity for processing data. When the information we have to deal with exceeds our processing capacity, information overload occurs. Today's administrators have to deal with meetings, phone calls, emails, and a huge amount of paperwork, that is difficult to process and assimilate. In such cases, the amount of information often exceeds what they can sort out and use. As a result, they tend to select out, ignore, pass over, or forget information, resulting in lost information and less effective communication.

## **4. Filtering**

A sender may filter, or manipulate information so that it may be seen more favourably by the receiver. This commonly happens within multiple levels of hierarchy, where subordinates may organise and synthesise huge chunks of information in such a way as to provide a rosy picture to their superiors.

## **5. Defensiveness**

People react defensively when they feel threatened, such as when they believe others are trying to evaluate them or trying to control or manipulate them. Defensiveness is often triggered when others act in a superior manner. (Note: The threat need not be real; so long as it is perceived, it will elicit defensive behaviour.)

Defensiveness results in behaviours such as verbally attacking others, making sarcastic remarks, being overly judgemental, and questioning others' motives. These responses reduce the ability to achieve mutual understanding and thereby retard effective communication.

## **6. Language**

Words mean different things to different people. Age, education, and cultural background influence the language a person uses and the meanings he gives to words. Though people may speak a common language, the usage of that language is not uniform. Problems occur when people don't realise that others with whom they interact have modified the language. Senders tend to assume that the words they use mean the same to the receiver.

In an organisation, departmental groupings often result in specialists using their own jargon or technical language, which may not be understood by the rest of the organisation or by others outside the organisation with whom they interact. In multinational organisations, people are also geographically dispersed, and individuals in different cities/countries may use terms and phrases unique to their area.

## **7. Game Playing**

"Game playing" was first described by Eric Berne (1964), who originated Transactional Analysis, a theory of personality and interpersonal relations that emphasises patterns of communication. According to Berne, games are manipulative interactions with predictable outcomes, in which people conceal their real motives. For example, Ram knows that Shyam has not completed preparing an analysis of the year's sales, but he goes to their superior and "innocently" enquires about it. Here, the hidden agenda is to make Shyam look/feel bad. If this result is achieved, he "wins". Games interfere with effective communication and over time, can erode the trust and respect that is essential in relationships.

ruling political party – one which has actually done a lot of good for the people. Thus General Ajay Singh is experiencing internal conflict.

62. What should General Ajay Singh do? Choose the statement with the strongest reason for his action.
- Approve the weapon, in order to maintain peaceful relations with the DRDO.
  - Approve the weapon, in the political and economic interests of the country at large, since the ruling party has invested a large amount of money in developing this weapon.
  - Reject the weapon, in the interests of his army men.
  - Reject the weapon, since the inefficiency of the DRDO should be exposed to everyone.
63. Which of the following would be the most appropriate way for General Ajay Singh to resolve his internal conflict?
- Approve the weapon and let the army fix the faults. Let the ruling political party get the good publicity it deserves.
  - Reject the weapon and write a stern reprimand to the DRDO for putting the lives of army at risk.
  - Reject the weapon. Publicise the mishap. Let the DRDO take the initiative to recall the weapon and fix the faults.
  - Give the DRDO a detailed list of all the malfunctions that were experienced and ask for them to be fixed. Then, retest it and make the decision.

Ganesh is driving along the main road one evening, when he sees a car approaching the road from a side lane. Ganesh flashes his headlights to warn the other driver. Since he is on a main road, he knows that he has the right of way and that the car on the side street has to wait for a break in traffic before entering the main road. Much to his dismay, he sees that the other car, instead of slowing down, is speeding up and trying to enter the main road in front of him. Ganesh slams the brakes, but cannot slow down the car enough to avoid the inevitable crash.

64. On checking out the damage, Ganesh realises the crash was not as bad as he had thought – and that there is hardly a dent on his car. Which of the following would be the most appropriate way for Ganesh to react?
- Ganesh looks at the damage, thinks it's not worth fighting over, and drives off.
  - Ganesh abuses the other driver and threatens to call the police.
  - Ganesh starts shouting at the other driver and promises to sue him in a consumer court.
  - Ganesh starts thrashing the driver for wasting his time.
65. On checking out the damage, Ganesh realises that his worst fears have been confirmed – there is extensive damage to his car, roughly estimating about 3 months' salary for him. Which of the following would be the most appropriate way for Ganesh to react?
- Ganesh looks at the damage, thinks it's not worth fighting over, and drives off.
  - Ganesh starts shouting at the other driver, and, on seeing the extent of damage, abuses him and threatens to call the police unless he hands over the monetary compensation for the damage right away.
  - Ganesh checks out the damage and calmly points out that the other driver is entirely at fault, but that he will not make a police complaint if the other driver agrees to give him monetary compensation for the damage.
  - Ganesh is shocked by the extent of the damage, but in the face of the other driver's profuse apologies, he gives in and drives off.

2. **Get informed** – Higher-ups must continually strive to get relevant information, share it with subordinates and help them feel informed.
3. **Plan for communication** – Superiors need to consciously plan for communication before beginning a course of action.
4. **Develop trust** – Trust between senders and receivers is important in all types of communication. If a subordinate does not trust his superior due to his past interactions with him, he is not likely to listen to or believe his superior's messages.

**Communication overload** occurs when employees receive more information inputs than they can process (or more than they need). Managers who feel that more information leads to better communication tend to provide employees with huge amounts of information, which may overwhelm the employee, but not improve his understanding. Effective communication is achieved with timing and quality – employees may have better understanding with less information if it is of high quality and given at the appropriate time.

Acceptance of a message is critical to the communication process. Acceptance of a communication is based on:

1. Legitimacy of the sender to send a message
2. Perceived competence of the sender relative to the issue
3. Trust in the sender as a leader and as a person
4. Perceived credibility of the message received
5. Acceptance of the tasks and goals that the communication is trying to accomplish
6. Power of the sender to enforce sanctions on the receiver either directly or indirectly

#### ***Communication Needs of Employees***

Employees at lower levels have a number of needs. Seniors may think they understand these needs, but often employees do not think so. This difference in perception makes communication more difficult. Downward communicators can become overconfident and not take care with their downward messages.

1. **Job instruction** – Employees need proper instructions in terms of the objective requirements of the job. Employees in a new job especially have high expectations which may not match reality. To prevent such dissatisfaction, firms use “realistic job previews”, in which job candidates are given a small sample of organisational reality, including both positive and negative information about the potential work environment. Managers need to constantly adjust their communications according to the need of their receivers. For instance, as the uncertainty of a task increases, there is a proportionate increase in the need for information flow. On the one hand, an engineer designing a new device may need substantial communication input, whereas an employee performing a standardised, repetitive machine task needs very little communication input. “Just-in-time training” is an emerging trend in which key information is made available to employees in small modules, when the need arises.
2. **Performance feedback** – Employees need feedback about their performance to know how well they are meeting their goals. When performance is satisfactory, feedback enhances feelings of competence, and results in improved performance.
3. **News** – Downward messages should reach employees on time as fresh news. Employees cannot act effectively on the basis of stale news/old information.
4. **Social support** – Employees have a need for social support, or the perception that they are cared for by the organisation. Superiors who display warmth and trust have a positive impact on their employees, in terms of job satisfaction and performance. Interestingly, it is the presence of communication and not the topic that is most important in satisfying this need. Employees report feeling a greater level of social support when they receive communication from their boss - irrespective of whether it is on tasks, feedback or personal.

**Upward Communication**

Upward communication flows from lower levels to higher levels of authority. It is used to provide feedback to higher-ups, inform them of progress towards goals, and express current problems.

**Difficulties in Upward Communication**

The larger an organisation is, the more difficult upward communication becomes. Managers need to be aware of the potential of these difficulties and actively try to prevent them. Some of the difficulties are:

1. **Delay** – Movement of information may be extremely slow, especially in the case of problem, since the management at each level tries to solve the problems and hesitates to communicate it upwards, since it may reflect their failure in solving it.
2. **Filtering** – Employees often screen out information which is too vast, or provide only the highlights instead of detailed reports. The problem occurs when employees filter information in such a manner as to only tell their superior what they think the superior wants to hear.
3. **Short-circuiting** – occurs when people skip one or more steps in the communication hierarchy. On the positive side, this reduces delays and avoids filtering; on the negative side, it upsets the people who have been bypassed.
4. **Employee's need for a response** – Since employees initiate upward communication, they have a legitimate expectation of a response. A quick response encourages further upward communication, while a lack of response dampens future communication.
5. **Distortion** – Distortion is the wilful modification of a message in order to achieve one's personal objectives. It may take the form of exaggerating one's achievements to look good in the eyes of one's superiors or covering up difficulties or mistakes to avoid confrontations. Any kind of distortion robs a message of its accuracy and prevents a manager from making an informed decision. Such unethical behaviour can destroy the trust between the people concerned.

**Upward Communication Practices**

1. **Questioning** – Higher level authorities can encourage upward communication by asking questions. This reflects their interest in their employees' opinions and inputs. *Open questions* cover a broad topic and allow others to respond in many ways (Eg. How's the project coming along?) In contrast, *closed questions* focus on a narrow topic and require a specific response (Eg. What is the cost implication of the proposed plan?). Both types of questions are useful in initiating upward communication.
2. **Listening** – Active listening requires the use of not only the ears, but also the mind. Good listeners hear what the person is saying and also learn about the emotions of the person. Superiors who listen effectively send out a message that they care about the employee.
3. **Employee Meetings** – Holding meetings with small groups of employees gives the employees a chance to talk about job problems, needs, and management practices that help or interfere with performance. The meetings allow administrators to probe the issues that are on the minds of the employees. If administrators take note of these issues and some follow-up action is taken, it greatly helps improve employees' attitudes.
4. **Open-door Policy** – An open door policy is the practice of encouraging employees to approach higher management with any matters of concern. Although this is theoretically a good policy, even with an open door there are often psychological or social barriers that make employees reluctant to enter. An even more effective practice is for managers to get out of their doors and go among their people, known as Management by Walking Around (MBWA). Here the manager takes the initiative to systematically make contact with a large number of employees. By "walking around", the manager can discover key information from employees and project a supportive atmosphere.
5. **Participation in Social Groups** – Informal, casual recreational events offer opportunities for spontaneous information sharing, which reveal true conditions better than formal meetings

(Eg. Parties, picnics, sports events, and other employer-sponsored activities). Although upward communication is not the primary purpose of such events, it can be an important by-product.

**Lateral Communication**

Lateral communication takes place among horizontally equivalent personnel. It may be among members of the same work group, or among members of work groups at the same level or among managers at the same level. It is necessary for job coordination and can save a lot of time by short circuiting the vertical hierarchy. However, breaching vertical hierarchies can also create conflicts when employees go around their bosses to get things done, or take decisions without their boss’s knowledge.

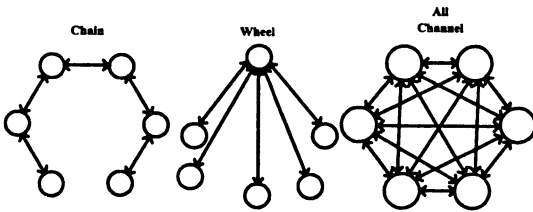
Employees who play a crucial role in lateral communications are known as **boundary spanners**. Such people have strong communication links within their department, with people in other units and externally (eg. with customers, agencies, suppliers) also. Thus boundary spanners gather a huge amount of information, which they may then filter and pass on to others. This gives them a sense of status and power.

**G. FORMAL vs INFORMAL NETWORKS**

Communication networks are the channels through which information flows. Formal channels are typically vertical, follow the chain of authority, and are restricted to work-related communications. In contrast, informal networks move in any direction, are not concerned with authority levels, and are aimed as much at satisfying the social needs of the group members as they are at accomplishing tasks.

**Formal networks**

The most common formal small group networks are: the chain, the wheel and all-channel.



The **chain** rigidly follows the chain of authority. The **wheel** depends on the leader to act as the central conduit for all the communication within the group. The **all-channel** network allows all the members of the group to communicate with each other.

The effectiveness of these networks depends on the criteria which is important (refer to the table below)- for instance, the chain is most effective in terms of accuracy, while the wheel is best suitable for the emergence of a leader.

Criteria	Networks		
	Chain	Wheel	All Channel
Speed	Moderate	Fast	Fast
Accuracy	High	High	Moderate
Emergence of a leader	Moderate	High	None
Member satisfaction	Moderate	Low	High

**Informal Networks**

Alongside a formal communication system, there is always an informal communication network as well, commonly referred to as the **grapevine**. The 3 main characteristics of the grapevine are:

1. It is not controlled by the official system (eg. authorities).
2. It is perceived by employees as being more believable and reliable than formal communication from the top administration (which may/may not be so).

driver calmly explains his reasons – he has a limited supply of gas in his auto and can ply passengers for only as long as the gas lasts. After that, there is no hope of refilling gas since supply to the pumps has been shut. However, he has to pay the owner of the auto a daily rent, irrespective of how much he earns, even if he does not ply the auto. Therefore, he is attempting to earn the minimum required (rent money) by charging extra. You:

- (a) Volunteer to pay him the double fare (though you had bargained and brought it down to only one and a half times the fare).
- (b) Are unaffected by his story and instead worry about whether you will reach your office on time
- (c) Continue arguing with him – after all, he cannot force the common man to pay for his problems.
- (d) Understand his reasoning and ungrudgingly pay him the extra amount, as it is no longer an extortion.

58. Mr. Khare is a senior government official. He considers Mr. Mehta, a prominent businessman, as a good friend. They meet up sometimes for dinner and enjoy each other's company. Although there is a strict policy against receiving gifts from anyone, Mr Khare does not feel he has broken any rules, since firstly, he has not accepted any gifts, and secondly, Mr Mehta has never asked for any work or favours. Now MrKhare has just received an invitation from Mr Mehta, inviting him for a 3 day trip to his 5-star resort. MrKhare would love to go, but feels that people may perceive this to be a kind of bribe and cast aspersions on his character. However, he fears hurting-Mr Mehta's feelings by telling him about this.

Which of the following would be the most effective way for MrKhare to communicate his response to the invitation?

- (a) MrKhare should politely decline the invitation, citing some prior engagement for being unable to attend.
- (b) MrKhare should honestly convey his ambivalent feelings to Mr Mehta and express his regret at not being able to accept the invitation.
- (c) MrKhare should make up some excuse and express his regret at not being able to accept Mr Mehta's invitation
- (d) MrKhare should honestly tell Mr Mehta that he does not want any hint of a scandal by associating with him.

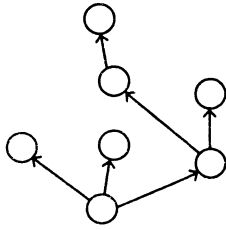
Sachin has been tense ever since the doctor informed him that he would have to undergo a minor medical procedure. He has heard that it can be quite painful. He confides his fears to his friend Joel.

59. Which of the following would be the most appropriate way for Joel to respond?

- (a) Joel should show his empathy for the expected pain by narrating the story of how his cousin had gone through the same procedure and how painful it was.
- (b) Joel should show his friendship by volunteering to come with him for the procedure and escort him home afterwards.
- (c) Joel should alleviate Sachin's tension by making a joke out of it.
- (d) Joel should encourage Sachin by pointing out that he will not have to come to work for a week – it will be a relaxing vacation for the lucky man!

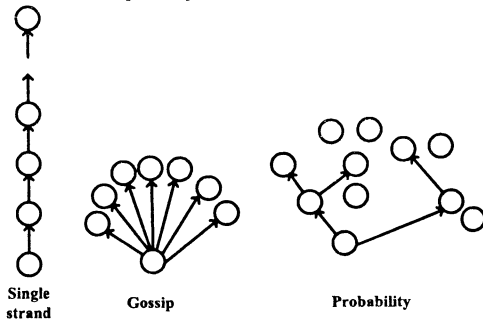
The security personnel (or watchmen as they are commonly called) of a government office building recently discovered that one of the windows of the ground floor of the building is not locked – it remains open to allow a cable to enter from the outside of the building. The watchmen indignantly point this out to the employees sitting near the window, but they are simply directed to the administrative department. The Administrative Officer, it seems, already knew that the window was

3. It is used to serve the self-interests of the people within the group.



**Cluster**

A grapevine most commonly follows a **cluster chain** pattern in which one person tells 3-4 others; of these one 1-2 will pass the information on. People who do pass the information forward usually tell more than one person. As the information becomes older and more people know about it, it gradually dies out. A cluster chain is so called because not all people who receive information spread it, and those who do pass it on generally pass it on to a cluster of people. Thus only a few people are active communicators on a grapevine for a particular piece of information; they are known as **liaison individuals**. Other types of grapevine chains are shown in the figure below, but are less frequently used.



**Single strand**

**Gossip**

**Probability**

Typical situations which give rise to grapevine activity are layoffs or takeovers, firings or promotions, or the introduction of new technology. Some jobs (eg. Personal Assistant) are central "funneling points" for information, and make it easier for people to have access to information that would interest the grapevine. Some people simply like to talk a lot and their personalities make them active on the grapevine.

**Features of the grapevine:**

1. Most of the units of information that are passed through the grapevine are usually true. Research shows that in normal work situations, over three-fourths of grapevine information is accurate. However, it is also true that grapevine information is generally incomplete; therefore it can cause serious misunderstandings.
2. The grapevine gives employers feedback about employees and their jobs.
3. It also helps workers understand the administration in a better manner. Especially, it helps translate the administration's formal orders into a language employees understand, thus making up for any failures or inadequacies in the administration's communications.
4. News on the grapevine travels at a fast pace, faster than official communication systems. Its speed makes it difficult for the administration to stop undesirable rumours or release important news in time to prevent the spread of rumours.
5. The grapevine has the ability to penetrate even the tightest security, because it cuts through organisational lines and directly involves the people in the know.
6. The grapevine is influential, both positively and negatively. It accomplishes so much that is favourable to an organisation, and at the same time can work against the administration in an unfavourable manner, that its net effect is difficult to determine.

Regardless of its overall effect, the grapevine cannot be done away with, so an organisation needs to adjust to it. Superiors listen to and study the grapevine, how it functions, and try to influence it in such a way that the negative effects are reduced and the positive effects can be increased. They try to reduce anxiety, conflict and misunderstanding. They may also leak selected information with key people so that the grapevine has accurate information.

The major problem with the grapevine is **rumour** – that is, grapevine information that is unverified and untrue (it may happen to be true by chance, but is always unsupported by facts). Two factors that must normally be present to start and maintain a rumour are: interest and ambiguity. A person will spread a rumour only if it interests him/her – if the topic is unimportant for a person, he/she will not pass it on. Similarly, if there is no ambiguity in a situation, a person has no reason to spread a rumour, since all the facts are already known.

Since a rumour depends on the ambiguity and interest that each person has, it tends to change as it gets passed from person to person. Although the general theme is maintained, the details are usually lost. **Filtering** takes place when it is reduced to a few basic details that a person remembers and passes on. **Elaborating** occurs when people add new details in order to include their own strong feelings and reasoning. In this way, the stories become worse as they are passed on.

Since rumour is generally incorrect, it needs to be controlled. It should be dealt with firmly and consistently. The best method is to prevent it by removing its causes - ambiguities can be cleared with a direct supply of facts.

## H. ELECTRONIC COMMUNICATIONS

The recent explosion in electronic communication technology has dramatically revolutionised our notions of interpersonal communication. Today, when studying communication, it is imperative to consider communication via cellular phones and the internet along with face to face interactions. In addition, pagers, fax machines, video conferencing, electronic meetings, email, and palm-sized personal communicators have largely reshaped the way communication takes place in organisations. Electronic communications have removed the need for employees to be “available” at their desks – they can be reached while on a visit to a customer’s office across town, or on a Sunday, or even during the lunch break. The line between an employee’s personal and professional life is no longer distinct. In this new electronic age, employees are theoretically on call 24 hours a day. Organisational boundaries also become less relevant as computers are interlinked and employees can easily communicate with each other – they can jump vertical levels, work from home and even communicate with people from other organisations.

**Cell phones** are a convenient way to keep in touch with others. They provide a sense of security and can summon help in an emergency. On the down side however, they tie people to their jobs, can disrupt classrooms, office cubicles and public events, and bring private conversations into public places.

In computer-based communication, **e-mail** is the most popular application, though people like newsgroups and chat rooms also. E-mail allows you to send a message to someone (or even hundreds of people) almost instantly. The messages are stored till the receivers view them at their convenience. Thus the major advantages of e-mail are speed and convenience. However, the disadvantages are the loss of face to face contact and the difficulty of accurately conveying and interpreting emotions in a brief message. In contrast to face to face communication which relies on the spoken word, internet communication depends largely on the written word. The absence of nonverbal cues means that special care needs to be taken to ensure that the other person understands your intended meaning. It is important to choose your words carefully, provide clarifying details, describe feelings (if necessary), and lastly, to review what has been written before sending it.



**Telecommuting** is the practice of working from home (or at a satellite location) through computer links to one's office. The personal advantages of telecommuting include freedom from distractions of the workplace, a reduction in time and money spent on commuting, and an opportunity to spend more time with and care for family members. The organisation also has advantages, which include improved productivity (people put in extra effort for the time they would have spent in commuting), reduced space requirements, the opportunity to hire talent from another city, increased employee loyalty, and the capacity to hire disabled employees. Even society benefits from a reduction in traffic and pollution, and from the employment of people who are unable to work outside their home. Telecommuting also has its share of disadvantages. Firstly, the success of such a practice depends largely on the ability of managers to handle their feel of a loss of direct control over employees they cannot visually monitor. Secondly, telecommuters may have to face the possibility of being overlooked at promotion time (due to a lack of daily visibility), and face the risk of getting burned out from putting in longer hours daily. The physical isolation of at-home employees results in a sense of social isolation from other employees – they are unable to experience intellectual stimulation from their peers, they are removed from the informal channels of communication and are deprived of the social support of their colleagues. To lessen the impact of these emotional costs, the employer has to mentally prepare employees in advance so they know what to expect and make the effort to maintain contact with them. Thus technological progress can be attained, but not without some human cost and organisational effort.

### III. **NONVERBAL COMMUNICATION**

You're sitting in a restaurant with friends. You raise your hand and signal to the waiter that you'd like the bill. Your friend starts speaking about how good the food was– you turn and face him to show you are listening to him and nod to show your agreement with what he is saying. In seconds, you have sent messages without uttering a single word, that is, you have sent nonverbal messages. Nonverbal communication is the transmission of meaning from one person to another through means or symbols other than words. At the nonverbal level, communication occurs through a variety of behaviours such as facial expressions, eye contact, posture, gestures, tone of voice. Some of the general **principles** of nonverbal communication are:

1. **Multi-channeled** – Nonverbal communication usually involves simultaneous messages from many different channels (gestures, facial expression, tone of voice). Thus it is quite possible that many nonverbal messages may not be noticed by the receiver.
2. **Ambiguity** – Nonverbal communication can be ambiguous. For instance, a particular gesture like a raised eyebrow can mean different things to different people. Although nonverbal cues are informative, they are more reliable when accompanied by verbal messages and understood in a familiar cultural context.
3. **Conveys emotions** – Nonverbal communications often convey people's emotions. Sometimes, people may communicate their feelings without saying a single word. For instance, a glare unequivocally expresses displeasure/anger.
4. **Contradict verbal messages** – Nonverbal communication may contradict verbal messages. For example, you step into a room and see your friend wiping tears off her face and ask, "What's wrong?"; she replies, "Nothing". When there is inconsistency between the verbal and nonverbal messages, which one would you believe? Since nonverbal cues are expressed with greater spontaneity, people tend to rely more on them. Research also shows that when people are instructed to lie, deception is most readily detected through nonverbal cues.
5. **Cultural context** – Nonverbal communication is culture-bound, that is, nonverbal signals are different in different cultures. For example, in Tibet, people greet their friends by sticking out their tongues.

## A. FACIAL EXPRESSION

Facial expressions are the most common way of showing emotions. Although emotional expressions vary from culture to culture, research suggests that there are six universally recognisable expressions that correspond with six basic emotions: anger, disgust, fear, happiness, sadness and surprise (Ekman, 1994).

There are cultural differences governing whether it is appropriate to express one's true feelings. "**Display rules**" is the term used to describe the norms that govern the appropriate display of emotions. For instance, in most countries it is considered inappropriate to gloat over one's victories or to show anger or envy in defeat (Eg. actors at film awards). Thus people deliberately control their facial expressions to display appropriate feelings rather than their actual feelings. There are several ways in which display rules work.

1. **Masking** occurs when one emotion hides behind the facial expression of another. For example, contestants in a beauty pageant are trained to hide their disappointment and congratulate the winner when the results are declared.
2. **Intensifying** occurs when we exaggerate an expression (eg. a smile) to indicate a greater degree of feeling than what is actually experienced. For instance, when you unwrap a present which less than what you had expected, you still give a big smile to assure the donor that you really like it.
3. **Deintensifying** is the opposite – a muting or minimising of feelings. For instance, in sports, when an opponent is losing, the imminent winner tries to contain his pleasure.
4. **Neutralising** is an attempt to show no facial expression at all. CEOs often have a "poker face" when discussing deals to avoid showing their true levels of excitement or dismay.

Research shows that gender differences in facial expression also exist. Typically, men show less facial expression than women. This finding is linked to the social pressure that men face to inhibit such displays (Kilmartin, 2000).

## B. EYE CONTACT

Eye contact is one of the most important channels of nonverbal communication. Eyes have often been called the windows of the soul, since they reveal a person's true feelings. The most meaningful aspect is the duration of eye contact. Research on "eye communication" shows that:

1. People who engage in high levels of eye contact are generally judged to have effective social skills and credibility (among European Americans). Similarly, speakers and interviewers receive higher ratings of competence when they maintain high levels of eye contact with their audience.
2. People generally engage in more eye contact when they are listening than when they are talking (Bavelas, Coates, & Johnson, 2002).
3. Gaze communicates the intensity of feelings, though it does not necessarily reveal whether the feelings are positive or negative.
4. Moderate eye contact with people usually generates positive feelings in them. One study found that food servers who squatted down next to customers and made direct eye contact while taking orders got higher tips than servers who stood next to their customers (Lynn & Mynier, 1993). According to these researchers, the increased eye contact and closeness produced more positive feelings in the customers, which translated into higher tips.
5. When a steady gaze becomes a stare, it causes most people to feel uncomfortable. This has been linked to threat displays in primates like baboons and rhesus monkeys, whose stare conveys aggressive intent (Henley, 1986).
6. In negative interpersonal interactions – embarrassing or unpleasant situations – people communicate by reducing eye contact (Kleinke, 1986).
7. Gender differences in eye contact indicate that women tend to gaze at others more than men do (Cegala & Sillars, 1989).

8. Status also plays a role – Higher-status individuals look at the other person more when speaking rather than while listening.
9. Cultural differences influence patterns of eye contact. For example, direct eye contact is perceived as an insult in some Native American tribes and in Mexico, Latin America, Japan and Africa. In contrast, People from Arab countries tend to have direct eye contact with their conversational partner for a longer time than most other societies. Misunderstandings can arise if eye-gazing behaviours that are intended to convey interest and respect are interpreted as being disrespectful or dishonest.

### C. PERSONAL SPACE

**Proxemics** is the study of people's use of interpersonal space. Personal space is the zone or space around a person that is felt to belong to that person. It is like an invisible bubble that you carry around with you during your social interactions. The size of the bubble differs depending on one's cultural background, social status, age, gender, etc. It also changes based on the nature of the interaction – the zone between family members is much smaller than the zone between friends; work situations would require a larger distance.

Personal distance can convey information about status. People of similar status tend to stand closer together than people of unequal status (Hall, 1990). Moreover, it is the prerogative of the higher status person to set the distance.

Invasion of personal space produces discomfort and people generally make an attempt to restore their privacy. Travelling in a crowded train is often considered stressful since it is an indirect violation of personal space. Generally, if a person stands too close, you back up, or if a stranger sits at your bench in a public park you turn your body away from the stranger or simply move to another bench.

### D. BODY LANGUAGE

The study of communication through body movements is known as **kinesics**. A person's body movements – those of the head, hands, trunk, legs – communicate a person's feelings. A person's body movements can reveal his level of tension or relaxation. For instance, frequent scratching suggests nervousness (Harrigan et al., 1991).

Posture conveys information about one's attitude. An "open" posture – leaning back with arms or legs arranged in an asymmetrical position conveys a feeling of openness or relaxation. Posture can also indicate someone's attitude towards you (McKay et al., 1995). When people lean toward you, it usually indicates interest and a positive attitude. When people angle their body away from you or cross their arms, their posture typically indicates a negative attitude or defensiveness.

Hand gestures often accompany verbal communication and are used for description or emphasis. Any traveller who has ever asked for directions knows that the answer is usually accompanied by pointing and other hand gestures. Again, the meaning of gestures is not universal. For instance, a circle made with the thumb and forefinger, which means "OK" or "good" in many countries, is considered an obscene gesture in parts of southern Europe and South America.

### E. PARALANGUAGE

Paralanguage refers to how something is said. It includes all vocal cues other than the content of verbal message. **Paralinguistics** (the study of paralanguage) includes the tone of voice, volume, pacing, pitch and other aspects.

People often use vocal emphasis to express their feelings along with their words. Variations in vocal emphasis can give the same set of words very different meanings. For example, consider the words "I really liked the movie". By varying the word that is emphasised, the meaning of the sentence changes:

*I* really liked the movie. - Others may or may not have liked the movie, but I like it.

I *really* liked the movie. - My liking was a lot.

I really *liked* the movie. - Surprisingly, I liked the movie, though I had not expected to.

I really liked the *movie*. - Although I did not like other things, I liked the movie.

The literal meaning of a sentence can completely change by the way in which it is spoken, such as in the case of sarcasm. For instance, the words "Yeah, right" when spoken in a neutral tone indicate the speaker's agreement with what the other person is saying. When spoken in a sarcastic tone, however, "yeah, right!" would indicate the speaker's disbelief and utter lack of agreement with the other person's view.

Rhythm or pace can communicate one's emotion. Generally, rapid speech indicates that the speaker is happy, frightened or nervous. Slower speech is a sign of uncertainty or may be used to emphasize a point.

Loud vocalisation usually indicates anger; high pitch may indicate anxiety. Slow speech, low volume and low pitch are often indicative of sadness.

Although vocal qualities help understand someone's true feelings, it is also easy to incorrectly assign meanings to a voice quality. For example, assigning a deep voice with masculinity and maturity is not a valid association.

#### **IV. EFFECTIVE COMMUNICATION**

People are not born with perfect communication skills. By realising the importance that communication plays in our everyday lives, we can make a conscious effort to improve our communication skills. The following are some practical ways to improve communication skills in a professional setting:

##### **1. Use multiple channels.**

The clarity of a message is likely to improve when it is transmitted through multiple channels. Multiple channels stimulate a number of the receiver's senses. For instance, an email accompanied by a phone call provides sight and sound. It also reinforces the message and decreases the likelihood of distortions/misunderstandings. Moreover, people's ability to absorb information is different. While some people prefer a phone call (where they can also depend on vocal cues) others prefer receiving a message in writing, which they can reread later on.

##### **2. Tailor the message to the audience.**

Different people have different information needs – what an administrative officer considers important may not be important to an Under Secretary. Avoid using technical jargon which the receiver may not understand.

##### **3. Empathise with others.**

Put yourself in the shoes of your listeners; be sensitive to their needs, perceptions, attitudes and emotions. Try to see things from the other person's perspective. This will help choose the most appropriate communication channel and the correct words.

##### **4. Importance of face-to-face communication when dealing with change.**

In times of uncertainty and change, people have lots of fears and concerns. Such messages containing change are usually ambiguous, and likely to be seen as threatening. Therefore, it is best to engage in face-to-face communication, the channel where the maximum amount of information can be transmitted.

##### **5. Active listening**

Hearing is simply picking up sound vibrations; listening involves making sense of what is heard. Active listening requires paying attention, interpreting and remembering sound stimuli. The following are guidelines to improve active listening skills:

- i. Make eye contact. Whether or not we may be listening, others judge whether we are listening to them based on whether we are looking at them.

- ii. Show your interest through other nonverbal behaviours such as affirmative head nods and appropriate facial expressions.
- iii. Avoid distracting actions and gestures (such as looking at your watch, shuffling papers, and playing with the pencil) which may make the other person feel you are getting bored.
- iv. Ask questions – not only does this show the speaker that you are listening, it also provides clarification and ensures understanding.
- v. Paraphrase what the speaker has said by repeating it in your own words to verify the accuracy of your understanding. In **content paraphrasing**, you focus on the literal meaning of the message. In **feelings paraphrasing**, you focus on the emotions connected to the content of the message.
- vi. Avoid interrupting the speaker; let the speaker complete expressing a thought before you respond.
- vii. Don't overtalk, since if you're talking, you can't listen.

**6. Match your words and actions.**

When nonverbal messages contradict official written ones, people get confused and the official message loses its importance. Moreover, the overall credibility of the sender is undermined.

**7. Use the grapevine.**

Accept that the grapevine exists and use it to your benefit. The grapevine is an effective way of identifying issues that the employees consider relevant and that are likely to create anxiety.

**8. Use feedback.**

For communication to be effective, it has to be a two-way process. Simply sending a message is not enough, the sender needs feedback to ensure that the communication has been understood correctly by the receiver.

Performance feedback is a problematic area for many managers. When the feedback is positive, managers enjoy giving feedback. However, when the feedback is negative, employees often refuse to accept it. Due to this resistance, managers often avoid negative feedback, or do it poorly.

The following tips can help in providing effective feedback:

- i. Focus on specific behaviours. Feedback should be specific (Eg. You have been late 5 times this month) rather than general (Eg your attitude towards work is bad).
- ii. Keep it impersonal. Negative feedback should be descriptive rather than judgemental. Remember to criticise the action, not the person.
- iii. Time it well. Feedback is most effective when the interval between the action and the feedback is kept to a minimum.
- iv. Target behaviour that is controllable by the recipient. Negative feedback should be directed towards behaviour which the recipient has control over and can do something about.
- v. Provide specific suggestions for what can be done to improve the situation. This offers guidance to recipients who realise that there is a problem but don't know how to solve it.

**V. ASSERTIVE COMMUNICATION**

Assertiveness means acting in your own best interests by expressing your thoughts and feelings directly and honestly. It involves standing up for your rights when someone is about to infringe on them. Many people find it difficult to be assertive because they have been taught to "be nice". As a result, assertiveness training has become extremely popular. It can help people who are submissive to increase their assertiveness and also help other people be less aggressive and more assertive.

The nature of assertiveness can best be understood in contrast to other types of communication. **Submissive communication** involves consistently giving in to others. Submissive people often let others take advantage of them. They find it difficult to say no or to stand up for themselves. They have difficulty in expressing disagreement, and seem to be excessively concerned with gaining the approval of others. However, they usually end up feeling bad about themselves for being

pushovers, and resent those whom they allowed to take advantage of them. These feelings often lead the submissive person to resort to other ways of punishing the person and trying to get their own way – by withdrawing, sulking or crying, which are forms of “passive aggression” or “indirect aggression”. **Aggressive communication** lies at the other end of the spectrum. It involves saying and getting what you want, even at the expense of others’ feelings and rights. **Assertive communication** strives to respect others’ rights but defend your own. In real life, the problem occurs because assertive and aggressive behaviours may overlap. For instance, if someone is about to infringe on their rights, people often lash out (aggression) while defending their rights (assertion). The challenge lies in being firm and assertive without getting aggressive.

Advocates of assertive communication claim that it is more adaptive than submissive or aggressive communication. They maintain that submissive behaviour leads to poor self-esteem, self-denial, emotional suppression and strained interpersonal relationships. On the other hand, aggressive communication tends to promote guilt, alienation and disharmony. In contrast, assertive communication fosters high self-esteem, satisfactory interpersonal relationships and effective conflict management.

### Steps in assertiveness training

Most assertiveness training programs focus on gradual improvement and reinforcement of appropriate behaviour. The key steps in assertiveness training are:

1. Understand what assertive communication means. Distinguish between submissive, aggressive and assertive communication styles by understanding how people deal with their own rights and the rights of others. Submissive people sacrifice their rights, aggressive people ignore the rights of others, and assertive people consider both their own rights as well as the rights of others.
2. Monitor your assertive communication. Most people’s assertiveness varies from one situation to another, that is, they may be assertive in some social contexts, but not in others. Therefore, it is important to monitor yourself and identify when you are non-assertive – which situations, or people or topics intimidate you.
3. Observe a model’s assertive communication. Find a role model who behaves in an assertive manner in the situations where your own assertiveness is lacking. Closely observe the person’s behaviour and try to follow in their footsteps.
4. Practice assertive communication. And work towards gradual improvement in your communication style. Practice can take several forms. For instance, in covert rehearsal, you imagine a situation and your assertive response in it. In role playing, you ask a friend to play the role of the antagonist and practice communicating assertively. Eventually, you can transfer your skills to real-life situations. Most experts recommend shaping as a behaviour modification technique. Shaping involves rewarding yourself for making closer and closer approximations of a desired behaviour. For example, initially your goal might be to make one assertive comment a day and later you may progress to the goal of making at least 8 such comments a day. Keep in mind that it is very important to set realistic, doable goals for yourself.
5. Adopt an assertive attitude. Most assertiveness training programs focus only on specific responses in specific situations. But since there is a limit to how closely these match real-life situations, it is important to develop the attitude that you are not going to let anyone push you around.

### Guidelines for assertive behaviour

A four step program to help people create assertive scripts for themselves includes:

1. **Describe** the unwanted behaviour of the other person.
2. **Express** your feelings about the behaviour.
3. **Specify** the changes needed.
4. Try to provide rewarding **consequences** for the change.

The following table lists some DOs and DON'Ts using this framework:

<b>DO</b>	<b>DON'T</b>
<b>Describe</b>	
Describe the other person's behaviour objectively	Describe your emotional reaction to it.
Use concrete terms	Use abstract, vague terms.
Describe a specified time, place and frequency of the action.	Generalise for all-time (eg. You always ...).
Describe the action, not the motive.	Guess at the other person's motives.
<b>Express</b>	
Express your feelings.	Deny your feelings.
Express them calmly	Unleash emotional outbursts.
State feelings in a positive manner, as relating to a goal to be achieved.	State feelings negatively, making the other person attack.
Direct your feelings to a specific behaviour, not the person.	Attack the entire character of the person.
<b>Specify</b>	
Ask explicitly for a change in the other person's behaviour.	Merely imply that you'd like a change.
Request a small change.	Ask for too many changes or too large a change.
Specify the concrete actions that you want the other person to stop or those that you want to see performed.	Ask for changes in traits or qualities.
Take into account whether it will be possible for the other person to meet your request.	Ignore the other person's needs or ask only for your satisfaction.
Specify what behaviour you are willing to change to make the agreement.	Think that only the other person has to change.
<b>Consequences</b>	
Make the consequences explicit.	Be ashamed to talk of rewards and penalties.
Reward changes in the desired direction.	Give only punishments for lack of change.
Select a reward that is desirable and reinforcing to the other person.	Select something that only you will find rewarding.
Select a reward that is big enough to maintain the behaviour change.	Offer a reward that you can't or won't deliver.
Select a punishment that proportionate for refusing to change behaviour.	Make exaggerated threats.
Select a punishment that you are actually willing to carry out.	Use unrealistic threats or self-defeating punishment.

## VI. EMOTIONAL INTELLIGENCE

According to proponents of the theories of emotional intelligence (EI), people do not necessarily need a high IQ to be successful in life, but they must be emotionally literate, or aware and in control of their emotions. There are different definitions of emotional intelligence. One definition for emotional intelligence is the ability to manage our emotions. Another definition is using our emotions intelligently rather than letting our emotions control our lives. Emotional intelligence is also defined as a set of competencies that will help us become an emotional competent person.

Emotional intelligence consists of five big **competencies**, which fall into two categories: **intrapersonal** (existing/occurring within the individual) and **interpersonal** (existing/occurring between persons). The competencies build logically upon each other. The first few - emotional self-awareness, emotional self-regulation and emotional self-motivation - are intrapersonal and lay the foundation for the interpersonal competencies - empathy and managing relationships. The more skilled a person is at emotional self-awareness, emotional self-regulation and emotional self-motivation, the easier it is to pick up on the subtle social signals of others, be empathetic and manage relationships successfully. Effective interpersonal skills depend largely on developing effective intrapersonal skills.

1. **Emotional Self-Awareness** means understanding your emotions and realising how these feelings affect you, other people and your job performance.
2. **Emotional Self-Regulation** is the ability to step back (or hit the pause button), before, during and after an emotionally charged situation. Self-regulation determines the ability to recover from upsets.
3. **Emotional Self-Motivation** is the ability to motivate oneself. This competency includes perseverance, postponing gratifications, and the ability to keep on trying in spite of problems and difficulties. Self-motivated people not only know what they are feeling, they can transform their anxiety or negative emotions into positive, productive emotions and actions. They can call up feelings of confidence, optimism and enthusiasm.

Once the three intrapersonal competencies are established, EI begins to influence a person's interactions with others.

4. **Empathy** is the ability to recognize and identify oneself with other people's feelings and emotions. Although this may seem unnecessary in a professional setting, empathy is considered a core skill in today's economy, where teamwork, cross-cultural sensitivity and coaching and mentoring are essential.
5. **Relationship Management / Social Skills** reflect one's social abilities. This competency combines sincere care and friendliness with a purpose. To manage relationships effectively, leaders must understand and channel their emotions in useful ways, be motivated to take positive action and exhibit empathy toward others. Rather than trying to manage or manipulate relationships, this is about setting a positive tone of cooperation no matter what the circumstances. It can help all sides find common ground where collaboration can lead to movement in the desired direction.

There are also important characteristics that distinguish an emotionally intelligent person from one who is not. People with high emotional intelligence are:

- Proactive - they are willing to accept the consequences of their actions.
- Optimistic - they have learned to see the world with optimism and faith.
- Perseverant - they know that there are always problems and difficulties in life, but they have learned to overcome them.
- Positive – they have learned to assume a positive attitude no matter how difficult things seem to be.
- Genuine or authentic - they can feel other people's sufferings or happiness as if they were their own.
- Humorous – they have learned that humour can help a person stay physically and emotionally healthy.

Being emotionally competent has many benefits, both personally and professionally. Personally, emotionally competent persons have much better relationships – they have learned to manage their impulses and are capable of being more tolerant with other people. They are also better prepared to accept and cope with changes. One more personal benefit of emotional intelligence is a happier and more productive life. The emotionally intelligent person has a greater capacity to solve problems and to make more responsible decisions.



Emotional intelligence can also help us be more successful in our professional life. By being able to manage our emotions, we can think more clearly, an extremely important skill required for doing a good job. One more benefit of emotional intelligence in our professions is in the area of conflict resolution. If we can manage our emotions, then we will be able to figure out ways in which conflicts can be effectively solved. Managing the stress created by the demand of today's jobs is another benefit of emotional intelligence. A much better service to the customer, more synergy, empathy and a highly effective performance in our jobs are other benefits of emotional intelligence in our professional lives.

**Improving your emotional intelligence**

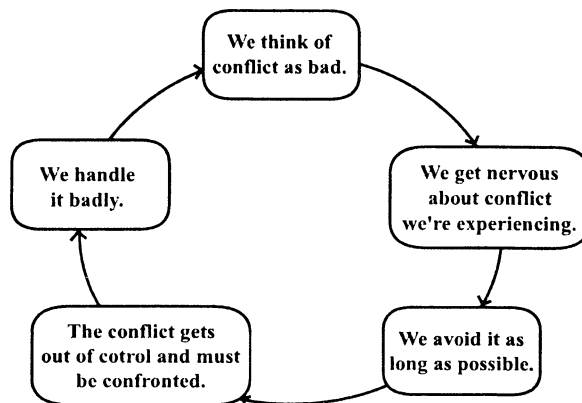
Here are some strategies you can use to become an emotionally competent person.

1. Identify your weaknesses and your strengths.
2. Renew yourself physically, mentally, spiritually, emotionally and socially.
3. Identify situations or people that make you lose your control.
4. Try to relax and think of alternatives to deal with situations or people who make you lose control of yourself.
5. Learn to "read" the message negative emotions give you.
6. Learn to use your emotions constructively.
7. Never, ever lose your sense of humour.

**VII. INTERPERSONAL CONFLICT**

Interpersonal conflict occurs whenever two or more people disagree. Conflict is not restricted to enemies; it can occur between friends, families, strangers, and even in the workplace. The discord may be caused by a simple misunderstanding or due to incompatible goals, values or beliefs. Conflict is an unavoidable part of most interactions, so it is best to learn how to identify it and deal constructively with it.

Beliefs about conflict influence the way people tackle the conflict. Many people assume that any kind of conflict is inherently bad and should be avoided at all costs. In reality however, conflict is neither good nor bad - it is a natural phenomenon that may have good or bad outcomes, depending on how people deal with it. Cultures differ in their general approach to handling conflict. For instance, collectivist cultures like China and Japan often avoid conflict, whereas individualistic cultures tend to encourage direct confrontations. Although avoidance may sometimes have a good outcome (discretion may be the better part of valour), when the issue is important to you, avoiding conflict may lead to a self-perpetuating cycle.



Dealing with interpersonal conflicts in an open and constructive manner can result in a number of positive outcomes (Clark & Grote, 2003):

1. Constructive confrontation helps bring problems out in the open where they can be solved.
2. It puts an end to chronic sources of discontent in a relationship.

3. It can lead to new insights through the airing of divergent views.

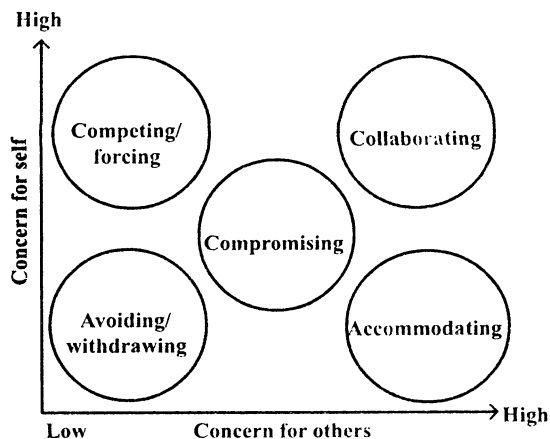
### A. TYPES OF CONFLICT

To deal with conflict effectively, it is important to first understand what you're facing. Conflict can be categorised into 5 types (Verderber & Verderber, 2004):

1. **Pseudoconflicts** – As the name suggests, this is a false conflict. It is a kind of game playing, in which the goal is to get the other person "hooked", so that an unresolved issue comes out. By identifying an exchange as a pseudoconflict, where the other person makes statements which are an invitation to fight, you can make a non-defensive response and not get drawn in.
2. **Fact-based conflicts** – These are disagreements over issues of a factual nature. The most effective way to deal with such conflicts is to check the facts and not dwell on who was right and who was wrong (which would escalate the disagreement into a conflict).
3. **Policy conflicts** – These conflicts arise when people disagree about how to handle a particular situation. There is often no obvious correct answer. The key is to find a solution that addresses both the problem as well as the feelings of both people.
4. **Value-based conflicts** – Values are beliefs people use to evaluate the worth of various aspects of life (eg. religion, politics). The more importance a value has for a person, the more influence it will have on one's behaviour. When people recognise a conflict as value-based, they realise that the issue is genuinely important to that person and that the other person is not just being stubborn. Couples manage such conflicts by taking turns, or by agreeing to disagree.
5. **Ego-based conflicts** – Here, one or both parties in a conflict view the outcome as a measure of self-worth (how competent one is, how much power one has, how much one knows, etc). In ego-based conflicts, winning becomes more important than finding a fair solution. Value or content-based disagreements can often escalate into ego-based conflicts when one or both parties lapse into negative personal judgements, more so when they are supposedly experts in the topic under discussion. Ego-based conflicts are difficult to manage because individuals perceive so much to be at stake. The best way to deal with them is to recognise them and make a conscious effort to move the discussion back to a content level.

### B. STYLES OF MANAGING CONFLICT

When faced with a conflict, how do you react? Most people have a habitual style of dealing with conflicts. Studies have revealed 5 distinct patterns of dealing with conflict (Lulofs & Cahn, 2000). Two dimensions underlie these styles: interest in satisfying one's own concerns and interest in satisfying others' concerns (Rahim & Magner, 1995).



**1. Avoiding/withdrawing**

Some people hate the thought of a conflict and do their best to avoid it. This shows low concern for self and others. When faced with a conflict, the avoider will try to change the subject, deflect the discussion with humour, pretend to be occupied with something else, or try to physically exit or run away. This tactic is good for minor problems (there's no need to react to every little annoyance). For bigger conflicts, however, avoiding is not a good strategy, since it just delays the inevitable confrontation.

Postponing a discussion or conflict can have its advantages - especially when people are tired or rushed or simply need some time to cool off (to avoid saying something they may later regret). Postponing becomes avoiding only if the discussion never takes place.

Problems occur when people in power (parents, superiors) avoid a problem situation since it may lead to frustration and resentment in the less powerful people around.

**2. Accommodating**

Some people dislike conflict and try to end it by giving in very easily. Such accommodators experience low concern for self and high concern for others. Such people are overly concerned about acceptance and approval from others. Occasional accommodating is appropriate when you don't have strong preferences. However, habitual accommodating is not considered an effective way of managing conflict, since it does not result in creative thinking and actual solutions. The accommodator often likes to play the role of a martyr, giving rise to feelings of resentment from both sides.

**3. Competing/forcing**

Competitors view each conflict as a win-or-lose situation, and will do virtually anything to win. The competitor has high concern for self and low concern for others. Competitors rigidly adhere to one position and can be deceitful or aggressive in order to force the other party to submit. This style is undesirable, since it fails to generate creative solutions to the problem. Moreover, it is likely to lead to post-conflict tension, resentment and hostility.

**4. Compromising**

Compromising takes into account the divergent needs of both parties. Compromisers are willing to negotiate and meet the other person halfway. In this approach, each person gives up something so that both parties experience partial satisfaction. Thus compromisers show a moderate concern for self and others. Since both parties gain some satisfaction, this is considered a fairly constructive approach to conflict, especially when the issue is moderately important.

**5. Collaborating**

In this approach, conflict is viewed as a mutual problem to be solved as effectively as possible, that is, with the maximum satisfaction to both parties. Therefore, collaborators experience a high concern for self and others. Collaborating encourages openness and honesty, and stresses on criticising the other person's ideas in a disagreement, (and not criticising the other person). Collaborators work on clarifying similarities and differences, in order to build on the similarities. Collaborating tends to create a climate of trust. Generally, this is the most effective approach to managing conflict.

**C. MANAGING CONFLICT CONSTRUCTIVELY**

The following are some explicit guidelines for dealing with conflict in a constructive manner.

1. Try to give the other person the benefit of the doubt. Just because people do not agree with you does not make them ignorant or mean-spirited. Try to understand their frame of reference and empathise with their stand.
2. Approach the other person as an equal, even if you have more power or a higher status (eg. as a parent or supervisor).

3. Define the conflict as a mutual problem, to be solved cooperatively.
4. Choose a mutually acceptable time to discuss the conflict (it may not always be best to tackle a conflict when and where it arises).
5. Communicate your flexibility and willingness to change your stand.
6. Keep communication honest and open – avoid withholding information and any kind of deceit and manipulation.
7. Target specific behaviours of the other person that you find annoying, rather than making general statements about their personality. Remarks about specific actions are less threatening and also help clarify what you hope will change.
8. Avoid loaded words which tend to trigger negative emotional reactions in listeners.
9. Use a positive approach and help the other person save face.
10. Limit complaints to recent behaviour and to the current situation. Dredging up past grievances only rekindles old resentments and distracts you from the current problem.
11. Take responsibility for your own feelings rather than trying to hold the other person responsible for your feelings.

### **VIII. ANGER MANAGEMENT**

Anger is a normal emotion. It is common for people to experience anger in everyday life. When anger is expressed in a controlled manner it is healthy for a person to communicate their feelings. When anger takes over and a person loses control, anger may be expressed in a negative and hurtful manner. Knowing how to recognize and express it appropriately can help us to reach goals, handle emergencies, solve problems and even protect our health. However, failure to recognize and understand our anger may lead to a variety of problems.

Some experts believe that suppressed anger is an underlying cause of both anxiety and depression. Anger that is not expressed can disrupt relationships, affect thinking and behaviour patterns, and create a variety of physical problems, such as high blood pressure, heart problems, headaches, skin disorders, and digestive problems.

#### **Strategies to manage anger**

- Learn to become aware of what you are feeling. Recognize particular signs that indicate that your anger is building up (eg becoming tense, developing a headache).
- Ask yourself what is really bothering you. Is it an interaction with someone is the real cause something else that is bottled up inside you? Avoid displacing your anger toward individuals who are not the cause of your anger.
- Take a time-out when you recognise the signs of anger. Let people who matter to you know that you need to walk away to calm down when you're really angry. Go to a quiet place and take deep breaths.
- Practise thinking about your options for behaving in an anger-provoking situation, and visualise how you might respond. Realise that you are ultimately responsible for your behaviour. Situations may make you angry, but how you react is up to you. Work on developing more positive response to replace negative ones.
- Learn how to assert yourself, and talk to the person who is triggering your anger. Use the physical and mental energy that is generated from feeling angry to channel your response to the situation. Help the person to see how their behaviour is affecting you in a way that they can hear and is not threatening. Use "I statements" that describe how you feel, rather than accusing the other person.
- Engage in activities that help you cope with anger. Exercise can help to diminish feelings of agitation and frustration. Practising relaxation techniques on a daily basis can also help in coping with anger.
- Use humour to dissolve some of your pent up feelings. Reducing your anger through humour can bring a more calm and settling atmosphere, and help you attain a more balanced perspective.

3. Define the conflict as a mutual problem, to be solved cooperatively.
4. Choose a mutually acceptable time to discuss the conflict (it may not always be best to tackle a conflict when and where it arises).
5. Communicate your flexibility and willingness to change your stand.
6. Keep communication honest and open – avoid withholding information and any kind of deceit and manipulation.
7. Target specific behaviours of the other person that you find annoying, rather than making general statements about their personality. Remarks about specific actions are less threatening and also help clarify what you hope will change.
8. Avoid loaded words which tend to trigger negative emotional reactions in listeners.
9. Use a positive approach and help the other person save face.
10. Limit complaints to recent behaviour and to the current situation. Dredging up past grievances only rekindles old resentments and distracts you from the current problem.
11. Take responsibility for your own feelings rather than trying to hold the other person responsible for your feelings.

### **VIII. ANGER MANAGEMENT**

Anger is a normal emotion. It is common for people to experience anger in everyday life. When anger is expressed in a controlled manner it is healthy for a person to communicate their feelings. When anger takes over and a person loses control, anger may be expressed in a negative and hurtful manner. Knowing how to recognize and express it appropriately can help us to reach goals, handle emergencies, solve problems and even protect our health. However, failure to recognize and understand our anger may lead to a variety of problems.

Some experts believe that suppressed anger is an underlying cause of both anxiety and depression. Anger that is not expressed can disrupt relationships, affect thinking and behaviour patterns, and create a variety of physical problems, such as high blood pressure, heart problems, headaches, skin disorders, and digestive problems.

#### **Strategies to manage anger**

- Learn to become aware of what you are feeling. Recognize particular signs that indicate that your anger is building up (eg becoming tense, developing a headache).
- Ask yourself what is really bothering you. Is it an interaction with someone is the real cause something else that is bottled up inside you? Avoid displacing your anger toward individuals who are not the cause of your anger.
- Take a time-out when you recognise the signs of anger. Let people who matter to you know that you need to walk away to calm down when you're really angry. Go to a quiet place and take deep breaths.
- Practise thinking about your options for behaving in an anger-provoking situation, and visualise how you might respond. Realise that you are ultimately responsible for your behaviour. Situations may make you angry, but how you react is up to you. Work on developing more positive response to replace negative ones.
- Learn how to assert yourself, and talk to the person who is triggering your anger. Use the physical and mental energy that is generated from feeling angry to channel your response to the situation. Help the person to see how their behaviour is affecting you in a way that they can hear and is not threatening. Use "I statements" that describe how you feel, rather than accusing the other person.
- Engage in activities that help you cope with anger. Exercise can help to diminish feelings of agitation and frustration. Practising relaxation techniques on a daily basis can also help in coping with anger.
- Use humour to dissolve some of your pent up feelings. Reducing your anger through humour can bring a more calm and settling atmosphere, and help you attain a more balanced perspective.

**IX. SOLVED EXAMPLES**

*Directions for the following 10 items: Each item describes a situation and is followed by four possible responses. Indicate the response you find most appropriate. Choose only one response for each item. The responses will be evaluated based on the level of appropriateness for the given situation.*

**Example 1:** Pramod felt he had a very good idea for improving the efficiency of his department. He asked his superior, Mr Shetty, for a meeting, and discussed the idea with him. At the end of the meeting, Pramod left with a sense of dissatisfaction, feeling that Mr Shetty had not really 'listened' to his idea. Reflecting on what happened during the meeting, Pramod recalled the following:

1. Mr Shetty maintained eye contact while Pramod was speaking.
2. Mr Shetty asked quite a few questions.
3. Pramod kept looking at his watch.
4. Mr Shetty did not interrupt Pramod even once.

Which of the above behaviours could have resulted in Pramod's feeling that Mr Shetty had not listened to his idea?

- (a) 1, 2 and 4      (b) 3 only      (c) 1 and 2      (d) None of these

**Explanation:** Statements 1, 2 and 4 indicate that Mr Shetty was actively listening to Pramod. Statement 3 describes Pramod's behaviour, and is not related to Mr Shetty's level of listening. Pramod's sense of dissatisfaction is either unfounded, or has been caused by some other cues that he has not recalled.

Hence, the correct answer is **option d**.

**Example 2:** Diya was in a local train, on her way to take the CSAT preliminary examination. Since she was lucky enough to get a seat, she wanted to revise her basic maths formulae once last time. As she went through her notes, the lady sitting next to her started talking on the cell phone, presumably with her husband. Diya could not help but overhear the conversation. It seemed that the lady was offended about something her husband had said about her at a party the previous night. Diya tried her best to concentrate on her notes, but it was a futile effort. She put away her notes and tried to relax her mind, but to no avail. The lady became more and more upset, and though her volume was low, her agitated whispers kept drawing Diya's attention. Diya could feel the waves of tension rolling off the lady and felt herself getting irritated and tensed at the same time. She is wary of complaining, since she does not want to bring the lady's wrath upon herself. However, she cannot relax with that lady's indignant voice in her ears.

Which of the following would be the most appropriate way for Diya to deal with the situation?

1. Diya should put on headphones and listen to music – it will be the best way to relax.
2. Diya should politely interrupt the lady and ask her to have her private conversations in a private place – and not subject those sitting next to her in a public place to her private fight.
3. Diya should politely and assertively tell the lady that she is getting disturbed and to please stop this behaviour.
4. Diya should ask the others sitting around if they are also getting disturbed, and if so, they should all collectively threaten to make the lady alight the train at the next station.

- (a) Only 1      (b) 2 and 4 only      (c) 3 and 4 only      (d) Only 4

**Explanation:** Any kind of confrontation with the lady will result in Diya getting worked up and agitated - something she should avoid before an examination.

Statement 4 is an unnecessary threat and goes overboard. Eliminate options (b), (c) and (d).

Statement 1, in a way, avoids the issue, but may be the most appropriate way of maintaining calm before an important examination.

Hence, the correct answer is **option a**.

**Example 3:** As a Project Lead in an NGO, Mr. Kumar is responsible for coming up with innovative solutions to the problems faced by the numerous street children of the city. He calls for a team meeting, where the members can brainstorm and come up with ideas. However, most of the ideas, though creative, are not realistically achievable. Mr Kumar feels that the discussion is not yielding any meaningful results when one enthusiastic person insists that the idea given by him is so good that it should be immediately acted upon. Mr Kumar expresses his feeling that the idea is too ambitious and unrealistic. However, the young boy refuses to accept this, and eagerly insists that it can and will work.

Which of the following would be the most true and appropriate statement from Mr Kumar to handle the situation?

- (a) I am telling you for the last time, your idea will not work. Now can we move on to the next idea?
- (b) Okay, let us note this idea and now I think we should try to come up with some more ideas. We can discuss the implementation later.
- (c) Finally, I'm in charge and I refuse to accept this idea. But I'm sure you're bright enough to come up with some more ideas.
- (d) Ok, that's your idea.

**Explanation:** Option (a) is harsh.

Option (c) is highhanded.

Option (d) does not communicate anything.

Option (b) is the most appropriate statement that Mr Kumar can make.

Hence, the correct answer is **option b**.

**Example 4:** Nita has just suffered from a virulent form of malaria and has been on sick leave for the past two weeks. Her doctor has advised her to take at least one more week of bed rest in order to recover completely. Nita is employed in a nationalised bank, where she sits at the foreign exchange counter along with her colleague Manasi. While Nita is on sick leave, Manasi has been handling the counter on her own. When Manasi hears that Nita is going to be on leave for one week more, she realises that her workload is going to be double for a further week. She feels tired and overworked already. At lunch, Manasi confides to her friend Lata that she too is going to be "sick" from the next day and will come only when Nita resumes work. Which of the following would be the most appropriate way for Lata to react?

- (a) As a friend, Lata should be supportive and encourage Manasi to take her "sick" leave.
- (b) As an employee of the bank, Lata should point out Manasi's selfishness and unprofessionalism.
- (c) As an independent observer, Lata should be noncommittal.
- (d) As a friend, Lata should show her understanding of Manasi's feelings, but still point out that such behaviour would be unprofessional.

**Explanation:** Manasi and Lata are friends and Manasi is confiding in Lata in the capacity of a friend. Therefore, Lata should respond in kind. Options (b) and (c) can be eliminated.

As a friend, Lata can be supportive, but she should also be objective and help Manasi see the bigger picture. Going on leave just because there is a lot of work is unprofessional, and Lata should help Manasi realise this.

Hence, the correct answer is **option d**.

**Example 5:** Ms. Saumya Halder, a Secretary in a government department, has been entrusted with the task of informing a habitually absent employee in her department about the termination of his services.

In which manner should she present her side of the discussion?

- (a) She should avoid a face to face conversation and inform him of all details through mail.

- (b) She should use the economic recession as an excuse for the department deciding to fire him.
- (c) She should inform him in a face to face meeting the reason as to why his services have been terminated.
- (d) She should only talk to him once she has arranged for a few interview calls for him in other organisations.

**Explanation:** Option (c) provides the best balance between being frank and performing one's responsibilities.

Option (a) is unfair whereas option (b) is unethical.

Option (d) is largely unnecessary.

Hence, the correct answer is **option c**.

**Example 6:** Mr. Faizan Sheikh has just been promoted to head of purchasing and suddenly finds himself as the supervisor of the people he used to work with alongside earlier. Needless to say, he shares a very friendly equation with each one of them. However, recent performance appraisals show a drop in work efficiency and Mr. Sheikh realizes that this is because of certain people in his team who are taking advantage of their relationship with him and shrugging responsibilities.

How should Mr. Sheikh handle this situation?

- (a) He should call for a team meeting and reprimand all those people who are responsible for the drop in efficiency.
- (b) He should personally and separately call and talk to all those people and explain to them how their attitude is affecting the project schedule.
- (c) He should send out a mail to everyone in the team and ask them for suggestions for improving their efficiency.
- (d) He should use the friendly equation he shares with the concerned people and explain to them how their attitude is actually putting him in a difficult position with his boss.

**Explanation:** In this situation, it is very important for Mr. Sheikh to make his ex-colleagues understand that he is now in a position of responsibility towards all of their work while also ensuring that he does not jeopardize his relationship with them.

Option (a) would be an unwise decision as it would underline his arrogance and alienate his team. Option (c) sounds good but such a grave matter should be handled with a face to face conversation. A group mail would fail to make the team realize the gravity of the situation.

Between options (b) and (d), option (b) has a definite edge as it addresses the issue directly by showing how the attitude of the staff is affecting efficiency whereas option (d) addresses it indirectly by showing how the attitude of the staff is making things difficult for him.

Hence, the correct answer is **option b**.

**Example 7:** Sunita, a mother of 3 children, was hired because of her excellent communication skills. Her first 2 weeks were spent in a special training program, from 10 am to 5 pm daily. Sunita found that she had the necessary skills to be good at her job and was happy with her work schedule. At the end of the training, she was told to report to her department the following Monday. When Sunita arrived for work on Monday morning at 10 am, the department head scolded her for being "late", since she was scheduled to be a part of the early morning shift, which started at 7 am. Sunita replied that she had not been informed about this timing, and that there was no way she could come that early, since she had to get her children ready and send them to school before leaving home. She threatened to resign if she was not accommodated in a later shift. The supervisor insisted that Sunita was hired simply because there was a vacancy in the early morning shift – all the other shifts were already full. He further insisted that the timing was mentioned in the contract that Sunita signed at the time of joining and that she should have read it thoroughly, even if the recruiter forgot to mention it. Because of the heavy workload, the head needed Sunita, but had no room for her in any of the later shifts. To support a family with 3 children, Sunita needed the job, but not at the cost of neglecting her children.



1. Which of the following is/are communication blocks in this case?
1. Sunita did not read the contract thoroughly before signing it.
  2. Sunita did not inform the recruiter that she will not be able to come for a 7 am shift.
  3. The recruiter did not mention that the vacancy is for a 7 am shift.
  4. The trainer did not mention that the 10 to 5 timing was only for the training program, and not the actual work schedule.
- (a) 1 and 2 only      (b) 3 and 4 only      (c) 1 and 3 only      (d) 1, 2, 3 and 4

**Explanation:** The breakdown in communication occurred at the time of recruitment. The recruiter forgot to mention that the vacancy was for the early morning shift (statement 3). Moreover, Sunita did not read or understand the contract before signing it (statement 1). Although statements 2 and 4 are true incidents in the case, they are not a block in communication. Hence, the correct answer is **option c**.

2. Which of the following would be the most effective step taken by Sunita in resolving the conflict?
- (a) The department head should make an exception and allow Sunita to come late for the early morning shift.
  - (b) The department head should place Sunita in the second shift.
  - (c) Sunita should hire a maid to get her children ready for school.
  - (d) All of the above

**Explanation:** The question stem asks for the step to be taken by Sunita- options (a), (b), and (d) are eliminated.

Option (c), although not the best of solutions, is the only option that speaks of action to be taken by Sunita.

Hence, the correct answer is **option c**.

**Example 8:** The swine flu pandemic has swept through the country. Dr Modi, the Chief of the National Medical Association and official government advisor, has recommended importing hundreds of vaccines and administering them to all government healthcare officials. To publicise the move, he wants the Health Minister to launch the drive and be administered the first injection. The Health Minister has his doubts. He vaguely remembers reading something about this particular vaccine- something about the possibility of it causing a rare neurological disorder. He is therefore hesitant to be exposed to such a risk, and refuses to lend his support, saying that the vaccine is not effective. Dr Modi is livid. He takes this as an insult to his professional advice – would he have advised a vaccine if he was not sure of its effectiveness?

1. How should Dr Modi have reacted?
- (a) Dr Modi should argue about the effectiveness of the vaccine till he convinces the Minister.
  - (b) Dr Modi should ask the Minister why he thinks the vaccine is not effective and give him scientific proof of its effectiveness.
  - (c) Dr Modi should not tolerate such an insult and should immediately threaten to resign.
  - (d) Dr Modi should tell the Minister that his feelings have been badly hurt by this and ask the Minister to reconsider his decision.

**Explanation:** Dr Modi should keep the conflict to a fact based level, and not take it as a personal/professional insult. Eliminate option (c).

Option (d) would be suitable if the conflict was between friends – in such a professional setting, it is best to stick to hard data. Eliminate option (d).

Between options (a) and (b), arguing verbally will not be as effective as finding out why the Minister feels the vaccine is ineffective and giving him scientific evidence of its efficacy.

Hence, the correct answer is **option b**.

2. Which of the following would have been the most appropriate way for the Health Minister to deal with the situation?
- The Health Minister was right – he should not risk his own health just for some publicity stunt.
  - The Health Minister should have expressed his concerns to Dr Modi, or his own personal doctor.
  - The Health Minister should have looked up the source – where he had read about the danger of the vaccine.
  - The Health Minister should have trusted the national medical advisor and gone along with his suggestion.

**Explanation:** The Health Minister had a valid concern, and should have expressed this to Dr Modi. Alternately, he could have asked for the advice of his own (trusted) doctor.

Option (a) is incorrect. If there was a risk in the vaccine, he should not think only of himself – the vaccine was going to be administered to innumerable health care professionals.

Option (c) though correct, is not the most appropriate answer. It may be a time consuming task, and even if the source is found, it will not help resolve the problem.

Option (d) is incorrect, since the Minister had a doubt which needed to be addressed.

Hence, the correct answer is **option b**.

## X. SUMMARY

- Interpersonal skills influence the way a person interacts with others. Creating a positive interpersonal environment promotes open communication and effective interpersonal interaction.
- Communication is the transfer of information from one person to another. Communication takes place all the time on a personal and professional front.
- Barriers to communication can be identified and overcome.
- Nonverbal communication occurs through a variety of behaviours such as facial expressions, eye contact, body language and tone of voice.
- Certain techniques can be used to achieve effective communication skills.

## TEST 1

**Directions for questions 1 to 7:** Choose the most appropriate answer to the questions given below.

1. Shankar is very intelligent, but not smart enough to realise that his know-it-all attitude irritates those around him. He blissfully expresses an opinion on anything and everything under the sun, and his co-workers find it most annoying that he is often correct. Once, as the team is discussing the upcoming world cup, and comparing performances of the players of the previous world cup, Shankar vociferously expresses his view on who he thinks was awarded the best player award during the last world cup. Mahesh does not agree. As an avid cricket fan, Mahesh is sure that although Shankar's player performed well, the man of the match trophy was awarded to another lesser known player.

However, Shankar, who is too used to being right, refuses to accept this and is adamant that he is correct.

Which of the following statements would be the most appropriate way for Mahesh to manage this conflict with Shankar?

- Let us google it and find out.
- You will have to agree with me this time as I know what I am talking about.
- You can't always be right. I am sure of the answer.
- Let's bet on it! If you lose, you will have to keep your opinions to yourself for the next six months!

2. Generally, the most productive style for managing conflict is:  
 (a) Accommodating (b) Competing (c) Compromising (d) Collaborating
3. Which of the following are considered to be the most difficult conflicts to manage?  
 (a) Pseudoconflicts (b) Content-based conflicts (c) Value-based conflicts (d) Ego-based conflicts
4. In the context of paraphrasing as a strategy of effective listening, consider the following statements:  
 1. Content Paraphrasing involves repeating word to word what the speaker has said in order to verify the accuracy of your understanding.  
 2. Feelings Paraphrasing involves identifying the feelings behind the content of the message.  
 Which of the above statements is/are correct?  
 (a) 1 only (b) 2 only (c) Both 1 and 2 (d) Neither 1 nor 2
5. Which of the following is not a strategy of active listening?  
 (a) Making eye contact to show the speaker that you are listening.  
 (b) Showing your interest through affirmative head nods.  
 (c) Completing the speaker's sentence to prove your understanding of the train of thought.  
 (d) Asking questions to clarify what the speaker is saying and ensure your understanding.
6. As the Collector of a district, two villagers approach you to solve a dispute. You:  
 (a) Immediately pass judgment, since you've already heard about the dispute from other people.  
 (b) Listen to both sides carefully and then pass judgment.  
 (c) Pass judgment in favour of the person who has a reputation for being an honest and upright citizen.  
 (d) Inform them about your lack of time, ask them to come later, hoping that the dispute will get resolved without your intervention.
7. In the context of emotional intelligence, consider the following statements:  
 1. Emotional intelligence consists of competencies that exist within a person as well as between persons.  
 2. Emotional intelligence can help a person cope with stress and change.  
 3. Emotionally competent people have better interpersonal skills, as well as better decision making and problem solving skills.  
 Which of the above statements is/are most likely to be true?  
 (a) 1 only (b) 1 and 3 (c) 2 and 3 (d) All of the above

**Directions for questions 8 to 12:** For each of the following cases, read the case and choose the best alternative.

8. You have been asked to give an explanation for not attending an important official meeting. Your immediate boss who has not informed you about the meeting is now putting pressure on you not to place an allegation against him/her. You would  
 (a) Send a written reply explaining the fact.  
 (b) Seek an appointment with the top boss to explain the situation.  
 (c) Admit your fault to save the situation.  
 (d) Put the responsibility on the coordinator of the meeting for not informing.

9. Consider the following situation:

Your rich elderly aunt has just given you a birthday present and has asked you to open it in front of her. You see the shiny wrapping and your excitement rises. You think it must be something really expensive, maybe a new cell phone or some latest electronic gadget, since you've talked to her countless times about how tech-savvy you are. You tear open the paper and see... a box of handkerchiefs! You are completely and utterly disappointed. She is waiting to see your reaction. You:

- (a) Mask your true feelings and force a smile on your face, and thank her.
- (b) Pretend you love the present and jump for joy.
- (c) Do not react.
- (d) Firmly and politely tell your aunt that you do not need handkerchiefs and return the present.

10. With regard to the display rules that govern the appropriate display of emotions, match the following reactions:

A	Masking	1	Showing excitement and thanking someone profusely for a small favour.
B	Intensifying	2	A chess player not showing his excitement when his opponent is about to make a fatal move, to avoid alerting him.
C	Deintensifying	3	Meeting someone you dislike but greeting them with a smile.
D	Neutralising	4	The winner of a tennis match shaking hands with the loser instead of gloating.

- (a) A-3, B-1, C-2, D-4    (b) A-1, B-3, C-2, D-4    (c) A-3, B-1, C-4, D-2    (d) A-1, B-3, C-4, D-2

11. A person constantly looking at his watch while you are speaking to him, indicates:

- 1. That he is in a hurry to end the conversation.
- 2. That he is not giving his complete attention to what you are saying.
- 3. That he is following a strict schedule.
- 4. That he is trying to show off his new watch.

- (a) 1 and 2                      (b) 1 and 3                      (c) 2 and 3                      (d) 3 and 4

12. Mr. Shoride was a top rank student throughout his educational life. He graduated from a top ranked engineering school and then went on to the best management institute in the country. He was placed in one of the best MNCs immediately after. However, looking at his work experience, we can see that he did not last for long in any one company. He kept changing jobs and the size of the companies he worked in also got progressively smaller. Most people who have worked with him, do not have positive things to say about him.

Consider the following conclusions based on this information:

- 1. Mr. Shoride has a high IQ, but his EQ (emotional intelligence quotient) was probably low.
- 2. Mr. Shoride has a high IQ and EQ, but his professional decline may have been caused by factors beyond his control.

Which of the above statements is/are most likely to be correct?

- (a) 1 only                      (b) 2 only                      (c) Both 1 and 2                      (d) Neither 1 nor 2

## TEST 2

**Directions for questions 13 to 18:** For each of the following cases, read the case and choose the best alternative.

13. You are travelling by train. The sharp smell of an orange draws your attention to two college students seated across you, who are peeling an orange. They collect the pieces of peel in their hands and then casually throw them on the floor. You:
- (a) Turn your face and look out of the window. It is not your problem if people are littering the train.
  - (b) Start lecturing them on their bad habits. Teach them that it is wrong to litter.
  - (c) Pick up the peels and give them in the culprits' hands.
  - (d) Firmly tell them not to litter. You also give them a sheet of your newspaper and ask them to pick up the peels, put them in the paper, and throw them in a dustbin.
14. Your friend confides in you about his smoking habit. He looks quite panicky. Which of the following would be the most suitable way for you to react?
- (a) Firmly and unequivocally tell him that smoking is bad and he must stop immediately, since you have his best interests at heart.
  - (b) Be a good friend; show your understanding of his problem and reassure him that everything will be alright.
  - (c) Offer to smoke with him. Over a period of time, you can get him to stop the habit.
  - (d) Be supportive as a friend by understanding that an addiction is difficult to break out of, but point out that smoking is harmful and encourage him to slowly but surely give up the bad habit.
15. In the context of creating a positive interpersonal environment, consider the following situation: A group of your co-workers are discussing a new movie that has just released. The general opinion of the group seems to be positive towards the movie, with some people calling it 'funny', 'well-made' and 'a real stress-buster'. You saw the movie yesterday and hated it. Someone notices that you have not yet spoken, and asks for your opinion. What would be an appropriate reaction?
- (a) You smile and agree that it was a nice movie, since you want to feel like a part of the group.
  - (b) You rave about the movie, since it would be rude to disagree with the person who made an attempt to include you in the conversation.
  - (c) You honestly say that you didn't like the movie but try to think of some small thing that you liked in it and mention that.
  - (d) You be open and honest and say that you hated the movie and that you think that seeing it was a total waste of time and time.
16. Consider the following situation:  
You have come up with an idea that can save the administration crores of rupees annually. Your superiors have approved this idea and everyone is coming up to you to compliment you. What is the most appropriate way to react?
- (a) You respond modestly that it was nothing much.
  - (b) You thank the person and move the conversation on.
  - (c) You use this opportunity to remind everyone of your ingenuity and intelligence.
  - (d) You assure people that you can come up with many more such good ideas.
17. Your colleague is recounting a harrowing experience he just went through. You had gone through a similar experience last year. What do you do?

- (a) Immediately start talking about your experience, since it is funnier and more interesting and the people listening will appreciate it more.
- (b) Wait till he finishes and then relate your experience.
- (c) Don't try to upstage him; keep quiet about your experience since it may overshadow his story.
- (d) Don't interrupt him; listen to his story and ask intelligent questions at the end to show your listening.

**18.** Ankush is an honest and hardworking boy. He notices that his co-worker, Sanjay, has made a habit of going out for "urgent" personal work during office hours. Since both of them are working together on a project, invariably the deadlines are not met because Sanjay's work is not completed on time. How should Ankush react?

- 1. Ankush should ignore it. It is none of his concern what other employees do.
- 2. Ankush should have a chat with Sanjay and persuade him to stop this habit, as it may reflect badly on the team as a whole.
- 3. Ankush should inform his boss about the frequency of Sanjay's trips out of office.
- 4. Ankush should officially send a written complaint to his boss about Sanjay, detailing the exact frequency and duration of Sanjay's trips.

Which of the above would be appropriate?

- (a) 1 only                      (b) Either 2 or 3                      (c) Either 1 or 4                      (d) Either 3 or 4

**Directions for questions 19 to 22:** For each of the following cases, read the case and choose the best alternative.

**19.** Sunita: "You always say you're too busy to meet me. In the last one year since we finished college, we have met only twice. You either have a work deadline, or have to run errands or something or the other. What kind of a friend are you?"

In the context of effective listening, which of the following would be the most appropriate way to respond?

- (a) You feel I always say I'm too busy to meet you. We have only met twice in the last year. I always have some work deadline or errands.
- (b) I realise that you are feeling hurt and angry because you feel I don't give enough importance to our friendship.
- (c) What is the use of getting so angry? Please calm down first then we can talk.
- (d) Though I value our friendship, my work and family are more important. You have to understand that. We are not in college anymore.

**20.** Your plump colleague has recently put on additional weight **and asks you** if it shows. What would be the most appropriate way to respond?

- (a) You honestly answer "Yes" and try to change the topic as soon as possible.
- (b) You honestly answer "Yes, obviously."
- (c) You diplomatically say, "Oh really? I hadn't noticed."
- (d) You reassure her by saying "Of course not. Nothing shows."

**21.** Your colleague asks you for 'a little bit of help' with her work, though she knows you are already overloaded with your own work. How do you respond?

- (a) You list all the things that you need to do to make her realise that you don't have the time to get involved in extra work.
- (b) You tell her that it is difficult for you to give a little bit of help - you either take on a task and get completely involved or not take it up at all.
- (c) You agree to help and then escape.

(d) You help her out and then don't meet your own deadline.

22. Sunil is an extremely neat and tidy person. His hostel roommate Deepak, is the absolute opposite - he is extremely untidy, careless with his things, and generally keeps his clothes and possessions scattered all over the place. Although Sunil considers him a friend, he is getting very irritated at having to either keep picking up after him, or having to see/ live in such a mess everyday. Every morning, Sunil tidies the apartment before leaving and every evening, he returns to find it in a mess. One day, Sunil arrives to find Deepak's clothes strewn over the sofa and his books and papers all over the table and even on the floor. Sunil has finally reached his limit. He decides to confront Deepak.

Which of the following statements made by Sunil would be the most appropriate way to solve the conflict?

- (a) Although you are a nice person, your untidiness is driving me nuts. You better keep your things in their place or else!
- (b) You are a very untidy person. Please learn to be more neat.
- (c) Please make it a habit to throw your discarded clothes in the hamper and keep your books and papers in your room. I don't like seeing the living room in such a mess.
- (d) I want you to realise that you are being inconsiderate and selfish. I also live here and don't like to see such a mess everyday. I keep trying to tidy up after you. You need to help more.

### TEST 3

**Directions for questions 23 and 42:** For each of the following cases, read the case and choose the best alternative.

23. As a high ranking official, Mr Gupta has a number of people reporting to him. Lately, his assistant, Mr Kambli, seems to be losing interest in his job. He has been coming late on a regular basis and has not been meeting work deadlines. The quality of his work has become drastically poor. How should Mr Gupta deal with Mr Kambli?

Consider the following statements based on this information:

- 1. Mr Gupta should discuss the matter with Mr Kambli, stating specific examples of his behaviour. He can enquire and find out what is actually troubling Mr Kambli that has caused his performance to decline and try to suggest specific ways in which his work can improve.
- 2. Mr Gupta can explain to Mr Kambli that his inefficiency is a problem and together they can set certain goals and targets for the coming month.

Which of the above statements is/are most likely to be appropriate?

- (a) 1 only                      (b) 2 only                      (c) Both 1 and 2                      (d) Neither 1 nor 2

24. Mr Wadia is angry with his son Percy for not completing his school project on time. Which of the following would be the most appropriate way for him to express his anger?

- (a) You are a bad boy for not finishing your project on time.
- (b) You make me so angry. No computer for you for the next two weeks!
- (c) You are always late in everything.
- (d) I am angry with you for not completing this project on time.

25. Sharmila and Rohit form a team and work together to meet common deadlines. They are both very good that their jobs and regularly receive praise and high appraisals. However, Rohit has recently started feeling that Sharmila is pushing more work onto him, and getting away with doing less work, though the credit is divided equally between them. He feels that he ends up doing more than his fair share of the work, in order to meet the deadlines. He stays till late to complete the work, while she leaves at her regular scheduled time. The Project Manager doesn't seem to realise that there is any problem, since the work is being delivered on time. However,

Rohit has started feeling extremely frustrated. He thinks that he should report the matter to the Manager - or should he talk it over with her first?

Rohit has complained about Sharmila, and she in turn has complained about him. Now that the problem is out in the open, the Project Manager wants to resolve the conflict between Rohit and Sharmila in the best way possible. He calls a meeting with both of them to discuss the issue. Which of the following would be the most appropriate way for him to resolve the conflict and promote a positive working environment?

- (a) Openly airing out resentments, identifying the problem as a mutual one which can be solved together.
  - (b) Pointing out that Sharmila is at fault and helping her by identifying specific ways in which she can improve.
  - (c) Identifying that both Rohit and Sharmila have problems and they both need to be understanding and compromise.
  - (d) Make Rohit and Sharmila work separately and turn it into a friendly competition between the two. This may even lead to increased productivity.
26. A sudden and violent dengue epidemic has broken out in a remote village in Northern India. The District Medical Officer, Dr Mishra, has urgently requested his seniors for medical and monetary aid. Mr Kamat, the Health Secretary of the state, has received the request and forwarded it to his counterpart in the Finance Department, Mr Sinha, the Finance Secretary. Mr Sinha says he cannot grant any monetary aid till he has the exact figures of the number of people affected and the extent of the impact of the epidemic. Only based on those figures can he decide how much money can be allocated. Mr Kamat has asked the medical officer for these figures, but Dr Mishra is too busy trying to control the epidemic and says that he does not have the time or the resources to waste on gathering data - all his people are busy trying to meet the needs of the villagers. Meanwhile, newspapers have reported that more people are unnecessarily being afflicted by the epidemic due to the "inefficiency and red-tapism" in the State Health Department. As a result, the Health Minister Mr. Shukla has come down harshly on the Health Secretary for not having taken decisive action.

Consider the following pairs of types of communications flows between people:

1. Mr Sinha tells Mr Kamat that he cannot allocate monetary resources without the required data - Downward Communication
2. Mr Shukla asks Mr Kamat for the media write-up - Downward communication
3. Mr Kamat asks Dr Mishra for data related to the epidemic - Lateral Communication
4. Mr Kamat promises to give Mr Shukla the completed the media write-up by 4 pm - Upward communication

Which of the above pairs is/are matched correctly?

- (a) 1 and 3 only      (b) 2 and 4 only      (c) 1, 3 and 4 only      (d) 1, 2 and 3 only
27. Mr Anand is a member of the recently formed National Committee for Cultural Integration, which aims at integrating tribal culture into mainstream society. The Committee has called for a meeting with the heads of various tribes to discuss certain proposals and get their feedback. The meeting started with the government representatives introducing the objectives of the committee and the various proposals that they had come up with. The tribal chiefs then aired their views and explained their problems, for much longer than expected. Some of the tribal chiefs who did not know Hindi were still eager to express themselves and spoke in their regional language, which seemed to be understood by many, but not all the members of the committee. At the end of the meeting, everyone was satisfied that the channels of communication had opened and that dialogue had started between the tribals and the government.
- Has effective communication occurred at the meeting?



- (a) No, because effective communication can never occur between people who speak two different languages.
- (b) No, because the tribals spoke for longer than the government officials.
- (c) Yes, because the tribals spoke for longer than the government officials.
- (d) No, because what was said in the regional language was not understood by all the people attending the meeting.

**28.** Anita is a sweet and easy going person. All her co-workers like her since she is amiable and friendly. Aparna is also very popular. She is loud, boisterous and often pulls pranks on others. One day, Anita comes to work and finds that the mouse attached to her computer is not working. She starts worrying, since her entire computer system (including the mouse) was recently upgraded. Seeing her tension, her neighbour tells her that actually Aparna's mouse was not functioning, so she switched it with Anita's. Anita asks Aparna about it, but Aparna laughs it off, and says that it is now Anita's problem.

Which of the following would be the most ineffective way for Anita to react?

- (a) Anita should call the system administrator and ask for a new mouse.
- (b) Anita should call the system administrator to get her mouse back from Aparna.
- (c) Anita should assertively tell Aparna that she wants her own mouse back.
- (d) Both (a) and (c)

Ria works as an official in the Mantralaya. She also has a family, comprising her husband and two children. Though her life sounds perfect, she often has to juggle her work and family responsibilities. Today is a significant day for her. There is a surprise birthday party planned for her brother, and she has promised her mother that she will come with her husband and children. Both her kids are excited about the party. Although her brother's house is an hour's drive away, if she leaves on time (preferably slightly earlier), she should have no problem going home, meeting her husband and children, and reaching the venue before her brother – in time to yell, "Surprise!"

When she reaches work however, her superior assigns her a very important task which is high priority. A dismayed Ria realises that completing the task will require her to stay beyond her usual time.

**29.** Consider the following statements:

1. Ria should explain the situation to her superior and go to the party because she had made the family commitment.
2. Ria should explain the situation to her superior and go to the party because family is more important than one's profession.
3. Ria should not go to the party because she needs to give the right impression to her boss ahead of the annual appraisal which is due anytime now.
4. Ria should speak to her husband and not go to the party because work is more important – parties are just for fun.

Which of the above statements is/are appropriate as a course of action for Ria?

- (a) 1 only    (b) 3 and 4 only    (c) 1 and 2 only    (d) 1, 2 and 3

**30.** Which of the following would be the most appropriate response for Ria to give to her superior?

- (a) Ria should apologise to her superior and tell him that she has a prior commitment and will not be able to do the task. She should ask him to assign the task to someone who can stay late.
- (b) Ria should tell her superior that she has a family commitment and describe how much work she will be able to finish today and by what time she will be able to complete the rest tomorrow.

- (c) Ria should tell her superior that she will do her best thereby keeping him happy and then leave on time, irrespective of how much work is left.
- (d) Ria should give the excuse of a sudden medical emergency at her place and excuse herself out of office.

**31.** Ria is running late and struggling to finish her work. Her husband has called for the third time on her cell phone, urging her to leave. She can hear her children whining in the background and feel the steady rise in her husband's level of irritation. She is also tired and irritated, but wants to finish another 15 minutes of work before leaving.

Which of the following would be an appropriate way for Ria to respond to her husband so as to resolve the brewing conflict?

- (a) Please stop calling – if you keep calling me, you're just disturbing me and I'll take that much longer.
- (b) I'm sorry. I'll leave right away. Tell the kids I'll bring them chocolates if they behave themselves till then.
- (c) FINE! I'm leaving now and will be home soon. My work will never be important to you.
- (d) I'm sorry, but I need 15 minutes more and then I'll leave. Why don't you leave now and I'll meet you on the way?

Arvind is standing in line to pay the electricity bill. Although he is getting late for work, today is the last day to pay the bill. So Arvind has to stand in the long snaking queue, waiting for his turn. The wait seems interminable and Arvind gets increasingly worried about his boss's reaction. Suddenly he notices that a young female college student walks past him to the front of the line where another lady is standing, and quietly slips into the line behind that lady.

**32.** How should Arvind react?

- (a) Arvind should ignore it – one more person will not make that much of a difference and anyway, it is up to the person in line behind the lady to object.
- (b) Arvind should loudly start commenting about the girl's behaviour to the person standing in front of him – this will embarrass her into taking her place at the end of the line without any conflict.
- (c) Arvind should immediately express his annoyance and demand that the young girl move to the end of the line.
- (d) Arvind should politely request the girl to move to the end of the line.

**33.** As Arvind reaches near the front of the line, an old man, stooped over a walking stick, hobbles to the front of the line and cuts the line. How should Arvind react?

- (a) Arvind should ignore it.
- (b) Arvind should loudly start commenting about the old man's behaviour to the person standing in front of him – this will embarrass him into taking his place at the end of the line without any conflict.
- (c) Arvind should immediately express his annoyance and demand that the old man move to the end of the line.
- (d) Arvind should politely request the old man to move to the end of the line.

**34.** Mr Shashi is a senior officer, responsible for the working of a team of 10 employees. They all sit together in one room, which has a single Air Conditioning (AC) unit. Invariably, there are minor squabbles over the temperature of the AC, since the people sitting under the direct draft from the AC feel very cold, and want to increase the temperature, while those seated in the corners feel very hot and want to decrease the temperature. Each time someone changes the temperature, sure enough there will soon be complaints and someone else will take the remote to readjust the temperature.

As the officer in charge of this team, what should Mr Shashi communicate to the team?

- (a) Mr Shashi should remind the team that they should focus on their work and not waste time discussing the temperature.
- (b) Mr Shashi should himself decide on a reasonable temperature he is comfortable with and keep the remote control that regulates the air conditioner with him. He should not allow others to change the temperature.
- (c) Mr Shashi should set up a committee to resolve the dispute at the senior most level in the organization.
- (d) None of these

Sheila: You always say you're too tired to help with the housework. Whenever I ask you to help, you start talking about how difficult your day was and how much tension and stress you face at work. You just need an excuse to laze around. You make me so mad.

Anil: You can't bear to see me sitting or relaxing. You're just hyper all the time.

35. Which of the following statements made by Sheila would be the most appropriate in order to express her feelings in such a way as to get Anil to help with the housework?

- (a) I have also spent the day in office and am tired. The dining table and the kitchen need to be cleared. I would like you to clear the dining table while I clear the kitchen.
- (b) This is not my work only. You also live in this house and you'd better help out.
- (c) You were a spoilt child because your mother did everything for you; which is fine because she never went out of the house to earn a living. Now that we have our own house, you have to share the housework. So, you can clear the table while I clear the kitchen.
- (d) I am tired of doing all the work on my own. I have also had a tiring day in office. You watch all these Sheila ki Jawaani songs, but I am not that young anymore. Don't you think you should help out?

36. Roy and Rehana have an intercaste marriage. They love each other very much, but sometimes, their values clash. For instance, Roy, a Goan Catholic, loves to eat pork. His favourite dish is the pork sorpotel his mother cooks for Christmas every year. Rehana on the other hand abhors pork and feels it is against her religion to eat it. She feels most uncomfortable every year, when they celebrate Christmas at Roy's parents' house and the main dish contains pork, which everyone urges her to eat. She is so upset that this year she refuses to go for the Christmas celebration and wants them to celebrate on their own. Roy cannot imagine breaking the tradition of being with his parents for Christmas.

Which of the following would be the best way to resolve the conflict?

- (a) Roy should explain to Rehana that she is being over sensitive and stubborn, and that he really wants them both to celebrate Christmas with his parents.
- (b) Roy should be understanding of Rehana's feelings and agree to spend Christmas away from his parents.
- (c) Roy should explain Rehana's aversion to pork to his parents and request them to avoid urging Rehana to eat it. He can also volunteer to bring some other menu items that everyone will like to eat.
- (d) They both should compromise – Roy should celebrate Christmas with his parents, but not force Rehana to come.

37. One night, you are awoken from your sleep by the sound of a loud blast. You sit up in bed, wondering whether the sound was from fireworks, since Diwali is less than a week away. However, you feel that the blast was too loud to be a mere firecracker – you have never heard a blast of such a high decibel level ever. You...

- (a) Go back to sleep – the blast was obviously part of the Diwali fireworks.

- (b) Convince yourself that the sound was not as loud as you thought it was.
- (c) Try to investigate the source of the blast – check whether any of your neighbours are awake and if they heard or saw anything.
- (d) Sound an alarm and evacuate the building – there may have been a bomb explosion and there may be more to follow.
38. Mr Pathak is a high ranking official in the BMC. Although he has a car and chauffeur, given the traffic snarls in the city, he finds it quicker to travel to work by train. He is used to the crowds in the train. One day when the train seems more crowded than usual Mr Pathak wonders whether the saving in time is worth the discomfort. He is completely squashed in the First Class compartment of the train, and the short person in front of him with extremely oily hair has definitely left an imprint on his starched white shirt. His irritation rises when the person behind him starts to push against him. He tries to turn around to face the man, but such a feat is impossible. What would be the best way for Mr Pathak to respond to the person behind him?
- (a) Do not respond - try to think of something else that will distract him from the uncomfortable situation.
- (b) Shout at him.
- (c) Keep trying to wriggle around till he can face the culprit and then politely tell him to stop pushing.
- (d) Pay him back by stamping on his feet.
39. Sunil has been assigned a project for which he needs help from Mr Jain, a senior official from another team. Sunil's boss has instructed him that this project has top priority status, and has to be completed as soon as possible. Sunil is slightly apprehensive, since Mr Jain is known for being the most overworked official, and one who loses his temper easily. Which of the following would be the best way for Sunil to approach Mr Jain?
- (a) Sunil should directly approach Mr Jain and convey the urgency of the project and then ask for his help.
- (b) Sunil should send a polite email/memo requesting help.
- (c) Sunil should approach Mr Jain, briefly mention the urgency of the project, and ask Mr Jain to suggest a suitable time when he can discuss the matter in detail with him.
- (d) Sunil should wait till Mr Jain goes on a tea break and then approach him, in order to avoid interrupting his busy schedule.
40. Nikhil and Varun are graphic artists. Lately, Nikhil has been experiencing a lot of stress and tension in his personal life (serious medical problems in the family). Professionally, there is a lot of pressure to perform well, since there are rumours of layoffs. Varun, an amiable sort of person, stops at Nikhil's desk and suggests, "Why don't you use a brighter colour for the background?" Nikhil snaps back, "There you go again, telling me what to do!" Which of the following statements would be the most appropriate response for Varun to manage this situation?
- (a) I was just making a suggestion. Do what you like.
- (b) Do whatever you want. I don't care if you want to look colourblind.
- (c) I was just trying to help you. Don't ever ask me anything in future.
- (d) I thought I was helping. After all, it's not like you're the best artist here.
41. Vijay who sits next to you in office, has an irritating habit of constantly looking at your computer screen and making some remark - either commenting or asking what you are looking at or generally expressing an opinion. Although you don't look at personal stuff in the office (since it's

against office regulations) you still don't like what you think of as prying behaviour. How do you deal with it?

1. Tell him politely but firmly that you don't like this behaviour and consider it a violation of your personal space.
2. Nonverbally communicate your displeasure - angle your screen away from him, place a large bag next to your monitor to prevent him from seeing it, ignore the questions and comments he makes.

Which of the above responses is/are most likely to be appropriate?

- (a) 1 only      (b) 2 only      (c) Both 1 and 2      (d) Neither 1 nor 2

Sharmila and Rohit form a team and work together to meet common deadlines. They are both very good at their jobs and regularly receive praise and high appraisals. However, Rohit has recently started feeling that Sharmila is pushing more work onto him, and getting away with doing less work, though the credit is divided equally between them. He feels that he ends up doing more than his fair share of the work, in order to meet the deadlines. He stays till late to complete the work, while she leaves at her regular scheduled time. The Project Manager doesn't seem to realise that there is any problem, since the work is being delivered on time. However, Rohit has started feeling extremely frustrated. He thinks that he should report the matter to the Manager - or should he talk it over with her first?

42. Rohit wants to discuss the problem with Sharmila. He walks up to her cubicle, and starts explaining how he has had to work till late almost every night in the last month so that the work does not suffer. Sharmila seems to be listening, but she keeps toying with her cell phone. Once she picks up her pencil and starts doodling on the paper in front of her. When Rohit finishes speaking, she says, "Oh, I didn't realise you felt this way. Thanks for coming to me directly and talking it out." What does Sharmila's behaviour communicate?

- (a) She is happy that Rohit came to her instead of going to the Project Manager.
- (b) She regrets her behaviour and is going to try to improve.
- (c) She is not giving her complete attention to Rohit.
- (d) She is making a genuine attempt to hear Rohit out and understand the problem.

**Directions for questions 43 to 48:** Choose the most appropriate answer to the questions given below.

43. A person who has a higher status professionally can maintain a positive interpersonal climate by:

1. Approaching others as equals.
2. Approaching others as inferiors who must be reminded of their status at regular intervals.
3. Approaching others with the utmost respect and consideration.

In the context of effective interpersonal skills, which of the above statements is/are correct?

- (a) 1 only      (b) 1 and 3      (c) 2 only      (d) 3 only

44. In the context of a communication chain in an organisation, consider the following statements:

1. The more hierarchical levels an organisation has, the greater is the potential for loss of information.
2. Organisations with fewer hierarchical levels have a greater potential for loss of information.

Which of the above statements is/are correct?

- (a) 1 only      (b) 2 only      (c) Both 1 and 2      (d) Neither 1 nor 2

45. A superior officer from another department approaches you and asks if you are free. You answer:
- I. "No, I am already overloaded with work," to show your importance in the organisation.
  - II. "That depends, what did you have in mind?" to avoid being put on the spot.
- (a) Only I                      (b) Only II                      (c) Both I and II                      (d) Neither I nor II
46. Which of the following is not a main component of the communication process?
- (a) The context                      (b) Noise                      (c) The channel                      (d) The emphasis
47. Consider the following communication flows and their examples:
1. Downward communication - job instruction and assigning goals
  2. Upward communication - performance appraisal and feedback
  3. Lateral communication - coordination between teams at the same level.
- Which of the above is/are wrongly matched?
- (a) 1 only                      (b) 2 only                      (c) 3 only                      (d) 1 and 3 only
48. Which of the following is NOT an aspect of body language?
- (a) Posture                      (b) Personal space                      (c) Gestures                      (d) Body movement

**TEST 4**

49. It is election time in the Senate of the Education Department and you are on your way there to cast your vote. It is raining heavily and you cannot get a taxi. Suddenly, a car halts in front of you, the door opens, and Mr Pande offers you a lift. You gratefully accept. As the car moves along, you mention that you are relieved to be out of the rain. Mr Pande jokingly says that now that he has rescued you, you will have to vote for him. How do you respond? Choose the most appropriate option.
- (a) You smile and agree to vote for him so as not to upset him, though you have no intention of actually voting for him.
  - (b) You indignantly say that giving a lift and giving a vote are unrelated.
  - (c) You jokingly (and diplomatically) respond that your vote is not necessary for Mr Pande to win - he is already the most popular candidate (though he might not be).
  - (d) You honestly tell him that you are going to vote for the candidate you think is best suited for the post.
50. Mr Joshi has just been appointed as an administrative officer in the **State Health** Department. He is doing his best to fit in and learn the ropes. His senior, Mr Kadam, **calls him into** his office to show him a new public awareness poster that he himself has drafted and **has just** sent to the printer, copies of which will be put up all over the city. As Mr Joshi reads the contents of the poster, he realises that there is a small spelling mistake that completely changes the meaning of the message in the poster. Instead of the text "State Government ... helping the diseased", it reads "helping the deceased". If the public sees such a poster, the Health Department will become the laughing stock of the State Government! How should Mr. Joshi react?
- (a) Mr Joshi should immediately point out that there is a silly mistake to Mr Kadam and ask him to correct it before it reaches the public.
  - (b) Mr Joshi should politely point out the mistake.
  - (c) Mr Joshi should ignore it, since pointing it out may anger Mr Kadam.
  - (d) Mr Joshi should not say anything to Mr Kadam, and then tell all the others about it later on, since such a good joke will definitely increase his popularity.

51. As Vice-Chancellor of the State University, you head all meetings and discussions. Some of your colleagues had approached you with the idea of introducing a project at the degree exam level, which would be worth 20 marks, to be evaluated internally by colleges themselves. You think this may be a good idea, since it would reduce the emphasis on the written exams and actually test students' understanding of the subject, rather than only testing their 'mugging up' skills of the theory. However, when you approach others in the team, they vehemently disagree, saying that this would give colleges the opportunity to give their students more marks simply to raise the overall performance in the college, rather than seriously evaluating them. Despite many months of discussing and arguing over the issue, there is still no consensus. As the final authority, what should you do?
- Stop wasting everyone's time and energy and just take a decision - which you feel is right.
  - Keep discussing the issue till everyone reaches an agreement - since you believe in a democratic way of functioning.
  - Suggest a compromise - instead of a 20 mark project versus no project, introduce a 10 mark project.
  - Introduce a project, but base it on external evaluation, by the University authorities.

52. Mrs Patel's application for her annual vacation had been approved a month prior to the actual leave. She was looking forward to spending time with her family - husband and two sons - although they were not planning to go out of town. A fortnight before her leave, she was given a new task, which she was happy to take on, since it was not only interesting work, but also involved working independently. She prided herself on her sense of responsibility and realised that this was an opportunity to show her seniors how well she could handle a task. However, there was a catch. She had to complete the task before going on leave.

A week later, her superior asks for a progress report. He compliments her on having completed quite a lot and quite well too, but then asks her to come to work for an extra week instead of going on leave, in order to complete the task in a thorough manner, with no loose ends hanging. After all, she's only going to be sitting at home, isn't she? And she can always use her leaves later on.

Which of the following would be the most appropriate way for Mrs Patel to respond?

- Sorry, my family is more important to me. I will not compromise on that.
- I will complete as much as I can before going on leave and finish the rest when I get back.
- There is no need for me to stay for a week more - I promise to finish everything before I go on leave. If not, I will come for a day or two extra.
- Sorry, my leave has already been approved. The last time I took a vacation was one and a half years ago. I will work as hard as I can in this week, but will not compromise on my leave.

Anuradha and her husband Anil are in office all day long and reach home around 8 pm every day. They live in a joint family. Their children, Nitin and Nikhil, are taken care of by Anil's parents through the day. On coming home, Anuradha often finds her elder son Nitin still doing his homework at the dining table, while her in-laws and younger son are watching TV in the same room. Nitin is obviously distracted by the TV; in fact, all his attention seems to be on the TV screen, while his notebook lies untouched in front of him. Anuradha can barely conceal her irritation. After a long and tiring day at work, she now has to make her son finish his homework, too. She asks him why he has not yet finished it, and he gives the excuse of having gone down to play with friends from 5 to 7 pm. She drags him into the bedroom, shuts the door and stands over his head till he finishes it. She then has another 20 minute shouting session with him till his schoolbag is packed for the next day. All this while, her younger son keeps dancing around her, asking her to play hide and seek with him. Her mother-in-law then tells her to serve dinner to her husband, who has been sitting in front of the TV since his arrival. Anuradha is tired and frustrated.

(Eg. Parties, picnics, sports events, and other employer-sponsored activities). Although upward communication is not the primary purpose of such events, it can be an important by-product.

**Lateral Communication**

Lateral communication takes place among horizontally equivalent personnel. It may be among members of the same work group, or among members of work groups at the same level or among managers at the same level. It is necessary for job coordination and can save a lot of time by short circuiting the vertical hierarchy. However, breaching vertical hierarchies can also create conflicts when employees go around their bosses to get things done, or take decisions without their boss’s knowledge.

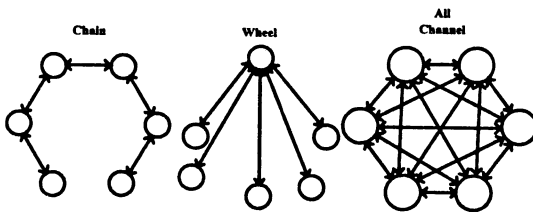
Employees who play a crucial role in lateral communications are known as **boundary spanners**. Such people have strong communication links within their department, with people in other units and externally (eg. with customers, agencies, suppliers) also. Thus boundary spanners gather a huge amount of information, which they may then filter and pass on to others. This gives them a sense of status and power.

**G. FORMAL vs INFORMAL NETWORKS**

Communication networks are the channels through which information flows. Formal channels are typically vertical, follow the chain of authority, and are restricted to work-related communications. In contrast, informal networks move in any direction, are not concerned with authority levels, and are aimed as much at satisfying the social needs of the group members as they are at accomplishing tasks.

**Formal networks**

The most common formal small group networks are: the chain, the wheel and all-channel.



The **chain** rigidly follows the chain of authority. The **wheel** depends on the leader to act as the central conduit for all the communication within the group. The **all-channel** network allows all the members of the group to communicate with each other.

The effectiveness of these networks depends on the criteria which is important (refer to the table below)- for instance, the chain is most effective in terms of accuracy, while the wheel is best suitable for the emergence of a leader.

Criteria	Networks		
	Chain	Wheel	All Channel
Speed	Moderate	Fast	Fast
Accuracy	High	High	Moderate
Emergence of a leader	Moderate	High	None
Member satisfaction	Moderate	Low	High

**Informal Networks**

Alongside a formal communication system, there is always an informal communication network as well, commonly referred to as the **grapevine**. The 3 main characteristics of the grapevine are:

1. It is not controlled by the official system (eg. authorities).
2. It is perceived by employees as being more believable and reliable than formal communication from the top administration (which may/may not be so).



53. How should Anuradha communicate her frustration to her husband and make him help out?
- How dare you sit and watch TV while I have to take care of the children's homework and then I have to serve you too!
  - Please get up and take your own dinner. I'm tired and irritated.
  - Why should I be the only one to look after everything? You also have to help.
  - Since we've come home, I've been doing things while you've been relaxing. From tomorrow, if I ensure that the homework is finished, then you please supervise the packing of the bag.
54. How should Anuradha communicate to her in-laws the need for Nitin to complete his homework without distractions from the TV, and without offending them?
- Please do not switch on the TV till Nitin's homework is complete. He has to concentrate while studying.
  - I know you have to run after the kids all day long and you need to relax in front of the TV in the evening. Please send Nitin to the bedroom to study if the TV is on in the living room.
  - If Nitin is watching TV, he will not be able to concentrate on his homework. He is more likely to make mistakes. And anyway, all his attention is on the TV, he is not even looking at his homework.
  - The TV distracts Nitin while he is doing his homework. What is the use of you shouting at him to finish studying, if you are the one who has put on the TV?
55. How should Anuradha communicate to her son, the need to finish his homework promptly?
- If you spend so much time doing your homework, you will have less time to do the things you like – like watching TV or playing. So learn to finish your homework fast and then spend the rest of your time playing.
  - If you haven't finished your homework by 5 pm, you had it from me.
  - You have to learn to be responsible. You are old enough to understand the importance of finishing your homework on your own.
  - If you do not finish your homework on time, all your TV watching and computer playing will be stopped.

A CNG pipeline, supplying compressed natural gas to a major metro city, has been accidentally damaged. Mahanagar Gas Ltd, the controlling authority, have immediately turned off the supply of the gas. As a result, the 148 gas filling stations have not got any supply to meet the needs of the lakhs of autorickshaws, buses, taxis and private cars. Consequently, public transport has been badly hit and there are very few autos on the road. People are getting frantic to reach work on time and the early morning rush is chaotic.

56. You normally travel from your house to your workplace by auto, since there is no direct bus or train along that route. After waiting for more than 15 minutes, you see an available auto and hail it. When you tell the driver your destination, he immediately demands double the fare. You are shocked. You:
- Willingly agree to pay the exorbitant amount.
  - Refuse to pay extra because you do not want to give in to the demands of the greedy driver who is taking advantage of the situation.
  - Explain to the driver that this is a form of extortion and ask him why he is charging so much.
  - Agree to pay him but keep lecturing him all through the drive.

57. In the context of the above case, consider the following situation:

You bargain and agree to pay the driver one and a half times the fare. As the auto enters the traffic, you start lecturing the driver on how he is extorting money from hapless passengers. The

driver calmly explains his reasons – he has a limited supply of gas in his auto and can ply passengers for only as long as the gas lasts. After that, there is no hope of refilling gas since supply to the pumps has been shut. However, he has to pay the owner of the auto a daily rent, irrespective of how much he earns, even if he does not ply the auto. Therefore, he is attempting to earn the minimum required (rent money) by charging extra. You:

- (a) Volunteer to pay him the double fare (though you had bargained and brought it down to only one and a half times the fare).
- (b) Are unaffected by his story and instead worry about whether you will reach your office on time
- (c) Continue arguing with him – after all, he cannot force the common man to pay for his problems.
- (d) Understand his reasoning and ungrudgingly pay him the extra amount, as it is no longer an extortion.

58. Mr. Khare is a senior government official. He considers Mr. Mehta, a prominent businessman, as a good friend. They meet up sometimes for dinner and enjoy each other's company. Although there is a strict policy against receiving gifts from anyone, Mr Khare does not feel he has broken any rules, since firstly, he has not accepted any gifts, and secondly, Mr Mehta has never asked for any work or favours. Now MrKhare has just received an invitation from Mr Mehta, inviting him for a 3 day trip to his 5-star resort. MrKhare would love to go, but feels that people may perceive this to be a kind of bribe and cast aspersions on his character. However, he fears hurting Mr Mehta's feelings by telling him about this.

Which of the following would be the most effective way for MrKhare to communicate his response to the invitation?

- (a) MrKhare should politely decline the invitation, citing some prior engagement for being unable to attend.
- (b) MrKhare should honestly convey his ambivalent feelings to Mr Mehta and express his regret at not being able to accept the invitation.
- (c) MrKhare should make up some excuse and express his regret at not being able to accept Mr Mehta's invitation
- (d) MrKhare should honestly tell Mr Mehta that he does not want any hint of a scandal by associating with him.

Sachin has been tense ever since the doctor informed him that he would have to undergo a minor medical procedure. He has heard that it can be quite painful. He confides his fears to his friend Joel.

59. Which of the following would be the most appropriate way for Joel to respond?

- (a) Joel should show his empathy for the expected pain by narrating the story of how his cousin had gone through the same procedure and how painful it was.
- (b) Joel should show his friendship by volunteering to come with him for the procedure and escort him home afterwards.
- (c) Joel should alleviate Sachin's tension by making a joke out of it.
- (d) Joel should encourage Sachin by pointing out that he will not have to come to work for a week – it will be a relaxing vacation for the lucky man!

The security personnel (or watchmen as they are commonly called) of a government office building recently discovered that one of the windows of the ground floor of the building is not locked – it remains open to allow a cable to enter from the outside of the building. The watchmen indignantly point this out to the employees sitting near the window, but they are simply directed to the administrative department. The Administrative Officer, it seems, already knew that the window was

kept slightly ajar, but did not consider it a problem. The cable was added recently, and there was no permission (since these were rented offices) for drilling a hole through the wall to allow entry to the cable. Hence, it had to enter through the window, which could therefore not be shut completely.

The conscientious watchmen, who considered the security of the building their responsibility, got agitated at not being taken seriously. They felt it was a major breach of security to leave a window open. They also felt that they would be blamed if any robbers were to enter through the unlocked window, or if anything was to be stolen from the office. Since the Administrative Officer did not seem to be giving the issue its due importance, the watchmen started yelling and arguing with her.

60. Which of the following would be the most effective way for the Administrative Officer to communicate with the watchmen?

- (a) The Administrative Officer should calmly tell the watchmen not to make such a big issue out of it – and assure them that the office will not hold them responsible if anything were ever stolen.
- (b) The Administrative Officer should assertively tell the watchmen to discuss the issue in a calm and rational manner.
- (c) The Administrative Officer should tell the watchmen that she considers it an important issue and promise to take it up with her superiors and find a solution to the problem of security.
- (d) The Administrative Officer should assertively tell the watchmen that she knows her job and responsibilities and that the issue will be taken care of soon.

61. Vijay who sits next to you in office, has an irritating habit of constantly looking at your computer screen and making some remark - either commenting or asking what you are looking at or generally expressing an opinion. Although you don't look at personal stuff in the office (since it's against office regulations) you still don't like what you think of as prying behaviour. How do you deal with it?

1. Tell him politely but firmly that you don't like this behaviour and consider it a violation of your personal space.
2. Nonverbally communicate your displeasure - angle your screen away from him, place a large bag next to your monitor to prevent him from seeing it, ignore the questions and comments he makes.

Which of the above responses is/are most likely to be appropriate?

- (a) 1 only      (b) 2 only      (c) Both 1 and 2      (d) Neither 1 nor 2

**Directions for questions 62 to 68:** Read each situation and answer the questions that follow:

The Defence Research and Development Organisation (DRDO) has developed a new assault rifle with several new and innovative features. They have tested the weapon extensively in laboratory conditions and have declared it fit for use by the army, claiming that it will revolutionise methods of small arms warfare. The ruling party is extremely pleased, since they feel this justifies the increase in the defence budget that they had sanctioned. With elections coming up soon, this development gives a boost to their image.

However, as the actual users, the army has to give a final approval to the test weapon before it can actually be manufactured in bulk. General Ajay Singh heads the panel that will decide the fate of the weapon. General Singh is troubled, since testing of the weapon by army official in simulations revealed several defects that had not come up under laboratory testing. In one instance, under the influence of the hot desert sun, the weapon just exploded on being fired. He knows that ideally he should reject the weapon as too unreliable and unpredictable. However, that would lead to strained relations between the army and the DRDO (since the DRDO has cleared it after extensive laboratory testing and the quality of their work is usually considered excellent), and also be a major blow to the

ruling political party – one which has actually done a lot of good for the people. Thus General Ajay Singh is experiencing internal conflict.

62. What should General Ajay Singh do? Choose the statement with the strongest reason for his action.
- (a) Approve the weapon, in order to maintain peaceful relations with the DRDO.
  - (b) Approve the weapon, in the political and economic interests of the country at large, since the ruling party has invested a large amount of money in developing this weapon.
  - (c) Reject the weapon, in the interests of his army men.
  - (d) Reject the weapon, since the inefficiency of the DRDO should be exposed to everyone.
63. Which of the following would be the most appropriate way for General Ajay Singh to resolve his internal conflict?
- (a) Approve the weapon and let the army fix the faults. Let the ruling political party get the good publicity it deserves.
  - (b) Reject the weapon and write a stern reprimand to the DRDO for putting the lives of army at risk.
  - (c) Reject the weapon. Publicise the mishap. Let the DRDO take the initiative to recall the weapon and fix the faults.
  - (d) Give the DRDO a detailed list of all the malfunctions that were experienced and ask for them to be fixed. Then, retest it and make the decision.

Ganesh is driving along the main road one evening, when he sees a car approaching the road from a side lane. Ganesh flashes his headlights to warn the other driver. Since he is on a main road, he knows that he has the right of way and that the car on the side street has to wait for a break in traffic before entering the main road. Much to his dismay, he sees that the other car, instead of slowing down, is speeding up and trying to enter the main road in front of him. Ganesh slams the brakes, but cannot slow down the car enough to avoid the inevitable crash.

64. On checking out the damage, Ganesh realises the crash was not as bad as he had thought – and that there is hardly a dent on his car. Which of the following would be the most appropriate way for Ganesh to react?
- (a) Ganesh looks at the damage, thinks it's not worth fighting over, and drives off.
  - (b) Ganesh abuses the other driver and threatens to call the police.
  - (c) Ganesh starts shouting at the other driver and promises to sue him in a consumer court.
  - (d) Ganesh starts thrashing the driver for wasting his time.
65. On checking out the damage, Ganesh realises that his worst fears have been confirmed – there is extensive damage to his car, roughly estimating about 3 months' salary for him. Which of the following would be the most appropriate way for Ganesh to react?
- (a) Ganesh looks at the damage, thinks it's not worth fighting over, and drives off.
  - (b) Ganesh starts shouting at the other driver, and, on seeing the extent of damage, abuses him and threatens to call the police unless he hands over the monetary compensation for the damage right away.
  - (c) Ganesh checks out the damage and calmly points out that the other driver is entirely at fault, but that he will not make a police complaint if the other driver agrees to give him monetary compensation for the damage.
  - (d) Ganesh is shocked by the extent of the damage, but in the face of the other driver's profuse apologies, he gives in and drives off.

66. As the District Administrative Officer, you have come up with the idea of building a hydroelectric power plant at the local dam. You have completed a thorough research on the subject and done all the technical and feasibility studies required. You have all the data at hand. However, for the project to be successful, you need the approval and cooperation of the villagers. How should you communicate your ideas to them?
- (a) Communicate all the relevant data and research, so that the villagers can make an informed decision.
  - (b) Communicate the ideas in a simple and direct manner, which will be understood by all.
  - (c) Communicate only the benefits that they will gain through this project, since that will make them more amenable to your ideas.
  - (d) Make a technical presentation with charts and graphs as well as statistics, which will impress the villagers and guarantee their approval, even though they may not understand the data.

Mr Agarwal, the eager new Election Commissioner of a district, wants to tackle the problem of bogus voting that goes on during the voting process during elections. He has come up with the idea of including biometrics into the voter identification process, by adding fingerprints to the existing information on each voter I-card. For this, he suggests that each voter can come to the district magistrate court and be fingerprinted.

As the district magistrate, Mr Mehra feels that fingerprints are not necessary on the voting card, and that the entire exercise of collecting such biometric data would be a waste of time and energy. When he expresses this, Mr Agarwal gets angry and accuses him of trying to shirk work. He then loudly lists all the reasons for introducing such a feature, his volume increasing in direct proportion to each reason.

67. Which of the following statements made by Mr Mehra would be the most appropriate way to react to such a conflict?
- (a) Ok, you're right. Now will you please calm down or do you want me to raise my voice to match yours?
  - (b) Shouting something does not make it correct. Can we discuss this in a calm manner?
  - (c) You are new, you don't realise what a difficult process it is to introduce a new feature in the voting cards of millions of people.
  - (d) What you are suggesting may be a good idea, but we need to think it through. Let us meet tomorrow and discuss it in detail.
68. Mr Agarwal feels that Mr Mehra is old and orthodox and that he does not realise the importance of using technology. He is trying to list reasons why biometrics **should be** introduced, but he feels it's of no use as Mr Mehra just refuses to budge from his point of view.

Which of the following would be an effective style for Mr Agarwal to manage this conflict?

- (a) Withdrawing - Mr Agarwal should give up trying to convince Mr Mehra, since he is so set in his way of thinking.
- (b) Competing - Mr Agarwal should forcefully present his point of view and keep up a determined effort to bring Mr Mehra round to his point of view.
- (c) Compromising - Mr Agarwal should compromise and ask for the biometric feature to be brought in only in those constituencies that have a bogus voting problem.
- (d) Collaborating - Mr Agarwal should explain that the problem of bogus voting needs to be dealt with and they should openly and honestly discuss various ideas for dealing with it together.

66. As the District Administrative Officer, you have come up with the idea of building a hydroelectric power plant at the local dam. You have completed a thorough research on the subject and done all the technical and feasibility studies required. You have all the data at hand. However, for the project to be successful, you need the approval and cooperation of the villagers. How should you communicate your ideas to them?
- Communicate all the relevant data and research, so that the villagers can make an informed decision.
  - Communicate the ideas in a simple and direct manner, which will be understood by all.
  - Communicate only the benefits that they will gain through this project, since that will make them more amenable to your ideas.
  - Make a technical presentation with charts and graphs as well as statistics, which will impress the villagers and guarantee their approval, even though they may not understand the data.

Mr Agarwal, the eager new Election Commissioner of a district, wants to tackle the problem of bogus voting that goes on during the voting process during elections. He has come up with the idea of including biometrics into the voter identification process, by adding fingerprints to the existing information on each voter I-card. For this, he suggests that each voter can come to the district magistrate court and be fingerprinted.

As the district magistrate, Mr Mehra feels that fingerprints are not necessary on the voting card, and that the entire exercise of collecting such biometric data would be a waste of time and energy. When he expresses this, Mr Agarwal gets angry and accuses him of trying to shirk work. He then loudly lists all the reasons for introducing such a feature, his volume increasing in direct proportion to each reason.

67. Which of the following statements made by Mr Mehra would be the most appropriate way to react to such a conflict?
- Ok, you're right. Now will you please calm down or do you want me to raise my voice to match yours?
  - Shouting something does not make it correct. Can we discuss this in a calm manner?
  - You are new, you don't realise what a difficult process it is to introduce a new feature in the voting cards of millions of people.
  - What you are suggesting may be a good idea, but we need to think it through. Let us meet tomorrow and discuss it in detail.

68. Mr Agarwal feels that Mr Mehra is old and orthodox and that he does not realise the importance of using technology. He is trying to list reasons why biometrics **should be** introduced, but he feels it's of no use as Mr Mehra just refuses to budge from his point of **view**.

Which of the following would be an effective style for Mr Agarwal to manage this conflict?

- Withdrawing - Mr Agarwal should give up trying to convince Mr Mehra, since he is so set in his way of thinking.
- Competing - Mr Agarwal should forcefully present his point of view and keep up a determined effort to bring Mr Mehra round to his point of view.
- Compromising - Mr Agarwal should compromise and ask for the biometric feature to be brought in only in those constituencies that have a bogus voting problem.
- Collaborating - Mr Agarwal should explain that the problem of bogus voting needs to be dealt with and they should openly and honestly discuss various ideas for dealing with it together.

## TEST 1

1. Since this is a fact based conflict over who won the man of the match award in the last cricket world cup, it can be best resolved by checking out the facts.  
Options (b) and (c) try very hard to convince Shankar that he is wrong, but since he has a know-it-all personality, it is unlikely that he will accept that.  
Option (d) may just scare him enough to reconsider what he is saying, though if he is confident, he will not be swayed.  
Option (a) clearly states a definite way of finding the correct answer, without having to convince or change Shankar's attitude.  
Hence, the correct answer is **option a**.
2. The styles for conflict management have two underlying dimensions: Concern for oneself and concern for others. Collaborating is generally considered the most productive style for managing conflict since it demonstrates a high concern for both - self and others.  
Hence, the correct answer is **option d**.
3. Ego-based conflicts are considered to be the most difficult conflicts to manage because one or both parties consider the outcome as a measure of self-worth and winning becomes more important than finding a solution to the problem.  
Hence, the correct answer is **option d**.
4. Content paraphrasing involves paraphrasing what the speaker has said in your own words, to ensure that you have understood the message correctly. It does not mean repeating word for word every single detail of the message. Therefore, statement 1 is incorrect. Statement 2 is correct.  
Hence, the correct answer is **option b**.
5. Completing a speaker's sentence implies interrupting him before he can complete the sentence himself. This is not a strategy in active listening. Active listening involves allowing the speaker to complete expressing his thought before you respond.  
Hence, the correct answer is **option c**.
6. Option (a) is too hurried and may result in an inaccurate and unfair judgment.  
Option (c) is biased.  
Option (d) is unethical.  
It is important for a good administrator to hear both sides of a story and only then pass judgment.  
Hence, the correct answer is **option b**.
7. All the statements are true with regard to emotional intelligence.  
Hence, the correct answer is **option d**.
8. Option (a) will aggravate the situation. (c) is unfair to you. (d) is an untrue statement, and hence not appropriate.  
Option (b) is most appropriate in the given content, since it preserves your stand for the record.  
Hence, the correct answer is **option b**.
9. Considering that your aunt has got a gift for you, you, it would be rude to openly express your displeasure. Etiquette demands that you respond politely. Hiding your disappointment with a smile is an example of masking - or hiding one emotion behind the facial expression of another.  
Hence, the correct answer is **option a**.
10. Showing excitement and thanking someone profusely for a small favour is called intensifying or exaggerating your reaction. Therefore, B-1.  
A chess player not showing his excitement when his opponent is about to make a fatal move, to avoid alerting him, is called neutralising or showing no emotion. Therefore, D-2.  
Meeting someone you dislike but greeting them with a smile is an example of masking your dislike with a smile. Therefore, A-3.  
The winner of a tennis match shaking hands with the loser instead of gloating is a form of deintensifying or minimising the expression of an emotion. Therefore, C-4.  
Hence, the correct answer is **option c**.
11. If a person is constantly looking at his watch while you are speaking, he is nonverbally communicating a desire to end the conversation. It is clear that his attention is

elsewhere, so he is certainly not giving you his complete attention.

Hence, the correct answer is **option a**.

12. The fact that Mr Shoride had a very good academic career suggests that his intelligence/IQ is high. However, the fact that he did not seem to last in any company and that people did not like him much, suggests that his emotional intelligence/EQ is low. Therefore, only statement 1 is correct. Hence, the correct answer is **option a**.

### TEST 2

13. Option (a) is incorrect, since keeping public areas clean *is* your duty as a responsible citizen. Option (b) (if effective) may prevent the students from littering in future, but it does not solve the problem of the fallen peels. Between options (c) and (d), option (d) is a better choice, since it provides a feasible solution to the problem of littering by giving the students the idea of wrapping and carrying the litter till they come across a dustbin (and also does not require you to get your hands dirty!) Hence, the correct answer is **option d**.
14. Option (a) is too judgemental. Options (b) and (c) condone behaviour that you know is wrong. Option (d) shows your support as a friend without being judgemental or condoning wrong behaviour. Hence, the correct answer is **option d**.
15. You need not change your opinion just to match the views of everyone else. You can express your opinions without being argumentative or judgemental. Hence, the correct answer is **option c**.
16. The most appropriate way to respond when you receive a compliment is to thank the person and move on. Take your due credit, don't disagree as in option (a). Avoid boasting as in options (c) and (d). Hence, the correct answer is **option b**.
17. Option (a) involves interrupting the person, which is not appropriate. If you have an interesting related experience, you should definitely narrate it, but only after the person finishes talking. Hence, the correct answer is **option b**.
18. Since Ankush is honest and hardworking, he will be dissatisfied with others who are not like him. It would be very difficult for him to ignore it. Eliminate option(a). Statement 4 is extreme and unnecessary. Either of statements 2 or 3 can be considered appropriate. Hence, the correct answer is **option b**.
19. In the context of effective listening, it is important to show your understanding of what the person is saying. Option (a) is ludicrous since it is a repetition of what Sunita said. Option (b) correctly identifies the emotion behind the complaint and shows an understanding of it. Option (c) may display common sense, but is unnecessarily harsh and may simply postpone the inevitable showdown. Option (d) has a slight touch of scolding to it and will reinforce Sunita's belief that you don't care about her friendship. Hence, the correct answer is **option b**.
20. Lying will not help - if the weight gain is so obvious, it is better to be truthful, without hurting the other person's feelings. Option (b) is unnecessarily blunt. Options (c) and (d) are not truthful. Hence, the correct answer is **option a**.
21. Ideally, you should clearly state that you do not have the time to help, while making it clear that you would have definitely helped if you had had the time. Since this is not available among the given options, you have to narrow it down to the most appropriate from the given options. Option (a) will not work since she already knows that you are **overloaded** and she is still asking for your **help**. Option (c) is **deceitful**. Option (d) makes you a **martyr** - you provide help but at the cost of your own work. Option (b) is a diplomatic and polite way of refusing without hurting her feelings. Hence, the correct answer is **option b**.
22. The most appropriate way to solve the conflict would be for Sunil to specify certain behaviours that he finds annoying and clarify what he hopes will change. Options (a), (b) and (d) are general statements about Deepak's personality, which he may take offense to. Option (c) clearly specifies certain behaviours and what to do about them. Hence, the correct answer is **option c**.



## TEST 3

23. Both the statements are appropriate ways for Mr Gupta to deal with the problem.

Hence, the correct answer is **option c**.

24. Option (a) attacks the person rather than the action. Option (c) is too broad and can be refuted by the son (by giving examples of when he was not late).

Option (b) is incorrect, since Mr Wadia should take responsibility for his emotions.

Option (d) states his emotions in a direct manner.

Hence, the correct answer is **option d**.

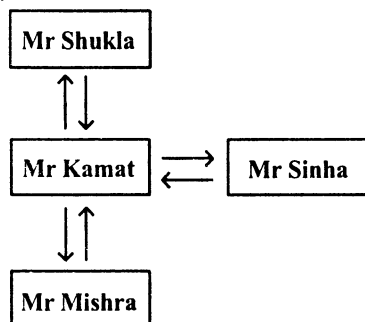
25. Option (a) is a collaboration and is most likely to resolve the problem.

Option (b) puts the complete blame on Sharmila - it does not address Sharmila's complaints about Rohit.

Option (c) is a compromise, and may be successful. However, there is also the chance that since both parties are giving in, this may lead to dissatisfaction. Option (d) turns the conflict into a competition. It does not resolve the conflict; in fact, it may increase tension and resentment between the two.

Hence, the correct answer is **option a**.

26.



Mr Sinha and Mr Kamat are on the same hierarchical level, since the passage mentions "Mr Kamat, the Health Secretary of the state, has received the request and forwarded it to his *counterpart* in the Finance Department, Mr Sinha, the Finance Secretary." Therefore any communication between them is an example of lateral communication. Thus statement 1 is incorrect.

Mr Shukla is hierarchically higher than Mr Kamat, so when his communication to Mr Kamat is downward. Therefore, statement 2 is correct.

Mr Kamat is hierarchically senior to Dr Mishra, since the passage states that "The District Medical Officer, Dr Mishra, has

urgently requested his seniors for medical and monetary aid. Mr Kamat, the Health Secretary of the state, has received the request". Therefore, Mr Kamat's communication to Dr Mishra is downward communication. Therefore, statement 3 is incorrect.

Mr Kamat is subordinate to Mr Shuka, so his communication to Mr Shukla is upward communication. Therefore, statement 4 is correct.

Hence, the correct answer is **option b**.

27. In the given situation, effective communication has not occurred since the message of the tribal chiefs (who spoke in their regional languages) was not understood by all the members of the audience. For communication to be complete, it has to be understood by all the recipients.

Option (a) loses out due to 'never'.

Hence, the correct answer is **option d**.

28. To react effectively, Anita herself would have to take some action - either by asking the system administrator for a new mouse or by confronting Aparna.

Asking the system administrator to get her mouse back from Aparna would be the most ineffective thing for Anita to do.

Hence, the correct answer is **option b**.

29. Ria needs to find a balance and try to fulfil both, her work and family responsibilities. If she sacrifices any one at the cost of the other, she will be left with a sense of dissatisfaction at either front.

Statement 1 is valid - she should go to the party since she has made a commitment to her family. The work is very important, but nowhere is it stated that it is extremely urgent. By explaining her situation to her superior, she can try and seek an extension and finish the work the next day.

Statements 2 and 4 give undue importance to one area of her life and disregard the other.

Statement 3 is from a narrow and selfish motive. Surely, her annual appraisal would take into account her commitment to work for the entire year- and not for a short period.

Hence, the correct answer is **option a**.

30. The caselet states that the task is high priority and important, but it does not state that it is pressingly urgent.

Option (a) avoids responsibility and is slightly unprofessional as her task needs to be passed on to someone else.

Option (c) is being dishonest about professional commitments.

Option (d) is a lie and will be a dishonest act on Ria's part.

Option (b) is honest and professional. It is a realistic response doing justice to both, work and family.

Hence, the correct answer is **option b**.

31. Option (a) will not resolve the conflict – it may just escalate it.

Options (b) and (c) involve sacrificing one (her target at work) for another (her family). Both will leave her with a sense of dissatisfaction. Also option (c) is about playing the blame game.

Option (d) achieves balance – she can complete her work, and her family can start on their way at the same time.

Hence, the correct answer is **option d**.

32. Cutting into a line is incorrect and this should be pointed out to the girl. Eliminate option (a).

On the other hand, there is no need for unpleasantness or to create a scene. Eliminate option (c).

Option (b) is too indirect and does not target the intended person. It also assumes that the girl will feel guilty and move to the end of the line, which may not happen.

It is best to approach the girl directly and politely request her to move to the end of the line.

Hence, the correct answer is **option d**.

33. Although it is generally incorrect to cut the line, there can be exceptions – an old man using a walking stick is one such exception. In such a case, one can judge the situation and allow the old man to cut the line.

Hence, the correct answer is **option a**.

34. Option (a) is not feasible, because when people are not physically comfortable, they will not be able to concentrate on their work.

Option (b) does not help as it is akin to thrusting his opinion on others.

Option (c) goes to the other extreme for deciding on the everyday aspect of the work place.

None of the given options provide a good solution to the problem, that is acceptable to the affected employees.

Hence, the correct answer is **option d**.

35. Option (a) calmly states Sheila's feelings and requests specific actions that she would like him to take.

Option (b) is too aggressive with 'you'd better help out'. It does not clearly express Sheila's feelings, nor does it specify what she expects Anil to do - 'help out' is too general.

Option (c) unnecessarily drags her mother-in-law into their argument.

Option (d) expresses her feelings, but ends with a question, 'Don't you think you should help out?' to which Anil could easily answer, 'No'. It lacks the specific plea for help as mentioned in option (a). Again, option (d) unnecessarily brings in details of watching songs and her not being young anymore.

Hence, the correct answer is **option a**.

36. Roy needs to understand that this is a value based conflict for Rehana – she is not just being stubborn; the issue is truly important to her. Eliminate option (a).

Option (b) would not be the ideal choice, since it would probably make Roy feel miserable to be away from his family for the traditional festival. Though a compromise is a good idea in a lot of situations, in this case, it may result in both Roy and Rehana feeling miserable because they are not celebrating together. It would also alienate Rehana from Roy's family.

Option (c) addresses the root of the problem. Rehana feels uncomfortable when Roy's family urges her to eat pork.

Option (d) recognises these feelings and suggests a plausible solution.

Hence, the correct answer is **option c**.

37. In a case where you are not sure of what has happened, but there is a possibility that it could be something serious, it is most appropriate to check out the situation. Ignoring it or sounding an alarm without knowing the seriousness of the situation is not appropriate.

Hence, the correct answer is **option c**.

38. In such a crowded train, there is no sense in trying to fight with the culprit.

Options (b) and (d) are not appropriate.

Option (c) is improbable - by trying to turn around, Mr Pathak may end up irritating other people around him. Option (a) seems the most appropriate in this case, since getting angry or trying to pay him back will not solve the problem.

Hence, the correct answer is **option a**.

39. Keeping in mind the urgency of the project, options (b) and (d) can be eliminated. Between options (a) and (c), option (c) is more appropriate, since it gives Mr Jain the opportunity to weigh the importance of the project and his own workload, and accordingly decide on a convenient time. Hence, the correct answer is **option c**.
40. Options (b) and (d) are insulting. Option (c) sounds offended. Option (a) is simple and non-offensive. Hence, the correct answer is **option a**.
41. Both the verbal and the nonverbal responses clearly communicate your displeasure. Hence, the correct answer is **option c**.
42. Sharmila's behaviour of fidgeting with the cell phone and pencil suggests that she is not giving her complete attention to Rohit. Hence, the correct answer is **option c**.
43. A person who has a higher status professionally can maintain a positive interpersonal climate by approaching others as equals. Treating others as inferior would create resentment while unnecessarily giving undue respect may lead to a lack of respect for your authority. Hence, the correct answer is **option a**.
44. In a communication chain, each link has the opportunity for loss of information. Therefore, the more hierarchical levels or links, an organisation has, the greater is the potential for loss of information. Thus statement A is correct. Organisations with fewer hierarchical levels have less potential for loss of information, making statement B incorrect. Hence, the correct answer is **option a**.
45. Statement I, though honest, may be perceived in a negative manner by the superior. Statement II is honest and assertive. By asking what the other person has in mind, you are showing an interest – at the same time, you are not making a commitment for your time. Hence, the correct answer is **option b**.
46. The main components of the communication process are: The sender, the receiver, the message, the channel, noise or interference and the context. Hence, the correct answer is **option d**.
47. Performance appraisal and feedback is usually communicated in a downward flow - from a superior to a subordinate. Therefore, B is incorrect. A and C are correctly matched. Hence, the correct answer is **option b**.
48. Posture, gestures and body movement are a part of body language. Personal space, though an important aspect of nonverbal communication, is not a part of body language. Hence, the correct answer is **option b**.

#### TEST 4

49. Option (a) does not show any self-respect. Option (b) though true, is unnecessarily harsh. Option (c) maintains the light tone of the conversation and does not force you into making any commitment. Option (d) though correct, may lead to resentment. Hence, the correct answer is **option c**.
50. In such an uncomfortable situation, it is best to be polite and honest, without being hurtful. Hence, the correct answer is **option b**.
51. Option (a) is too autocratic. Option (b) seems unending - since the board has not reached a decision despite many months of discussion. Option (c) does not address the underlying issue of whether the colleges would be fair in their evaluation. Option (d) gives students a chance to do the project and solves the main issue, since the evaluation will be conducted by University authorities. Hence, the correct answer is **option d**.
52. Option (a) is too rigid, and will spoil Mrs Patel's reputation of being a responsible hard working person. Option (b) may not be feasible, since it is clear that the work has got to be completed before she goes on leave. Option (d) is too emotional and aggressive. Option (c) shows her sincerity and willingness to compromise without completely giving in. Hence, the correct answer is **option c**.
53. Option (a) only communicates her frustration; it is not likely to induce Anil to help out. Option (b) communicates her frustration and asks for Anil to do something today (serve his own dinner), but this will not help change his future behaviour. Option (c) communicates her frustration and asks for help, but does not specify what kind of help.

Option (d) states the issue in a calm manner and specifies exactly what Anil can do in the future to help out.

Hence, the correct answer is **option d**.

54. Anuradha needs to understand and acknowledge the fact that her in-laws have the right to watch TV. At the same time, there is a problem, since Nitin cannot concentrate on his homework if the TV is on. Only option (b) addresses both these issues.

Option (a) ignores her in-laws' needs.

Options (c) and (d) only state the problem; they do not specify what can be done to solve it.

Hence, the correct answer is **option b**.

55. Option (b) is not advisable, since children need to go play in the fresh air for some time.

Option (c) is too vague.

Option (d) is strict and is quite likely to achieve the end result.

However, option (a) is most appropriate, since it encourages him to think and to want to finish the homework on his own, without any threats of withdrawing his TV or computer time.

Hence, the correct answer is **option a**.

56. It is a tricky situation. You want to reach work on time (without losing a half day's pay) but at the same time, you are shocked that the driver is asking for double the fare.

Option (a) is unlikely.

Refusing to pay extra will not help you reach your workplace. Eliminate option (b).

Option (d) may sound tempting, but is actually a contradiction between your words and your actions.

Option (c) is an appropriate response – it is a way of trying to understand the driver's point of view without passing judgement on his actions.

Hence, the correct answer is **option c**.

57. Option (a) is slightly overboard; it is going to the other extreme.

Option (b) is unlikely, considering that you were lecturing him some time ago.

Option (c) is narrow-minded, since it does not take into consideration the other point of view.

Option (d) shows flexibility in thinking – it understands the reason behind the driver's demand, and accordingly, changes your response.

Hence, the correct answer is **option d**.

58. Mr Khare should honestly, but politely express his feelings.

Options (a) and (c) are not honest – since Mr Khare considers Mr Mehta to be his friend, he deserves to know the truth. On a professional front, similar such instances and offers can crop up later too which would put Mr Khare in an embarrassing situation due to repeated refusals. In a nutshell, options (a) and (c) avoid rather than resolve the conflict.

Between options (b) and (d), option (d) is too harsh and may hurt Mr Mehta's feelings.

Option (b) honestly expresses Mr Khare's ambivalent feelings – that he wants to go, but is afraid of people casting aspersions.

Hence, the correct answer is **option b**.

59. Option (a) will increase Sachin's nervousness rather than alleviate it.

Option (c) may not work – if Sachin is so tense, he may not be in the mood to laugh at himself or his medical condition.

Option (d) does not address the issue – it is irrelevant. If the procedure is so painful, Sachin is not likely to have a 'relaxing vacation'.

Option (b) provides concrete support to Sachin – having his friend with him during the procedure and escorting him home are tangible things that Joel can do to help his friend.

Hence, the correct answer is **option b**.

60. The watchmen have a genuine concern – the security of the building – which has to be dealt with. Their agitation is caused due to their belief that the Administrative Officer knew about the problem but did not do anything about it.

Option (a) is irrelevant – the security issue is a valid concern and needs to be addressed.

Option (b) does not solve the problem.

Option (d) is too vague.

Option (c) acknowledges their concern and specifies action that will be taken (discussing the issue with the superiors). It is the most appropriate response to the watchmen's agitation.

Hence, the correct answer is **option c**.

61. Both the verbal and the nonverbal responses clearly communicate your displeasure.

Hence, the correct answer is **option c**.

62. General Ajay Singh's first and foremost duty is to look after the interests of the people under him, that is, the army men who would use the flawed weapon. Ultimately, the weapon used

is going to be in the larger interests of the security of the country.

Options (a) and (b) would imply that he is not doing his job as head of the committee which tests the weapon and gives the final approval/rejection.

Option (d) is a petty reason.

Hence, the correct answer is **option c**.

63. The resolution of the conflict has to be a collaborative effort between the army and the DRDO, without pointing the finger of blame.

Option (a) can be eliminated – it is not up to the army to conduct research on the weapon and find ways to improve it; that is the responsibility of the DRDO. Moreover, the ruling political party can get good publicity for the good things it does, not for something that did not work.

Option (c) is not feasible, since it is based on the assumptions that the DRDO will take the initiative to recall the weapon and that if they do, they will realize all the faults which they had not realised earlier, and will fix them. It would be better for the army to detail the faults which they have found and ask the DRDO to fix them.

Between option (b) and (d), (d) is a more effective way of working with the DRDO for a resolution of the conflict.

Hence, the correct answer is **option d**.

**Note:** Though the answer to this question goes against the answer to the previous question, it is still the right answer amongst the available alternatives.

64. Ganesh's reaction should match the extent of damage to his car. If the damage is minimal, it is not worth the time and energy to get into a heated conflict.

Hence, the correct answer is **option a**.

65. If the damage is extensive, it would not be appropriate for Ganesh to simply drive off – with or without profuse apologies. Options (a) and (d) can be eliminated.

Between options (b) and (c), option (b) is extremely aggressive.

Option (c) is a compromise – making a police complaint is a time and energy consuming process, which both parties may want to avoid. By offering to refrain from going to the police on the condition that the other driver compensates him monetarily, Ganesh is offering a solution that may be satisfactory to both parties.

Hence, the correct answer is **option c**.

66. For communication to be effective, it is imperative that it is understood by the recipients.

Option (a) is likely to overwhelm the villagers with too much information.

Similarly, option (d) is also likely to go over their heads.

Option (c), with only one side of the coin, is unethical.

Hence, the correct answer is **option b**.

67. Options (a) and (c) have the potential to aggravate Mr Agrawal more.

Between options (b) and (d), option (b) is condescending.

Option (d) gives importance to the other person's point of view, though at the same time does not condone it. It also allows each person to step back from the confrontation and discuss it in a more rational manner at a later time. This communication has the scope of getting resolved due to deliberation.

Hence, the correct answer is **option d**.

68. The most effective way of managing the conflict would be for both parties to work together to find a solution that is satisfactory to both.

Option (a) will not satisfy Mr Agarwal.

Option (b) will simply prolong the conflict.

Option (c) is unrealistic, and will be dissatisfactory to both.

Option (d) is the most effective style in managing a conflict – it will be mutually satisfying to both parties.

Hence, the correct answer is **option d**.