UNIT - I
MANAGERIAL SKILLS

MANAGERIAL SKILLS

In order to be successful in planning, organizing, leading, and controlling, managers must use a wide variety of skills. A skill is the ability to do something proficiently. Managerial skills fall into three basic categories: technical, human relations, and conceptual skills.

The degree to which each type of skill is used depends upon the level of the manager's position. Additionally, in an increasingly global marketplace, it pays for managers to develop a special set of skills to deal with global management issues.

Definition

Management skills can be defined as certain attributes or abilities that an executive should possess in order to fulfil specific tasks in an organization. They include the capacity to perform executive duties in an organization while avoiding crisis situations and promptly solving problems when they occur. Management skills can be developed through learning and practical experience as a manager. The skills help the manager to relate with their fellow co workers and know how to deal well with their subordinates, which allows for the easy flow of activities in the organization.

Good management skills are vital for any organization to succeed and achieve their goals and objectives. A manager who fosters good management skills is able to propel the company's mission and vision or business goals forward with fewer hurdles and objections from internal and external sources. Management and leadership skills are often used interchangeably as they both involve planning decision-making, problem-solving, communication, delegation, and time management. Good managers are almost always good leaders as well. In addition to leading, a critical role of a manager is to also ensure that all parts of the organization are functioning cohesively. Without such integration, several issues can arise and failure is bound to happen. Management skills are crucial for various positions and at different levels of a company, from top leadership to intermediate supervisors to first-level managers.

Types of Management Skills

According to American social and organizational psychologist Robert Katz, the three basic types of management skills include:
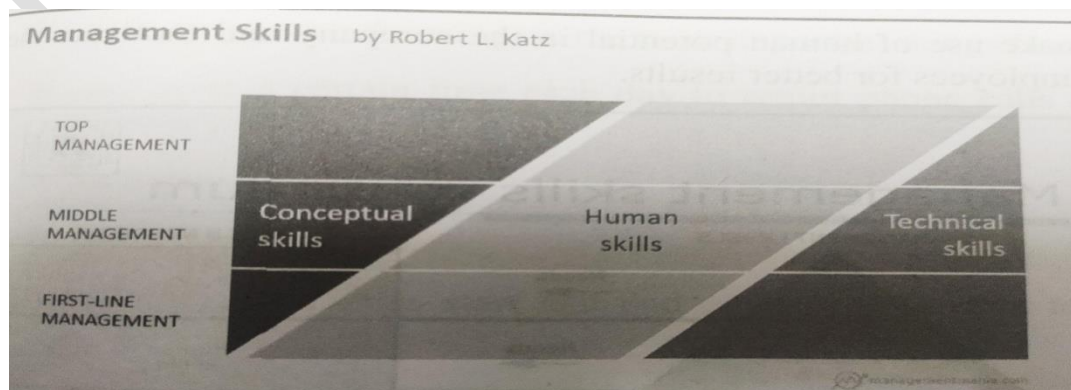
1. Technical Skills

Technical skills involve skills that give the managers the ability and the knowledge to use a variety of techniques to achieve their objectives. These skills not only involve operating machines and software, production tools, and pieces of equipment but also the skills needed to boost sales, design different types of products and services, and market the services and the products.

2. Conceptual Skills

These involve the skills managers present in terms of the knowledge and ability for abstract thinking and formulating ideas. The manager is able to see an entire concept, analyze and diagnose a problem, and find creative solutions. This helps the manager to effectively predict hurdles their department or the business as a whole may face.

3. Human or Interpersonal Skills

The human or the interpersonal skills are the skills that present the managers' ability to interact, work or relate effectively with people. These skills enable the managers to make use of human potential in the company and motivate the employees for better results.
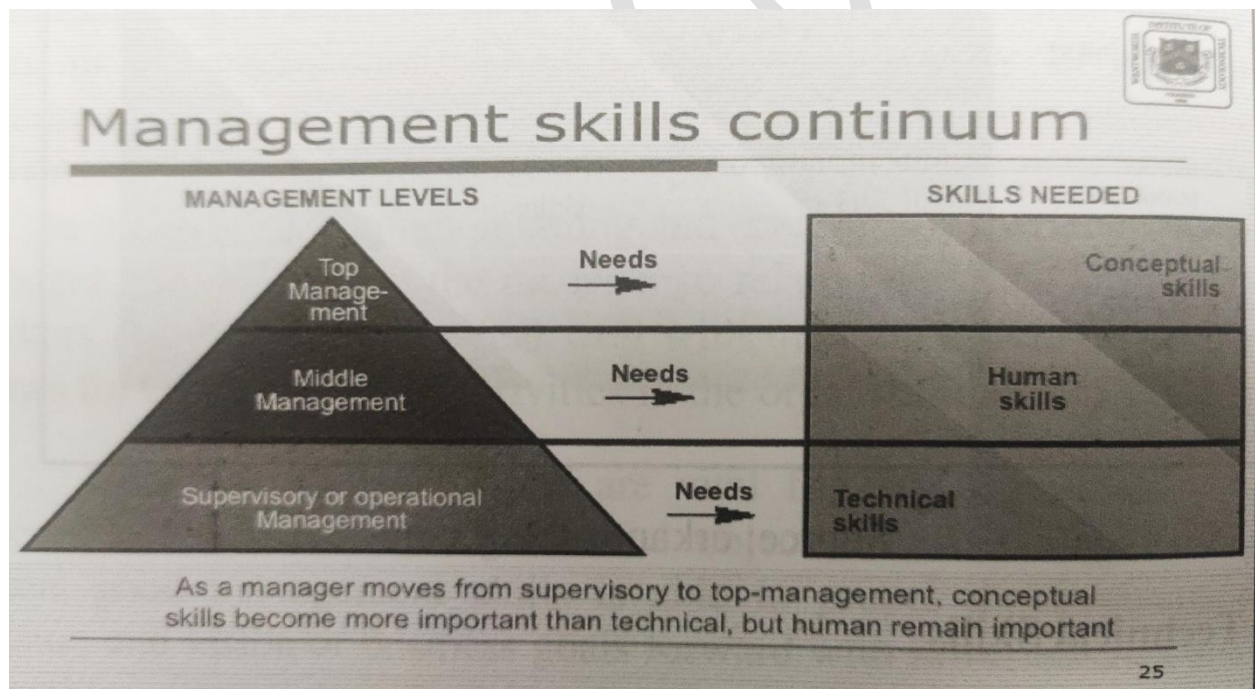
Communication Skills

Effective communication skills are crucial to just about everyone. At all levels of an organization, you'll often be judged on your ability to communicate, both orally and in writing. Whether you're talking informally or making a formal presentation, you must express yourself clearly and concisely. Talking too loudly, ramblingand using poor grammar reduces your ability to influence others, as does poorly written communication

Time-Management Skills

Managers face multiple demands on their time, and their days are usually filled with interruptions. Ironically, some technologies that were supposed to save time, such as voicemail and e-mail, have actually increased workloads. Unless you develop certain time management skills, you risk reaching the end of the day feeling tha you've worked a lot but accomplished little. What can managers to ease the burden? Here are a few common sense suggestions:

1. Prioritize tasks, focusing on the most important things first.
2. Set aside a certain time each day to return phone calls and answer email.
3. Delegate routine tasks.
4. Don't procrastinate,
5. Insist that meetings start and end on time, and stick to an agenda.
6. Eliminate unnecessary paperwork.

Decision-Making Skills

Every manager is expected to make decisions, whether alone or as part of a team. Drawing on your decision-making skills is often a process in which you must define a problem, analyze possible solutions, and select the best outcome. As luck would have it, because the same process is good for making personal decisions

Significance of managerial Skills
Conceptual skills

1. This allows you to visualize abstract concepts, see relations between them, and draw constructive conclusions. They are especially important for those holding managerial or leadership positions. Conceptual skills help managers see ways in which the entire organization works as one to achieve their goals.
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3. They are especially important for those holding managerial or leadership positions.
4. Conceptual skills help managers see ways in which the entire organization works as one to achieve their goals
5. In strong conceptual skills, managers can work with abstract ideas and concepts in creative ways.
6. Highly-developed conceptual skills enable top-tier managers to comprehend the relations between different departments and link them to the functioning of the entire company
7. such skills are able to put the company itself in the bigger picture, plan its growth, see potential obstacles, and develop contingency plans on the basis of their concepts.

Technical skills

Technical skills are important for a number of reasons. They can help you work more efficiently, boost your confidence and make you a more valuable candidate for employers.

- Candidates who have a technical skills are often more confident when applying to certain industries than those who don't. In addition, employees with a technical skill are often better at multitasking in a challenging and complex role.
- With sufficient technical ability, you will be able to speak to colleagues and clients more confidently using your specialist expertise
- Graduates who take the time to learn a technical skill often receive higher pay. Businesses are always on the lookout for knowledgeable staff, as their clients expect to work with highly skilled teams who they have confidence to deliver the results they need.
- Technically skilled graduates can also save employers money, as they don't require so much training to get to a particular level. Plus they can prevent technical issues from Occurring, increase customer satisfaction and reduce technical problems before they arise.

Human skills

- Communication is at the heart of human relations
- Empathy. To attract the interest of others you need to show empathy
- Stress Management.
- Conflict Resolution

Managing environment - Human-Non Human Factors

According to a definition shared by the World Health Organization, human factors "refer toenvironmental, organizational and job factors, and human and individual characteristics which influence behaviour at work in a way which can affect health and safety."

Ergonomics (or human factors) is the scientific discipline conceded with the understanding of interactions among humans and other elements of a system, and the profession that applies theory, principles, data methods design optimize human well-being and overall system performance

Ergonomics is often thought of as the field that deals with design of workplace-machines tools, whereas human perceptual capabilities, and both are important considerations in the study of work and design of work environments. Factors deals with human physical, mental and perceptual capabilities and both are important considerations in the study of work and design of work environments

Applicative domains of Managerial skills

Conceptual Skills:

As a leader grows higher in the organizational ladder, the expectations from him are to provide strategic direction, create the vision and motivate the folks to dedicatedly pursue theorganizational goals. These are Conceptual skills that allow the leader to think through and work with ideas. Leaders with higher form and organization and its vision for the future, levels of conceptual skills are good at thinking through the ideas thatform an organization and its vision for the future.

- It is the ability to work with ideas and concepts
- Creating visions, strategic plans and setting direction
- These are cognitive, business, and strategic skills
- Ability to work easily with abstractions and hypothetical situations
- As leaders climb the career ladder, higher levels of conceptual leadership skills became necessary
- This skill is most important for top managers
- This skill is comparatively less important for middle managers
- This skill is least important for supervisory managers
- Necessary skill to climb the career ladder

Examples of Conceptual Skills:

Some conceptual skills that are generally considered important are creativity, decision making, wing to wing interconnectedness, thinking as a whole, strategic thinking, problem solving etc.

Human Skills:

As technical skills relate to the ability to working with a similarly human skills relate to the ability to work with people. Human skills are people skills that enable the leader to effectively work with subordinates, peers, and superiors. It is the leader's expertise in interacting with others in a way that will enhance successful completion of the task at hand. Consequently, leader's fisher levels of interpersonal skills are better able to adapt their ideas to other people's ideas, especially when this will aid in achieving organizational goals more quickly and efficiently. These are more sensitive and empathetic to what motivates others needs and motivation ate an atmosphere of trust for their followers, and take others and motivations into account when deciding what to do to achieve organizational goals.

- Human skills refer to the ability to work with people
- It is being aware of one's own perspective on issues as well as the openness to hear and appreciate inputs of others on their perspectives
- Leaders adapt their own ideas incorporating good themes from those of others
- Create an atmosphere of trust where employees/followers can feel comfortable and empowered to contribute their best
- Human skills are important at all the three levels of management - Lower, Middle and Senior

Examples of Human Skills:

Some human skills that are generally considered important are effective communication (both verbal and written), motivating others and creation of a positive attitude, development of cooperation and team spirit etc.

Technical skill is knowledge about the proficiency in a specific type of work or activity. It includes competencies in a specialized area, analytical ability, and the ability to use appropriate Tools and techniques. Technical skills play an essential role in producing the actual products a company is designed to produce. Having appropriate technical skills signify that the person is

Competent and knowledgeable with respect to the activities specific to an organization, the organization's rules and standard operating procedures, and the organization's products and services.

Examples of Technical Skills:

For a Software Company the following skills or knowledge areas can be considered as technical skills; Knowledge of Unix/Linux Operating System. Java/C++/Perl Programming Language, MySQL/Oracle Database Management, XML.Extensible Mark-up Language, HTML Skills etc.

In an accounting firm, the technical skill might include an understanding of generally accepted accounting principles,accounting principles, knowledge of commercial laws, knowledge of tax laws etc.

Attributes of Technical Skills:

➢ Technical Skills refer to being knowledgeable proficient in a specific type of work or activity
➢ It is the ability to work with things
➢ Technical skill is proficiency, based on specific knowledge, in a particular area of work
➢ Technical skills are most important at lower and middle levels of management
➢ Technical management levels areless important at upper/senior

UNIT – II
COMMUNICATION MANAGEMENT

COMMUNICATION MANAGEMENT

Communications management is the systematic planning, implementing, monitoring, and revision of all the channels of communication within organization, between organizations, it also includes the organization and dissemination of new communication directives. Often you would come across organizations that stress the importance of good communication management. It's empirical for an organization to have a proper communication management. Once this is achieved, the organization is one step closer to achieving its overall business objectives. Communication management refers to a systematic plan, which implements and monitors the channels and content of communication. Connected with an organization.

To become a good manager, one must have a contingency approach at hand when it comes to communicating with employees. An effective communication management is considered to be a lifeline for many projects that an organization undertakes as well as any department of the organization.

The Five W's of Communication Management

The five W's in communication are crucial and need to be addressed for a project or organizational function to be successful by means of an effective communication management.

Following are the five W's of communications management:

➤ What information is essential for the project?
➤ Who requires information and what type of information is needed?
➤ What is the duration of time required for the information?
➤ What type or format of information is required?
➤ Who are the persons who will be responsible for transmitting the collated information?

The five W's in communication management are only the guidelines. Therefore, you do need to take other considerations into account, such as cost and access to information.

The Communication Process

The main objective of communication management is to ensure the smooth flow of information from either between two people or a group.

Let us examine the communication process with the use of a diagram
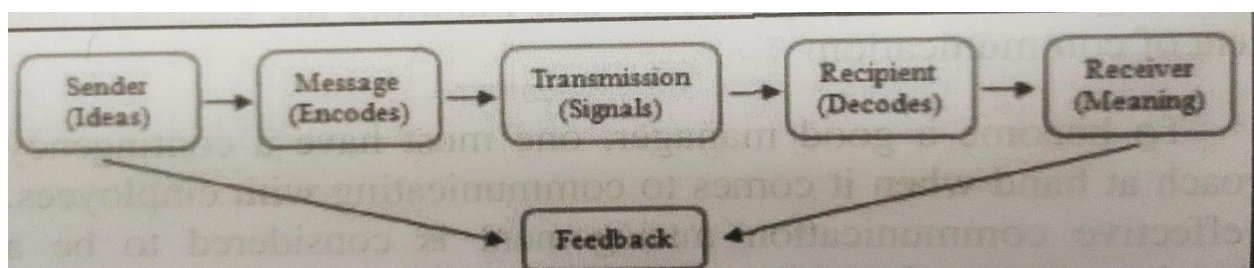
The communication process consists of three main divisions; sender transmits a message via a channel to the receiver. As per the above diagram, the sender first develops an idea, which then can be processed as a message.

This message is transmitted to the receiver. The receiver has to interpret the message to understand its meaning.

When it comes to the interpretation, the context of the message should be used for deriving the meaning. Furthermore, for this communication process model, you will also utilize encoding and decoding

Encoding refers to developing a message and decoding refers to interpreting or understanding the message. You will also notice the feedback factor, which the sender and receiver both involve.

Feedback is crucial for any communication process to be successful. Feedback allows immediate managers or supervisors to analyse how well subordinates understand the information provided and to know the performance of work.

Methods of Communication

Understanding the communication process alone will not guarantee success for managers or an organization. Managers need to be aware of the methods used in the communication process.

The standard methods of communication that are widely used by managers and organizations across the world are either written or oral methods. Apart from these two mechanisms, non-verbal communication is another prominent method used to assess communication within the organization. Non-verbal communication refers to the use of body language as a method of communication.This method will include gestures, actions, physical appearance as well as facial appearance and attitude.

Although most of these methods are still in use for a larger part of the organization, the usage of e-mail and other electronic mediums as a method of communication has lessened the need for face-to-face communication.

Oral Communication Skills

A large proportion of oral communication is directly involved in communications management. For example, if a manager does not converse or make it clear to a sales team, this may lead to differences in objectives and achievements.

There are two aspects of oral communication, active listening and constructive feedback.

Active Listening

This is where the person, who receives the message pays attention to the information, interprets and remembers. As you would be aware, listening helps you to pay attention and following are some points, which illustrate active listening

➢ Making eye contact with the relevant party

➢ Making sure to clarify questions if it's not clear
➢ Avoiding using gestures, which are distracting or uncomfortable

Constructive Feedback

This is where managers fail most of the time. Feedback needs to be constructive and then it will help the employees to shape up their performance instead of mere criticism.

Verbal and Non-verbal communication

Verbal communication is the use of auditory language to exchange information with other people. Nonverbal communication is communication between peoplethrough on- verbal or visual cues. This includes gestures, facial expressions, body movement, timing, touch, and anything else that communicates without speaking

Verbal Communication

Verbal communication is perhaps the most obvious and understood mode of communication, and it is certainly a powerful tool in your communication toolbox. To put simply. Verbal communication is the sharing of information between two individuals using words.

Spoken versus Written Communication.

Whilewe typically focus on speech while talking about verbal communication, it's important to remember that writing is also a form of verbal communication. After all, writing use words too!

Imagine for a moment that you're a college student who is struggling with material in a class. Rather than simply giving up, you decide that you're going to ask your instructor for the guidance you need to make it through the end of the semester. Now, you have a few choices for using verbal communication to do this. You might choose to call your instructor, if they've provided contact information, or talk to them in person after class or during office hours. You may take a different approach and send them an email.You can probably identify your own list of pros and cons for each of these approaches. But really, what's the difference between writing and talking in these situations? Let's look at four of the major differences between the two:

1. Formal versus Informal:

We generally use spoken communication informally while we use written communication formally.

2. Synchronous Versus Asynchronous:

Synchronous communication takes place in real time, such as a conversation with a friend. In contrast, asynchronous communication is communication that is not immediate and occurs over longer periods of time, such as letters, email, or even text messages.

3. Recorded versus Unrecorded:

Written communication is generally archived and recorded for later retrieval while spoken communication is generally not recorded.

Nonverbal Communication

We've already employed a little bit of nonverbal communication with the active listening skills we've previously discussed: nodding, facial expressions, leaning toward the speaker to show interest-all of those are forms of nonverbal communication. Body language can reinforce your spoken message or it can contradict it entirely

There's a myth that says that when you speak, only 35 percent of your communication is verbal and 65 percent of it is nonverbal. That's not entirely true (or else foreign languages would be much easier to understand!). But it's absolutely true that nonverbal communication can make or break your message. Here are some types of nonverbal communication and the effects they can have on the success of your communication:

1.Facial expressions:

Your teenage cousin we referred to at the beginning of this section might have told you he was happy, but his apathetic facial expression may have communicated different information. Facial expressions-happy, sad, angry-help you convey your message. Be aware of your facial expression when you talk and particularly when you listen, which is when it's easy to forget.

2.Gestures:

When you speak, a gesture can make your message stronger. Pointing out something you want your listener to look at more closely is an example of nonverbal communication that makes your message understood. Motioning warmly toward a co-worker who deserves special recognition, making a fist to show frustration or anger, such gestures help further engage your audience when you speak.

3.Proximity

How close you are to your audience when you speak sends a nonverbal message. If your size is imposing and you leave a very small distance between you and your listener, it's likely your nonverbal communication will be a bit threatening. On the other hand, giving someone too much space is an awkward nonverbal communication that might confuse you listener.

4.Touch:

Shaking an audience member's hand, putting your hand on his shoulder: these are nonverbal cues that can affect the success of your message. Touch communicates affection, but it also communicates power. In fact, when women touch a listener, it's often assumed that they're being affectionate or conveying empathy, but when a man touches a listener, it can be taken as a sign of communicating power or even dominance.

5.Eye contact:

Making and maintaining eye contact with an audience when you're verbally communicating or listening communicates to the other party that you're interested in and engaged in the conversation. Good eye contact often conveys the trait of honesty to the other party.

6. Appearance:

Your clothing, hair, and jewellery are also a part of nonverbal communication. If you put a dachshund pin on your lapel each morning (because you have a pet dachshund), that say something about you as a person. Similarly, the quality and condition of your clothing, how it fits, if it's appropriate for the season-all of these things speak nonverbally about you as acommunicator.

Interpretation of Non-verbal communication:

NONVERBAL BEHAVIOR	INTERPRETATION
Brisk, erect walk	Confidence
Standing with hands on hips	Readiness, aggression
Sitting with legs crossed, foot kicking slightly	Boredom
Sitting, legs apart	Open, relaxed
Arms crossed on chest	Defensiveness
Walking with hands in pockets, shoulders hunched	Dejection
Hand to cheek	Evaluation, thinking
Touching, slightly rubbing nose	Rejection, doubt, lying
Rubbing the eye	Doubt, disbelief
Hands clasped behind back	Anger, frustration, apprehension
Locked ankles	Apprehension
Head resting in hand, eyes downcast	Boredom
Rubbing hands	Anticipation
Sitting with hands clasped behind head, legs crossed	Confidence, superiority
Open palm	Sincerity, openness, innocence
Pinching bridge of nose, eyes closed	Negative evaluation
Tapping or drumming fingers	Impatience
Steepling fingers	Authoritative
Patting/fondling hair	Lack of self-confidence; insecurity
Tilted head	Interest
Stroking chin	Trying to make a decision
Looking down, face turned away	Disbelief
Biting nails	Insecurity, nervousness
Pulling or tugging at ear	Indecision

Non-verbal communication occurs without using any oral or written word. Instead of written or oral words, it relies on various non-verbal cues like physical movements, tasks, colours, signs, symbols, signals charts, etc. to express feelings, attitudes or information

Although no word is used in non-verbal communication, it en effectively communicate many human feelings more accurately than verbal methods of communication

Types of Nonverbal Communication

1. Eye contact.
2. Facial expressions.
3. Gestures
4. Posture and body orientation.
5. Body Language.
6. Space and Distance.
7. Proximity.
8. Paralinguistic.
9. Humour
10. Touch.
11. Silence.
12. Personal Appearance.
13. Symbol.
14. Visual Communication.

Meta communication

Meta Communication is all the nonverbal cues (tone of our body language, gestures, facial expressions, etc.) that carry meaning that either enhance or disallow what we say in words. There's whole conversation going on beneath the surface. A Meta message describes those messages that come through reading between the lines. For example, someone sends his wife an email stating he has three meetings that morning and a report to get out in the afternoon. What he is really saying is, "don't bother me today.

Nonverbal behaviour

Nonverbal behaviour refers to communication human acts distinct from speech. ... The nonverbal behaviour is taken generally to include facial and eye expressions, hand and arm gestures, postures, positions, use of space between individuals and objects, and various movements of the body, legs and feet.

Kinesics

Kinesics is the interpretation of body motion communication such as facial expressions and gestures, nonverbal behaviour related of any part of whole. Kinesics or kinesics communication through body movements, such as gestures and facial expressions. It is all about nonverbal behaviour using any part of the body. It also includes communicating using the body as a whole. In popular culture, we call this 'body language'. In short all communicative body movements are generally classified as kinesics. The body or the body as is all about There are basically five different types of kinesics; emblems, regulators, illustrators, affective display and adaptors

Touching

Touching is something we do every Day, whether it involves patting someone on the back or giving someone a hug to show that we care. While touching is one of our most important senses, we are often not aware of the affect that touch has on others. Haptic communication is a branch of nonverbal communication that refers to the ways in which people and animals communicate and interact via the sense of touch. The sense of touch allows one to experience different sensations such as: pleasure, pain, heat, or cold.

Humans

Humans suffer from social isolation but react positively to physical contact. This has to do with the fact that when we hug someone, a hormone called Oxytocin is released in our body, which effectively reduce our stress levels. Additionally, our blood pressure sinks and we experience less anxiety during a hug.

Paralanguage and Proxemics.

Paralanguage, It refers to something that may be expressed consciously or unconsciously and it includes the pitch, volume and in some cases intonation of speech. Proxemics: It means the distance between people when they are interacting with each other.

Proxemics is the study of human use of space and the effects that population density has on behaviour, communication, and social interaction. .. In his foundational work on proxemics, The Hidden Dimension, Hall emphasized the impact of proxemicsbehaviour (the use of space) on interpersonal communication.

Personal Territory

In order to understand more about proxemics, we need to discuss different kinds of spaces. There are four kinds of distance that people generally use in communication. This can vary by place, and different cultures have different standards. These are known as realms of personal territory. Let's talk about these now.

Public space is the space that characterizes how close we sit or stand to someone, like a public figure or public speaker, so, if you are at an event listening to a professor give a lecture, you are probably about 12 - 25 feet away.

Social space means we're getting a little closer, about 4 - 12 feet away. This is the kind of space you're probably in if you're talking to a colleague or a customer at work.

Personal space is even closer. In this case, you're probably about 1 - 4 feet away from someone. This is reserved for talking to friends or family.

Intimate space is for people who you are very close to. In this case, you're probably less than a foot away and you might even be touching the other person. This is the space you're in with a romantic partner, for example: It's important to note that this can vary culturally. These are standards we generally find in the United States. But this might not be the case everywhere.

For example, it might be considered rude to stand too close to someone in one place but not another. It might be very common to touch someone's arm or shoulder while talking in one place, but this could be considered rude in other places. In one country, you might greet someone with a kiss on the cheek, and in other places this might be considered too intimate.

UNIT - III
EXPRESSIONS AND EMOTIONS

Expression Management:

The term "management" is chosen to reflect the process whereby the user interacts with the system to maintain expressions in a compact and reasonably simple form, and to avoid what is commonly referred to as "intermediate expression swell".

Communication involvesboth verbal, orspoken, and nonverbal, or unspoken, ways of making sure your message is heard.

The grid below shows the balance between high and low and negative and positive energy
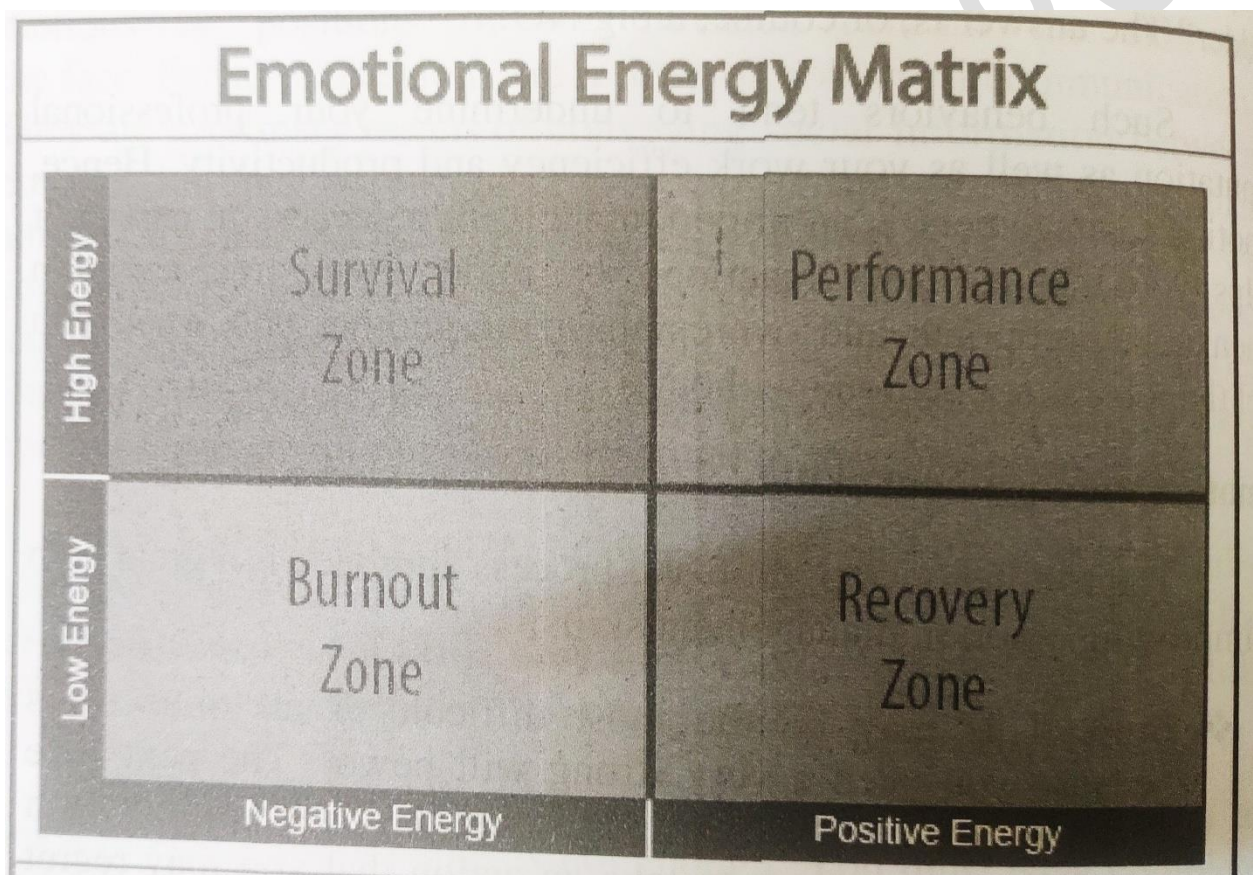
High positive energy enables you to perform well, but you can't stay in that state for ever. Sooner or later, you need to reduce the energy. Stay positive, and you will recover quickly. Dip into more negative feelings, and you will feel burnt out.

High negative energy is quite an uncomfortable place to be: it feels like you're fighting for survival all the time. Again, you will have to reduce the energy at some point since it could lead to burnout.

Positive Actions to helpManage Emotions

There are a number of actions that you can take, will help you to manage your emotions.

Exercise: This releases reward and pleasure chemicals in the brain such as dopamine, which makes you feel better. Being fit also makes you healthier, which helps in managing emotions.

➢ Be kind to others, because this helps you to stop worrying about yourself.

➢ Be open and accept what is going on around you. Learn to appreciate what is happening and avoid excessive criticism of others or of situations. This is linked to mindfulness, which is about being aware of what is going on in the moment.

➢ It's good to talk. Spend time with other people and enjoy their company

➢ Distract yourself. Yes, you really are that shallow. Watching a bit of TV,reading, or surfing the internet will probably help you forget that you were feeling a bit down.

➢ Don't give in to negative thinking. If you find yourself having negative thoughts, then challenge them by looking for evidence against them.

➢ Spend time outside. Being in the fresh air, especially around nature, is very helpful for calming the emotions. There is evidence that we need to see horizons, so if you can go up a hill and look at the view then do.

➢ Be grateful. Thank people in person for doing nice things for you, and remember it.

➢ Play to your strengths. That often means doing things that you enjoy, but it also involves doing things that are good for you.

➢ Notice the good things in your life. In old-fashioned terms, count your blessings.

Emotional Intelligence
Definition of 'Emotional Intelligence
Definition:

Emotional intelligence refers to the capability of a person to manage and control his or her emotions and possess the ability to control the emotions of others as well. In other words, they can influence the emotions of other people also.

Emotional intelligence has been defined as "the ability to monitor one's own and other people's emotions, to discriminate between different emotions and label them appropriately, and to use emotional information to guide thinking and behaviour" by Peter Salovey and John Mayer.

Description:

Emotional intelligence is a very important skill in leadership. It is said to have five main elements such as - self-awareness, self-regulation, motivation, empathy, and social skills.

Characteristics of emotional intelligence

➢ Self-awareness. Self-awareness is the ability to accurately recognise your emotions. Strengths, limitations, actions and understand how these affect others around you.

➢ Self-regulation.

➢ Empathy

➢ Motivation. .

➢ Social skills

Emotional intelligence in a workplace

The skills involved in emotional intelligence are self-awareness, self-regulation, motivation, empathy, and social skills.Embracing the nuances of human emotion in the workplace can have pragmatic benefits, such as better collaboration among employee and a happier **workplace**

Public Relations

Public relations is a strategic communication process companies, individuals, and organizations use to build mutually beneficial relationships with the public. A public relations specialist drafts a specialized communication plan and uses media and other direct and indirect mediums to create and maintain a positive brand image and a strong relationship with the target audience.

Objective of Public Relations

The main objective of public relations is to maintain a positive reputation of the brand and maintain a strategic relationship with the public, prospective customers, partners, investors, employees and other stakeholders which leads to a positive image of the brand and makes it seem honest, successful, important, and relevant

The functions of public relations manager and public relations agencies include:

1. Anticipating, analysing, and interpreting the public opinion and attitudes of the public towards the brand and drafting strategies which use free or earned media to influence them.
2. Drafting strategies to support brand's every campaign and new move through editorial content.
3. Writing and distributing press releases.
4. Speechwriting
5. Planning and executing special public outreach and media relations events.
6. Writing content for the web (internal and external websites).
7. Developing a crisis public relations strategy.
8. Handling the social media presence of the brand and responding to public reviews on social media websites.
9. Counselling the employees of the organization with regard to policies, course of action, organization's responsibility and their responsibility
10. Dealing with government and legislative agencies on behalf of the organization
11. Dealing with public groups and other organizations with regard to social and other policies of the organization and legislation of the government
12. Handling investor relations.

Internal public relations deals with whatever is happening inside of the organization. External public relations deals with communications outside of the organization, such as press releases, speech and interview preparation, or discussing information with community groups.

Roles & Responsibilities of an Internal PR Team

1. Secure internal buy-in from the executive management team. Build support for PR as a strategic tool, determine how much the company is willing to spend on PR initiatives and clearly outline the activities the team plans to implement.
2. Manage the PR budget to ensure it is being used efficiently. The internal PR manager should act as a liaison between the external agency and the company, and help both teams meet expectations
3. Drive the PR strategy and make sure the company develops long term strategic plans that mesh with its overarching business goals. The internal PR manager may want to involve the PR firm in developing a strategic plan. Oftentimes, this is a smart idea especially if the firm is going to be charged with executing the plan.
4. Coordinate with other internal teams to make sure the public relations program reflects consistent messaging and supports the company's business and communication goals.
5. Define measurement criteria and evaluate results against those criteria. The internal team should establish, along with other internal stakeholders (e.g. product marketing, program managers, etc.), the criteria for determining whether the public relations programs are meeting internal expectations and requirements. Again, you may want to ask your agency to participate in this discussion so they can share their perspective and you can come to shared expectations about what is realistic.
6. Prioritize PR requests in order to ensure the agency is focused on the right value-added programs and supporting activities that are most strategic.

Roles of an External PR Team

1. Work in tandem with the internal PR team to develop a strategic PR strategy and provide counsel on campaigns or projects.
2. Proactively respond to editorial inquiries and requests as appropriate and manage the process accordingly. Field interview requests, coordinate and facilitate interviews, and develop briefing materials to prepare key spokespeople.
3. Assist the internal team in developing press materials including press releases, key message and Q&A documents. Conduct reactive outreach to key media targets to inform them of upcoming announcements, key customer wins, product releasesetc.
4. Work with the internal team to flesh out messaging or to develop a messaging architecture.
5. Champion program planning activities with strategic input from the internal team. The agency is responsible for identifying key audiences, major messages, objectives, strategies and tactics for carrying out these programs.
6. Execute on plans as needed. Write press materials, such as press such as press releases, corporate backgrounders and media alerts. Draft speeches or presentations. Develop briefing materials for executives so they are prepared for key interviews. Secure speaking opportunities.
7. Provide weekly and monthly status reports to the internal PR manager so he or she has a sense of what work is being completed and what results are in the works.

UNIT - IV
STRESS MANAGEMENT

Stress Management

   Stress management is a wide spectrum of techniques and psychotherapy aimed at controlling a person's level of stress, especially chronic stress, usually for the purpose of and for the motive of improving everyday functioning. Stress occurs when a demand exceeds an individual's coping ability and disrupts his or her psychological equilibrium. Stress occurs in the workplace when an employee perceives a situation to be too strenuous to handle, and therefore threatening to his or her well-being.

Stress-management facts

➢ Stress is any physical, chemical, or emotional factor that causes bodily or mental unrest.
➢ While elimination of stress is unrealistic, management of stress is an attainable and realistic goal that can be achieved by a number of strategies.
➢ People with strong social support networks report less stress and fewer negative symptoms of stress than those who lack social support.
➢ Stress-management techniques include relaxation techniques, lime-management skills, counseling or group Therapy, exercise, and maintaining an overall healthy lifestyle.
➢ There are hundreds of different relaxation techniques to help manage stress

Healthy techniques that psychological research has shown to help reduce stress in the short and long-term

➢ Take a break from the stressor. It may seem difficult to get away from a big work project, a crying baby or a growing credit card bill.
➢ Exercise.
➢ Smile and laugh.
➢ Get social support.
➢ Meditate.

Good Coping Skills

➢ Practicing meditation and relaxation techniques
➢ Having time to yourself
➢ Engaging in physical activity or exercise
➢ Reading
➢ Spending time with friends
➢ Finding humour
➢ Spending time on your hobbies
➢ Engaging in spirituality

Conflict management

Definition

Conflict management is the practice of being able to identify and handle conflicts sensibly, fairly, and efficiently. Since conflicts in a business are a natural part of the workplace, it is important that there are people who understand conflict and know how to resolve them. This is important in today's market more than ever. Everyone is striving to show how valuable they are to the company they work for and at times, this can lead to disputes with other members of the team. Conflict management is the process of limiting the negative aspects of conflict while increasing the positive aspects of conflict. The aim of conflict management is to enhance learning and group outcomes, including effectiveness performance organizational setting

Types of conflicts

These discrepancies depend on individual narrative circumstances, but there are cases in which you should recognize a total of seven different types of narrative conflict

- Man vs. Self
- Man vs. Man
- Man vs. Society
- Man vs. Nature
- Man vs. Machine
- Man vs. Fate/Supernatural.

Conflict Management Styles

Conflicts happen. How an employee responds and resolves It will limit or enable that employee's success. Here are five conflict styles that a manger will follow according to Kenneth W. Thomas and Ralph H. Kilmann
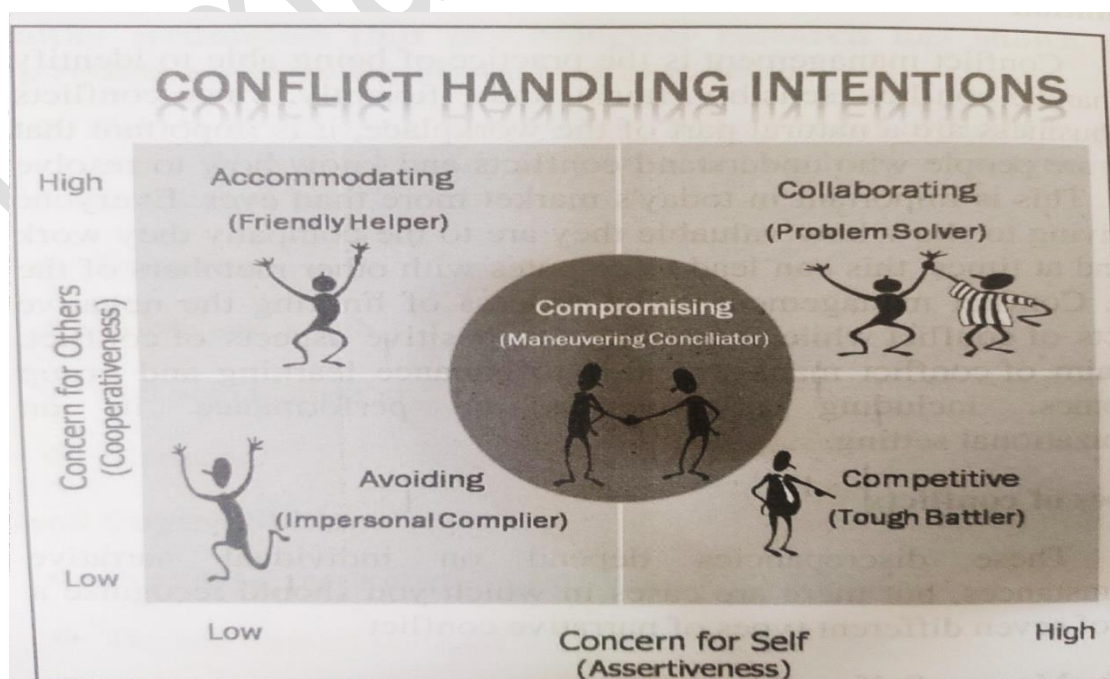
An **accommodating** manager is one who cooperates to high degree. This may be at the manager's own expense and actually work against that manager's own goals, objectives, and desire outcomes. This approach is effective when the other person is the expert or has a better solution.

Avoiding an issue is one way a manager might attempt to resolve conflict. This type of conflict style does not help the other staff members reach their goals and does not help the manager who is avoiding the issue and cannot assertively pursue his or her own goals. However, this works well when the issue is trivial or when the manager has no chance of winning.

Collaborating managers become partners or pair up with each other to achieve both of their goals in this style. This is how managers break free of the win-lose paradigm and seek the win-win. This can be effective for complex scenarios where managers need to find a novel solution.

Competing:

This is the win-lose approach. A manager is acting in a very assertive way to achieve his or her own goals without seeking to cooperate with other employees, and it may be at the expense of those other employees. This approach may be appropriate for emergencies when time is of the essence

Compromising: This is the lose-lose scenario where neither person nor manager really achieve what they want. This requires a moderate level of assertiveness and cooperation. It may be appropriate for scenarios where you need a temporary solution or where both sides have equally important goals.

Role-play

Role-play is any speaking activity when you either put yourself into somebody else's shoes, or when you stay in your own shoes but put yourself into an imaginary situation. Imaginary situations - Functional language for a multitude of scenarios can be activated and practised through role-play.

What is Role play management?

Role Play, or Role Playing, allows a learner to assume the role or tasks of a job by practicing or simulating real working conditions. The objective of role playing is to learn, improve or develop upon the skills or competencies necessary for a specific position.

How to Use Role Play

Step 1: Identify the Situation. To start the process, gather people together, introduce the problem, and encourage an open discussion to uncover all of the relevant issues.
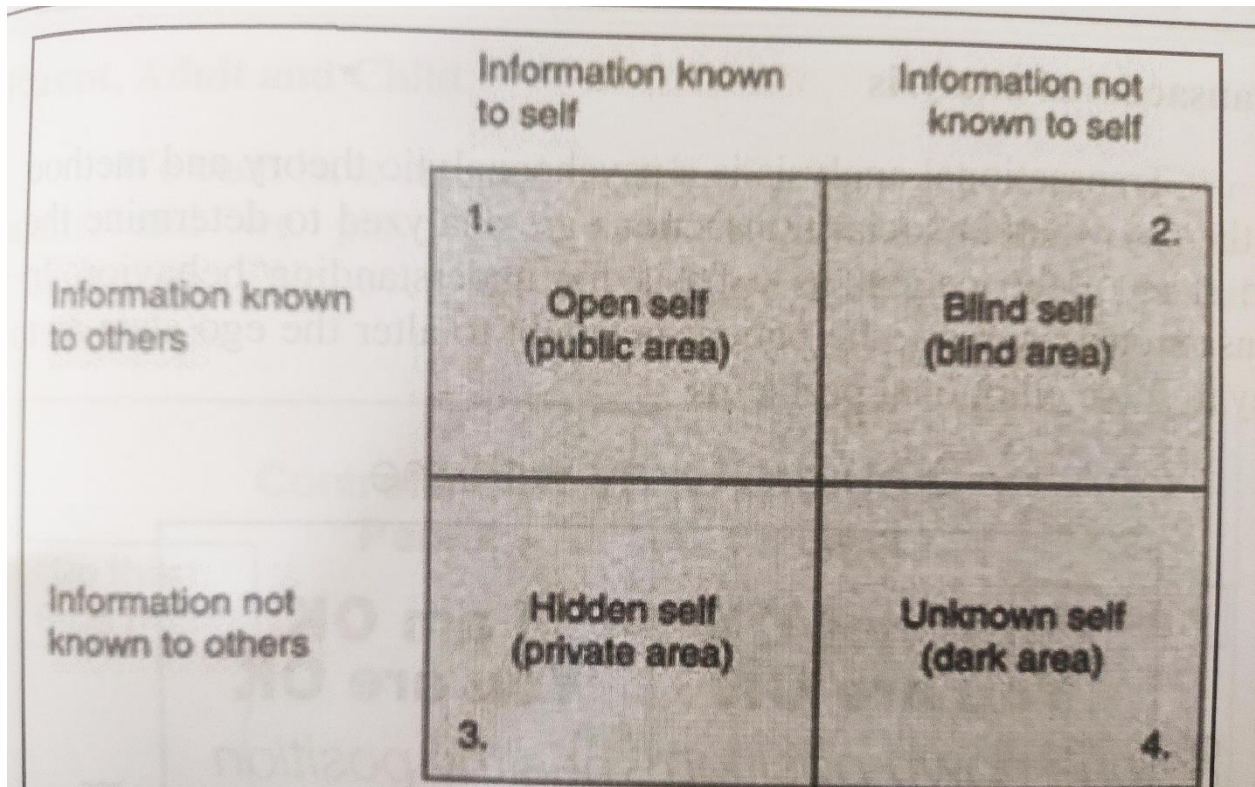
Step2: Add Details.

Step3: Assign Roles.

Step4: Add Details.

Step5: Discuss What You Have Learned.

Related Content: ... Turning Role-Plays into Real-Plays.

	Information known to self	Information not known to self
Information known to others	1. Open self (public area)	2. Blind self (blind area)
Information not known to others	3. Hidden self (private area)	4. Unknown self (dark area)

Johari Window

Goals & Objectives:

The goals of a role playing scenario are to expose managers to different viewpoints or ways of thinking about a situation, expand their ability to resolve situations, and provide experience within a given context.

Johari Window

The Johari window is a technique that helps people to understand their relationship with themselves and others, it has been created by psychologists Joseph Luft 1916-2014 and Harrington Ingham 1916-1995 in 1955, and is used primarily in self-help groups and corporate settings as a heuristic exercise.

Definition:

The Johari Window is the psychological model developed by Joseph Luft and Harrington Ingham, that talks about the relationship and mutual understanding between the group members. Hidden Self: This quadrant of the Johari window shows the state of an individual known to him but not known to the others

The Johari window has four quadrants that represent four combinations:

1. **Open Space:** Known to you - Known to others
2. **Blind Spot:** Unknown to yourself - Known to others
3. **Hidden Area:** Known to yourself - Unknown to others
4. **Unknown Area:** Unknown to yourself - Unknown to others

Transactional analysis

Transactional analysis is a psychoanalytic theory and method of therapy wherein social transactions are analysed to determine the ego state of the patient as a basis for understanding behaviour. In transactional analysis, the patient is taught to alter the ego state as a way to solve emotional problems.

Transactional Analysis (or TA as it is often called) is model of people and relationships that was developed during 1960s by Dr. Eric Berne. It is based on two notions, first that we have three parts or large-states' to our 'personality, and secondly that these converse with one another in 'transactions' (hence the name). TA is a very common model used in therapy and there is a great deal written about it.

Parent, Adult and Child

We each have internal models of parents, children and also adults, and we play these roles with one another in our relationships. We even do it with ourselves, in our internal conversations.

Parent

There are two forms of Parent we can play.

The Nurturing Parent is caring and concerned and often may appear as a mother-figure (though men can play it too). They seek to keep the Child contented, offering a safe haven and unconditional love to calm the Child's troubles.

The Controlling (or Critical) Parent, on the other hand, tries to make the Child do as the parent wants them to do, perhaps transferring values or beliefs or helping the Child to understand and live in society. They may also have negative intent, using the Child as a whipping-boy or worse.

Adult

Adult in us is the 'grown up rational person who talks reasonably and assertively, neither trying to control nor reacting aggressively towards others. The Adult is comfortable with themselves and is for many of us, our ideal self.

Child

There are three types of Children we can play.

The Natural characterized by the non-speech noises they make (yahoo, wheel, etc.). They like playing and are open and vulnerable.

The cutely-named Little Professor is the curious and exploring Child who is always trying out new stuff (often much to their Controlling Parents annoyance). Together with the Natural Child they make up the Free Child.

The Adaptive Child reacts to the world around them, either changing themselves to fit in or rebelling against the forces they feel.

UNIT- V
SPEECHES AND PRESENTATION

A Public Speaking Definition

Basically, it's a presentation that's given live before an audience. Public speeches can cover a wide variety of different topics. The goal of the speech may be to educate, entertain, or influence the listeners.

Public speaking is important in both business, education, and the public arena. There are many benefits to public speaking whether you're an individual or a business. Public speaking is done before a audience, there are some special factors the speaker needs totake into consideration. We'll touch on those shortly, but first let's take a quick look at the history of public speaking.

Primary types of public speaking

➢ Ceremonial Speaking.
➢ Demonstrative Speaking.
➢ Informative Speaking.
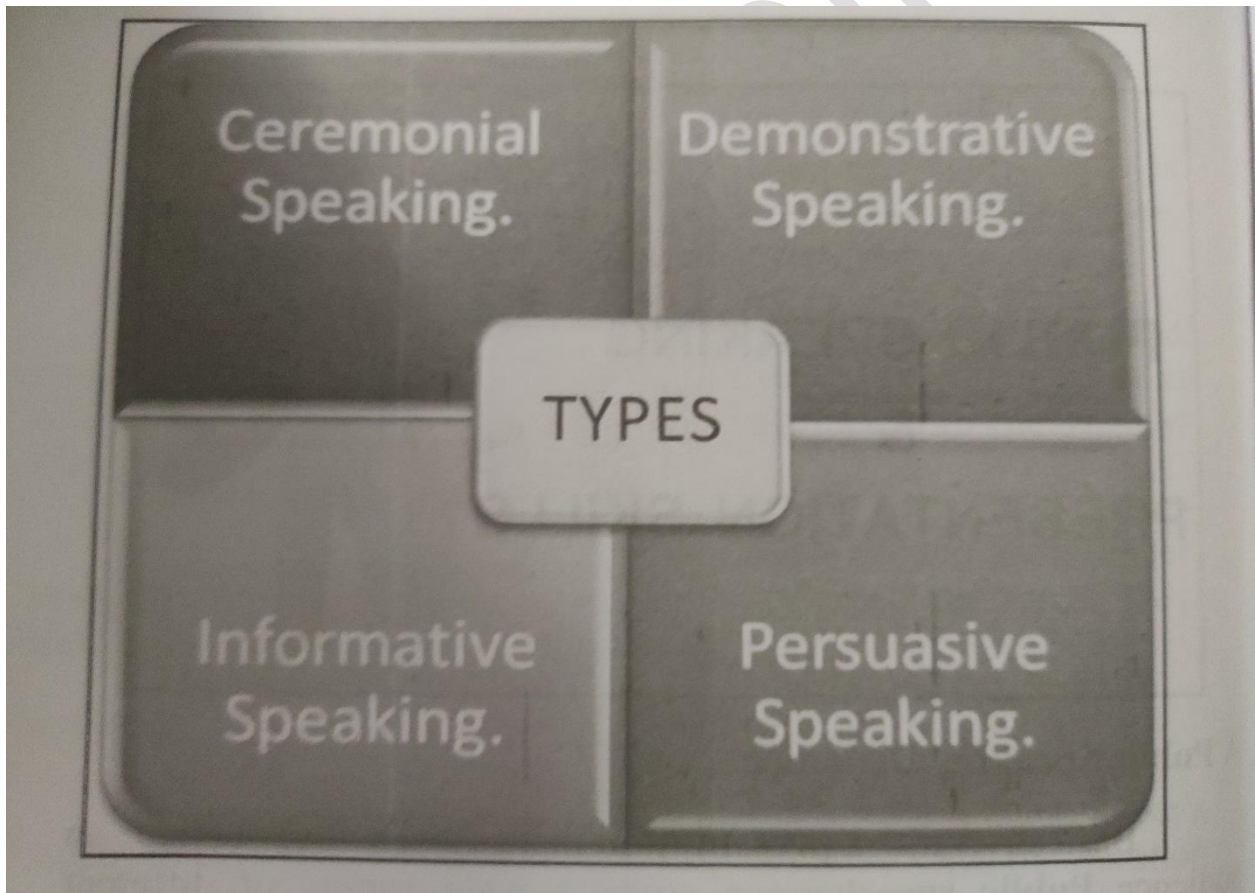
Ceremonial Speaking

Most people will give some sort of ceremonial speech during their lifetime. These speeches mark special occasions. They are common at weddings, graduations and funerals -- as well as large birthday celebrations and office holiday parties. Ceremonial speaking typically involves a toast and is personal with an intimate emotional connection to people hearing it.

Demonstrative Speaking

Science demonstrations and role playing are types of demonstrative speaking. This type of public speaking requires being le to speak clearly and concisely to describe actions and to from those actions while speaking. A demonstrative spencer in lain the process behind generating power while cycling to power toaster, for example. The idea behind demonstrative speaking is that the audience members leave with the knowledge about how to do something,

Informative Speaking

With informative speaking, the speaker is trying simply to explain a concept to the audience members. College lecture courses involve informative speaking as do industry conferences and public officials sharing vital information. In this type of speaking, the information is what is important. The speaker is not trying to get others to agree with him or to show them how to do something for themselves. Rather he is disseminating vital information.

Persuasive Speaking

Persuasive speaking tends to be the most glitzy. Politicians, lawyers and clergy members use persuasive speaking. This type of speaking requires practicing voice inflections and nuances of language that will convince the audience members of a certain viewpoint. The persuasive speaker has a stake in the outcome of the speech. Politicians, for instance, may want votes or a groundswell of support for a pet project, while lawyers are trying to convince a jury of their position - and clergy members are trying to win others over to their faith. The persuasive speaker uses emotional appeals and strong language in speeches.

The Importance of Public Speaking

Over the years, public speaking has played a major role in education, government, and business. Words have the power toinform, persuade, educate, and even entertain. And the spoken word can be even more powerful than the written word in the hands of theright speaker.

Whether you're a small business owner, a student, or just someone who's passionate about something you'll benefit if you improve your public speaking skills, both personally and professionally. Some benefits to public speaking include:

➢ Improves confidence
➢ Better research skills
➢ Stronger deductive skills
➢ Ability to advocate for causes
➢ And more

Public speaking is especially important for businesses since they've got a need to get their message before potential customers and market their business. Sales people and executives alike are often expected to have good public speaking skills.

1. Writing the speech
2. Overcoming a fear of speaking
3. Practicing the speech
4. Giving the speech

We'll start with writing the speech.

1. **Write an Effective Speech**

    The first thing you'll want to do is work on writing a well-organized, engaging speech. Because even if you've got a great speaking voice or a great deal of charisma, you won't give a good speech if your material isn't any good

2. **Overcome the Fear of Speaking**

    Fear of public speaking is very real and can hold you back if you let it. If you don't feel confident when giving your speech. your listeners may pick up on that. making your presentation less effective. Fortunately, there are some techniques that'll help most people manage their fear of public Speaking and become more confident

3. **Practice the Speech**

    Even if you're not afraid of public speaking, practicing your speech is still an important step to having an effective speech. If you're in a rush. you may be tempted to skip practicing your speech to save time. While skipping practice may seem like a good idea, it's really not.

4. **Give the Speech**

    Now that you've written a good speech, feel more confident about public speaking, and have practiced-you're ready to actually give the speech. There are some tips and tricks you can use on the day of your speech to make it go more smoothly, though. Remember, you're giving a presentation before a live audience at a specific place and time. So, you've got some concerns about the speaking venue that those who give online presentation don't have to worry about. Some common concerns for public speakers include:

    ➤ Will the audience be able the hear me?
    ➤ Does the venue have the equipment I need?
    ➤ Are there enough seats for all of my listeners?

Presentation Skills:

Presentation skills can be defined as a set of abilities that enable an individual to: interact with the audience: transmit the messages with clarity: engage the audience in the presentation and interpret and understand the mind-sets of the listeners. Presentation skills can be defined as a set of abilities that enable an individual t interact with the audience; transmit the message with clarity engage the audience in the presentation, and interpret and understand the mind-sets of the listeners. These skills refine the way you put forward your messages and enhance your persuasive powers.

The present era places great emphasis on good presentation skills. This is because they play an important role in convincing the clients and customers. Internally, management with good presentation skills is better able to communicate the mission and vision of the organization to the employees.

Effective presentation
➤ Show your Passion and Connect with your Audience

- Focus on your Audience's Needs
- Keep it Simple: Concentrate on your Core Message
- Smile and Make Eye Contact with your Audience
- Start Strongly
- Remember the 10-20-30 Rule for Slideshows
- Tell Stories

Types of Presentations

1. Providing Information
2. Teaching a Skill
3. Reporting Progress
4. Selling a Product or Service
5. Making a Decision
6. Solving a Problem

Advanced Presentation Tips To Become a Great Public speaker

- Talk like a thought leader. Good speakers have strong messages about their product, service, or brand.....
- Tell personal stories..
- Show more pictures and use less text....
- Use an animated voice....
- Pay attention to your body language....
- Share the stage...
- Practice a lot, lot more.

Importance of Presentation Skills

Interaction with others is a routine job of businesses in today's world. The importance of good presentation skills is established on the basis of following points:

- They help an individual in enhancing his own growth opportunities. In addition, it also grooms the personality of the presenter and elevates his levels of confidence.
- In the case of striking deals and gaining clients, it is essential for the business professionals to understand the audience.
- Good presentation skills enable an individual to mould his message according to the traits of the audience. This increases the probability of successful transmission ofmessages.
- Lastly, business professionals have to arrange seminars and give presentations almost every day. Having goodpresentation skills not only increases an individual's chances of success, but also enable him to add greatly to the organization

Finding out the environment for presentation

1. Who is the audience?

This is the first question you should ask, and you shouldn't always assume you know the answer. Pretend you're an entrepreneur and you have a new product, and a friend of yours asks you to present it for his company. It could be your friend and a few of his co-workersyou're

meeting with, but it could also be the president and board of directors. Each situation would require a different approach and a different level of formality. Understand exactly what types of people are going to constitute your audience--Otherwise, you could end up writing for the wrong crowd

2. How big is the audience?

This is another important question that will help you prepare effectively, though it's more about the actual presentation than the writing process itself. With a large audience, you'll need to be concise, direct, and fast-paced to keep their attention, looking around the room for eye contact and generally going about your presentation with minimal interruptions. With a small audience, you'll have to pace your presentation more slowly, pausing for potential questions from the audience and gearing your body language to engage fewer participants. If you don't know the exact number attending, a range is often suitable here.

3. Where will you be presenting?

This will help you determine how to prepare. Imagine you have a prototype of your new product, and you're going to be presenting before a small group of people. If you'll be meeting around a table in a small boardroom, you can ring the prototype itself and show it off first-hand to your audience. If you're in a large auditorium, however, you'll need a much bigger, visually accessible medium for your distant audience. Knowing the location will also allow you to understand and prepare your voice for the acoustics of the room.

4. What materials will be available to you?

First, think of all the basics. Let's say you have a PowerPoint presentation ready--will you bring it on a flash drive, or will you need to bring a laptop in? Will they even have the proper equipment to hook your device up to a projector? Will they have a microphone system or will you need to project your voice? Is there a podium or a stage, or is it a more informal gathering? These questions will help you understand what you need to bring as well as how to prepare your presentation.

5. How long will you have to speak?

This is a critical questions that too many people overlook. It is never safe to assume how long you'll have to speak. If your audience is expecting your presentation to last a few minutes and you end up going half an hour, you could bore them to death. If it's supposed to be more than an hour and it's only a half hour, you'll look like you don't have much worthwhile material. Either way, you'll look underprepared, so find out the ideal length of a presentation and practice it until you are confident that you're well within the time constraints. Knowing exactly how much time you'll is one of the most fundamental (and important) presentation tips.

6. Will there be a Q&A afterward?

If you walk into a presentation and get hit with a Q&A session you aren't prepared for, you could be assaulted with tough questions that undermine whatever reputation you built up during the course of your initial speech. Find out if there's a Q&A session afterward, and find out approximately how long will Just. Think of the hardest possible questions someone could ask you, and have answers ready for each and every one of them.

7. Who else is speaking?

Unlike the other questions in this list, this question won't ruin you if you don't know the answer. Your presentation change much based on who else is presenting before or after but knowing the answer will help you better understand dynamics of the event. For example, if you're the only speaker there's going to be more pressure on you than if you are only on in six. It won't kill you, but it's worth knowing in advance.

Many people use thewords "speech"and "presentation" interchangeably since both involve speaking in front of a group. It's true that both can be dreaded for that reason. Others note the difference is that speakers in a presentation use visual aids, while those in a speech typically don't.

Appearance: Dress & Posture

First Impressions

First impressions of a speaker are important. The audience may judge the person on their appearance and not really listen to what is being said. Considering the effect that dress and posture have on the response to a speech is important for public speaking.

Dress

Dress is considered an aspect of non-verbal communication and has social significance for the audience. Dress also includes the things that people wear such as jewellery, ties, handbags, hats and glasses. Clothing conveys nonverbal clues about a speaker's personality, background and financial status. Your clothing style can demonstrate your culture, mood, level of confidence, interests, age, authority, values and sexual identity.

Consider how clothing style might send a negative message. A sloppy appearance, messy hair and wrinkled clothes sends the message, "I don't care, while appropriate attire demonstrates the importance of the occasion. A tight dress with a low-cut neckline Sear attractive but not convey the right message for a serious public speaking event. Appropriate dress changes based on the occasion and have changed over history. For example, the "liberated" attire of the suffragette campaigning for voting rights in be early 1900s seems Normal and "unliberated" today, but was a daring statement at the time

Dress codes have built-in rules about the message sent by what a person wears and how they wear it. By showing positive aspects of yourself through dress, attire and grooming, you can inspire confidence in your abilities. As a general rule, attire should be chosen according to the type of audience, the event and the purpose. The audience should be considered before choosing attire. The dress should be comfortable without looking overdressed. Additionally, making a fashion statement is not always helpful for a public speaker because it can detract from the substance of the speech:

Tips for the Speaker

➢ Dress for the occasion. Consider what dress is appropriate for the event and the culture of the audience.

➢ Different societies and cultures have different dress norms and understanding the norms of culture help with public speaking, though Western business styles are commonly accepted in many countries today.

Posture

If you are speaking to an audience in person, the audience will respond to your posture. Posture is one means of communication. Body movements convey information about interpersonal relations and personality traits such as confidence, submissiveness and openness. The speaker may display an open or closed body position. Those two positions communicate differently messages to the audience and can be desirable or undesirable based on the type of visual delivery that is desired.

Closed Posture

Closed posture often gives the impression of detachment, disinterest and hostility. Behaviours that represent closed posture include arms crossed on the chest or abdomen, hands clasped in front of the body and crossed legs. Clothing may also signal closed posture, such as a buttoned suit or a handbag or briefcase held in front of the person. Showing the back of hands or clenched fists can represent a closed posture. Hands clasped behind the back may also signal closed posture even though the front is exposed because it can give the impression of hiding something or resisting closer contact.

Open Posture

Open posture communicates a friendly and positive attitude. The feet are spread wide and the head is straight and raised, looking at the audience. An important element of open posture of the body are the hands. Showing the palms of the hands can be a signal of open posture, especially if the hand is relaxed.s