

## PREPARING FOR JOB

There are several steps an individual needs to take to acquire his/her dream job. The first step starts with preparing a good CV.

### Writing CVs

CV stands for curriculum vitae. It is known by several names – resume, personal profile, bio-data, personal data sheet, qualification sheet, and summary.

In practice, it is a written statement of your personal history – biographical details, educational qualifications, work-experience, achievements, and other strong points that make you suitable for getting selected for a job.

In short, a CV/resume is a self-introduction to promote yourself. And, to be able to sell yourself successfully, you need to know how to prepare a good resume.

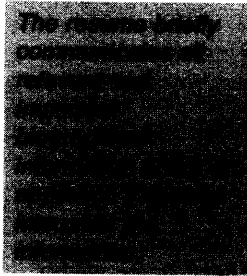
A resume is usually attached to an application letter. It is, therefore, read only after the application letter, but it is something you should prepare first.

As a normal practice, people keep their resumes written in advance. They, then, just mail a copy of their CV along with the application letter. This is perhaps not the best practice to apply for a job. The secret of writing a good resume is in its ability to project you as the most suitable candidate for a particular job.

Therefore, the first thing you should know about writing a CV is that it should be written specifically in terms of the job's requirements. The basic question you should consider while preparing your CV/resume is what qualification or experience or achievement should you highlight for a particular position. For example, if you have the experience of working as an HR executive and a marketing manager, and if you want to apply for a position in HR division, you will highlight your HR experience. The marketing experience will be shown as additional experience.

The whole idea underlying the arrangement of CV, is to emphasise your strengths. However, there is no set order in which a resume is written. All resumes, whether short or long, cover the same points regarding an individual's background, achievements, and experience. In long resumes, the details regarding each point increase significantly. But basic points remain the same.

A resume is usually attached to an application letter. It is, therefore, read only after the application letter, but it is something you should prepare first.



Before we discuss the technique of writing a resume, we should understand the relationship between a resume and an application letter (also known as covering letter).

### **R**elationship between Resume and Application Letter

The resume and application letter perform two separate functions.

The resume briefly communicates all relevant and important biographical information about an applicant. The letter interprets the information.

For example, as an applicant, you summarize all relevant information about yourself in the resume. Then, you select the most important facts from the resume and use those facts in the letter to show how you are most suited to do what the employer wants to be done.

The resume and application letter cannot be combined into a single document. You cannot leave out the resume and just write a long and detailed application letter giving personal details. Your prospective employer will find it time consuming to locate the particular information desired for consideration of your case in a long letter.

A resume presents information in a numbered sequence. It also makes use of tables to highlight details of educational qualifications, work experience, and so on. The reader finds it easy to relate to details placed in a matrix form. Besides, a resume provides information in a short summary form. For instance, you do not write complete sentences to mention your name, age, date of birth, parent's name, and nationality, and so on. You do not write: "My name is XYZ" or "My age is 24 years". Instead you just format the information in a simple, clear and attractive way.

#### **Example**

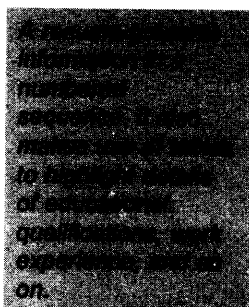
- |                |             |
|----------------|-------------|
| 1. Name        | Sita Mathur |
| 2. Age         | 22 years    |
| 3. Nationality | Indian      |

and so on.

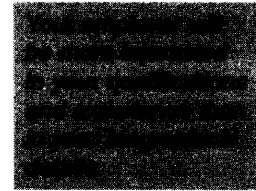
#### **Categories of information**

A resume contains –

1. Personal Details
2. Education



3. Experience
4. References



### **C**onventional Style

The conventional method is to begin with personal details and end with references. But a more practical method followed these days is to begin with the category which needs to be emphasised most. Suppose, you have little work experience but a good education profile then you should begin with education which is your strong point that needs to be emphasised. Personal details will then appear as the last category, to be placed before references. This presentation of information meets the employer's requirements. Your employer will be more interested in your qualifications and experience than in your biographical details. The category of references includes names of atleast two persons with their full contact addresses. They are expected to honestly speak about you to the employer confidentially. References are supposed to know you and your work as your teacher, or previous employer. They should not be your relatives. Sometimes, under references one writes – "references to be given on request."

### **T**o Begin with Work Experience

Now, suppose you have a strong work experience. Then, you should begin your resume with work experience. And afterwards, bring in your educational qualifications.

In work experience, you should include your total experience, part-time as well as full-time, if your experience is not very long. But, in case you have been working for long, you should not include part-time work experience.

Never write 'no experience'.

As a fresh graduate, you may have little opportunity to acquire professional work experience. But every graduate student gains some experience by organizing functions, running clubs, associations, societies, or managing events, undertaking visits to industries, and so on. Graduates at management or technological institutes undertake summer projects or one term/ semester industrial training. All such exposures form a fresh graduate's "experience." Instead of writing, 'no experience', it would sound better and more positive to make a mention of all those activities with which you have been associated during your student period.

*There is no fixed order for giving details of qualifications. Choose the order to emphasise your strong point.*

Again, in mentioning your experience as a student, you should emphasize what qualifies you best for the job you are applying for. Students who earned while they learned should mention the total amount they could thus manage to get for their education in their resume as their experience.

## **SHOULD EDUCATIONAL QUALIFICATION AND EXPERIENCE FOLLOW CHRONOLOGICAL ORDER?**

### **Educational Qualifications**

We often feel confused when we have to mention our educational qualifications. Should we begin from the school and end with the graduate, post-graduate qualifications? The chronological order may not be very impressive. The highest qualification is the most important qualification. It should be therefore emphasized by placing it first. And then go downwards upto the school level qualification.

If you have been securing positions and distinctions at various levels, you should create a separate column for mentioning them along with columns for other related details of degrees, such as year, university, college, subjects.

There is no fixed order for giving details of qualifications. Choose the order to emphasise your strong point.

### **Work Experience**

It is very important to choose from your total experience that which best meets the job requirements. Normally, we begin from the present position and then highlight other senior positions held by us. We just indicate nature of experience gained from each position.

### **The Resume Written by a Fresh Graduate**

The new college graduate's resume is generally one page long. It includes his/her career objective, education, work experience, and school/college activities. It is attached with application letter. Because it is a fresh graduate's resume, education is placed first, a position of prominence. You should give each information under bold and clear headings, so that a reader can easily go to the desired point.

*It is very important to choose from your total experience that which best meets the job requirements.*

## The Sequence

There are several styles for writing a student resume. The one given here is a generally used chronological format.

## Heading

The heading should include name, address, date of birth (if age limit is mentioned), and telephone number.

## Objective

Mention a particular position that suits your educational qualifications and experience. State clearly your objective in practical terms. Do not write such vague things as "I am anxious to join a challenging position in a renowned organisation where I can prove my ability." The employer wants to know your practical objective not your ambition. For example, if you are applying for a marketing/sales executive position, your ability to travel can be mentioned under the objective as "willing to travel". But do not say anything about it, if you do not want a travelling job.

**Table 12.1** Examples of Effectively Revised Objectives

<i>Vague objectives</i>	<i>Effective objectives</i>
To seek a management position in the tourism industry.	To obtain a junior-level management position in a tourism company which gainfully uses my summer training and internship experience.
A sales position in a reputed and growing publishing organisation which uses my education.	Text books sales requiring an academic background in marketing.
A challenging career in the field of event management which offers growth and advancement opportunities.	A position as an event manager for cultural and social programmes that incorporates my fluency both in English and Hindi.

## Education

Begin with your most recent degree; you can leave out school certificates. You must include any short term training done, or special certificate programmes attended in addition to course work. Specifically mention those courses or skills which are particularly important for the kind of position/work/job you are applying for. You can indicate your over-all grade along with grade points in different courses, if they are significantly good or high. List your specialisations or majors, with grade point average.

*Specially describe those responsibilities which gave you practical experience that is related to the career you want to pursue (your career goal).*

## **W**ork Experience

Mention in reverse chronological order, your job experience as a trainee or in any other form. Give the details as follows — job title, the company's name, place, and duration of work. Briefly describe your role, responsibility, and what you have done for each job. Specially describe those responsibilities which gave you practical experience that is related to the career you want to pursue (your career goal). It is important to remember that description of responsibilities becomes forceful by using action words, such as designed, prepared, developed, coordinated, supervised, directed. In mentioning duration of employment/work experience, exact day, dates or months need not be given. Only names of terms and vacations, with relevant years would do.

Remember that your employer is not interested in reading just a record of your responsibilities. The employer wants to know how you performed in different positions.

Write each job detail separately in clear bold heading. Headings given in upper and lower case are easier to read than everything in capital letters.

## **A**wards and Honours

Mention all scholarships received, prizes and awards won in college. You can list also school awards to show that you have been throughout a meritorious student. You can include also your professional prizes.

## **A**ctivities

Under this section, mention your college activities. Highlight your role or position as president, secretary, and coordinator, VJ. Write about your hobbies if any as playing guitar, or tennis/cricket/ or any other game/indoor/outdoor.

## **R**eferences

Under references, mention 3 names of those persons who know that they are your referee. Give their full names, with business address, and telephone numbers. Or just mention — Available on request.

**Example of a Graduate's resume****AKSHITA MEHRA**

21/A, AMRITA SHERGIL MARG • NEW DELHI - 110 003

PHONE (011) 24620980/ 24692993,9810455654 •

E-MAIL: akshita81@yahoo.com

**JOB OBJECTIVE**

Initially I want to work as a management trainee in an industry where my education in management, with a major in marketing, may be developed. My ultimate goal is to be a senior executive in marketing.

**PERSONAL PROFILE**

- Date of Birth               7th June 1981
- Marital Status             Single

**SPECIALISATION**

- Marketing and Sales
- Human Resource Management

**EDUCATION**

- Post Graduate Diploma in Business Management from **Amity Business School**, Noida - 2004
- Bachelor of Arts - Sociology Honors, **Lady Shri Ram College (LSR)**, New Delhi - 2002
- Senior Secondary (XII) CBSE - Humanities, **Sardar Patel Vidyalaya**, New Delhi - 1999
- Higher Secondary (X) CBSE, **Sardar Patel Vidyalaya**, New Delhi - 1997

**SCHOLARSHIPS/AWARDS**

- Shri Ram Swaroop Ahuja Award for Outstanding performance in Sports - 1998.
- Shri Jaswant S Pandaya Award for Outstanding Performance in Athletics - 1996.
- Govt. of India Sports Talent Search Scholarship Scheme - 1994-95.

**INTERESTS AND ACHIEVEMENTS**

- **President of National Sports Organization** 2001-02 at Lady Shri Ram College.

- Awarded certificate of merit for Contribution to Sports.
- 1<sup>st</sup> Degree International Black Belt in Tae-Kwon-Do (Korean Martial Art)
- Won **62 Gold Medals** in Domestic Championships and **4 Bronze Medals** as an International Player.
- Held Merit Positions in Basketball, Volleyball, Badminton, Table Tennis and Judo.
- Organized sponsorships worth **Rs. 1 lakh** for LSR Sports Festival – 2001.
- Organized a Cross-Country run for “**Green & Clean Delhi**” on Aug 24<sup>th</sup> 2001, LSR and other events in capacity as the President.
- Participant and Member of Organizing committee of Sangthan 2003 (Amity Inter-Institute Annual Sports Meet)
- Won 9 medals including **7 GOLDS**.
- **Master of Ceremony** for the following events organized by Amity Business School.

Alumni Meet

Mentor Meet

Corporate meet

Acumen 2003, Organised by Business Today

### PERSONAL OBJECTIVE

My desire is to create a truly competitive arena wherever I work. I want to bring my enthusiasm and sense of confidence to the organization and to the people I work with. My involvement in various areas of activities at college has taught me crucial lessons on leadership and teamwork.

### STRENGTHS

- Team Player
- Self Confident & Goal oriented
- Fast learner with an ability to excel.

### WORK EXPERIENCE

- Worked as a Trainee in **Enterprise Nexus, Ad Agency** in the Research and Planning Department.
- Conducted research for **General Motors** undertaken by **Enterprise Nexus**

### REFERENCES

- Available on request



## Length

The CV of a fresh graduate should be neither too brief nor too long. One page is enough for it. Experienced candidates have more details under each category of information. Their CV can be on 2 to 3 pages.

Very senior and highly experienced candidates may have lot of information to be given under each of the categories.

After several years of service people do not list college activities. Instead, they emphasise their memberships of professional bodies and related professional activities. Their resumes may run into several pages, may be 15 to 20 pages. There is no prescribed length for the most senior candidates. The length is based on the need of each candidate concerned. The resumes of experienced persons may have more categories of information such as –

- Major qualifications
- Major Achievements
- Activities and memberships

Persons of long experience use the strategy of beginning with a summary of qualifications, in place of a job objective.

*Persons of long experience use the strategy of beginning with a summary of qualifications, in place of a job objective.*

## SUMMARY

The recent practice is to place a summary of all your major achievements and your specialisation below the title that gives your name in bold letters. It is supposed to help the reader of the resume find most relevant and important information about the applicant immediately. For the candidate, it acts as a strong 'Preface' or 'Foreword' to his rich experience. For an example of CV with summary/ profile, read the model given below:

### Example of Summary

Dr Mukesh Chaturvedi, Professor, Business Communications Group, Management Development Institute, Gurgaon, has been with some of the leading institutions of the country, like XLRI Jamshedpur and BITS Pilani. He has also been the Founder Director of the Amity Centre for Customer Relationship Management, Noida.

Dr Chaturvedi has an M M S and a Ph D from BITS Pilani. His teaching, training, researching and consulting interests include

business communications, integrated marketing communications, customer relationship, direct marketing, advertising management, corporate communications, presentation skills, personal selling, negotiation skills, and soon. He is, perhaps, the only academic in India to have worked in the area of Direct Marketing for the last twelve years. He has rendered training and consulting services to a large number of multi-national, private, and public sector companies.

Dr Chaturvedi's publications include 'Welcome Back!?' Coca-Cola', 'New Product Development', 'Buying Research', and 'Direct Marketing: Concepts and Cases'. He is, currently, working on a book of Business Communication, and a text book of Marketing, and has two more projects on the anvil. Also, he has published more than 60 papers, articles and cases in leading journals, periodicals, and newspapers, and has made presentations at several international/national seminars, and conferences.

Dr Chaturvedi is an alumnus of the prestigious International Visitor Program of USIA, Washington, DC, USA.

The above profile is a brief factual account of Dr Mukesh Chaturvedi. It is written in simple English. As an opening document on the resume it is made impressive by putting together in it all achievements of Dr Chaturvedi. It reads as a self-promoting comprehensive introduction model of a Senior Candidate's CV given to the employer.

#### Curriculum Vitae

#### Dr M CHATURVEDI

Full Name	: MUKESH CHATURVEDI
Date of Birth	: 3 December 1954
Present Position	: Professor of Business Communications and Marketing Management Development Institute Mehrauli Road, Sukhrali Gurgaon - 122 001
Phone	: (0124) 5013050-62, 2349831-36
Fax	: (0124) 2341189
e-mail	: <a href="mailto:mchaturvedi@mdi.ac.in">mchaturvedi@mdi.ac.in</a>
Full Address	: 6/102, East End Apartments Mayur Vihar, Phase-I (Extn.) New Delhi - 110 096

Phone : 51491583 / 22710130  
 e-mail : [mchats@indiatimes.com](mailto:mchats@indiatimes.com)

Education :

- # Ph D, BITS Pilani, 1989.
- # M M S (Master of Management Studies) - a five-year, integrated programme with 7 months' Practice School, BITS Pilani, 1977.
- # B A (Hons.), BITS Pilani, 1974.

**Distinctions /Scholarships/Other Qualifications/Memberships of Professional Bodies —**

- # First recipient of the MDI Case Writing Reward for Incentive, 2000.
- # First Prize in National Case Competition organized by Association of Indian Management Schools, 1991.
- # Merit scholarship in BA (Hons.), 1972-74.
- # Case Writing & Case Teaching Workshop, 5-13 June 1991, IIM Ahmedabad.
- # Consumer Guided Marketing Seminar, 4-7 November 1993, New Delhi.
- # Member, AICTE Expert Committee (ER), 1996.
- # Member, Industrial Marketing Sub-Committee of CII (ER), 1994-95.
- # Member, Advertising Club Calcutta, 1994-96.
- # Member, Jamshedpur Management Association, 1994-96.
- # Honorary Member, American Center Library, USIS, New Delhi.

**International Exposure —**

- # International Visitor to the USA for a three-week, multi-regional group programme on "Globalization of Business and Markets"; invited by USIA, Washington, DC; sponsored by USIS, New Delhi; 16 April - 7 May 1998.

**Professional Experience —**

- # Business Communications & Marketing Areas, MDI Gurgaon, 2003-
- # Marketing Area, ABS Noida, 2002-03.
- # Marketing Area, MDI Gurgaon, 1996-2002.
- # Marketing Area, XLRI Jamshedpur, 1988-96.
- # Management Studies Group, BITS Pilani, 1980-88.
- # Birla's Textile Mill, Bhiwani, 1979-80.
- # Publicity Department, Shriram Chemicals, Delhi, 1978-79.

**Administrative Experience —**

- # Director, Amity Centre for CRM, ABS Noida, 2002-3.
- # Dean, Academic, ABS Noida, 2002-03.
- # Programme Director, PGDM, ABS Noida, 2002-03.
- # Head, Department of Marketing, ABS Noida, 2002-03.
- # Chairman, Marketing Area, MDI Gurgaon, 1997-98.
- # Coordinator, Marketing Area, XLRI Jamshedpur, 1992-94.
- # MDP Coordinator, MDI Gurgaon, 1996-98.
- # MDP Coordinator, XLRI Jamshedpur, 1995-96.
- # Chairman, Corporate Communications, MDI Gurgaon, 1996-2001
- # Chairman, Placement Committee, ABS Noida, 2002-03.
- # Chairman, Printing Works Committee, MDI Gurgaon, 1997-99.
- # Library Chief, XLRI Jamshedpur, 1991-96.
- # Coordinator, Marketing Association of Xavier Institute and Marketing Fair, XLRI Jamshedpur, 1992-94.

**Additional Administrative Involvements (at MDI) —**

- # Member, Executive/Management Council (1996-98)
- # Member, Board's Marketing Area Faculty Selection Sub-Committee (1997-98)
- # Member, Academic Council (1997-98)
- # Member, MDP Committee (1996-99)
- # Member, Placement Committee (1996-99)
- # Member, Research Committee (Special invitee, 1998-99)
- # Member, Library Committee (1997-98)
- # Member, MDI Journal Editorial Board (1996-01)
- # Member, Vision (of the Institute) Committee (1996-97)
- # Member, Post-Graduate Programme in Management Review Committee (1996-97)
- # Member, Work Norms Equivalence Committee (1996)
- # Member, Silver Jubilee Celebrations Committee (1997-98)
- # Member, Convocation Publicity Committee (1996-01)
- # Co-Director, Advanced Management Program (1996-98)

**Professional Interests** — Teaching, researching, publishing, training, and consulting in the areas of Effective Marketing, Personal Selling, Sales Management, Time Management, Advertising, Corporate Image Building, Direct Marketing, Relationship Marketing, Customer Service and Satisfaction, and Presentation and Communication Skills.

### Training Programmes Conducted

**For Organizations** HMV, HCL-HP, TELCO, Tata Steel, Advani-Oerlikon, Prosperity Marketing Services, Park Hotel, LIC of India, Ordnance Factories, INFAR, Tinsplate Company of India Ltd., Shriram Honda, EPCON (Nepal), Siemens, BSF, IICM, UNIPRODUCTS, Birla Yamaha, CG- Hartmann & Braun, Hughes Escorts Communications, TCI, HCL Corporation Ltd., Reebok, SMC Pneumatics, L&T, IFCI, ONGC, NTPC, HPCL, Apollo Tyres, AAI, EIL, Relaxo, Hero- Honda, NIPPO, Bechtel, U.P. Steels, Reliance Petroleum, Caparo Maruti, Power Grid, Usha International, Indian Airlines, et. al.

**Areas** Basic Marketing Skills, Effective Marketing Skills, Creative Selling, Negotiation Skills, Professional Sales Management, Territory Coverage and Time Management, Communication Skills, Communication for Customer Satisfaction, Presentation Skills, Customer Service, Managing Customer Complaints, Customer Focus, Value Chain Analysis, Advertising, Direct Marketing and Customer Relationship Management.

**Consultancy** Advertising consultant to GHCL (1996-98). Marketing advisor to Wheelers (1998-99). Direct Marketing expert to H-P India (2000).

### Principal Publications

#### Books

- # *Direct Marketing: Concepts and Cases*  
Excel Books, New Delhi (March 2000)
- # *Buying Research*  
Wheeler Publishing, New Delhi (September 1997)
- # *New Product Development*  
Wheeler Publishing, New Delhi (February 1997)

- # *Welcome Back ! ? Coca-Cola*  
Eureka Publishers, Calcutta (April 1994)
- # *New Product Development and Product Management*  
IGNOU, New Delhi (October 1990)
- # In progress/planning
  1. Business Communication,
  2. Marketing: Concepts, Tools and Applications,
  3. Customer Relationship Management,
  4. Managing Call Centres,
  5. Integrated Marketing Communications,
  6. Effective Direct Marketing Practices,
  7. Globalization of Business and Markets,
  8. Commonsense Marketing

#### Conference Papers

- # "Customer Retention in the Case of Mid-Size Shoe Manufacturing Enterprises of Agra, India", *International Conference on Mid-Size Enterprises—Opportunities and Challenges in a Global Economy*, 19-20 February 2004, MDI, Gurgaon.
- # "The Other Side of Business Process Outsourcing", *National Cost Conference 2004*, 13-15 February 2004, ICWAI, New Delhi.
- # "Transforming Relationship Management", *5<sup>th</sup> International Conference on Learning to Manage in WTO Borderless Regime*, 6-9 January 2004, INMANTEC, Ghaziabad.
- # "Marketing in the Knowledge Millennium", *National Conference on India in the Knowledge Millennium*, 10-11 September 2003, TECNIA, New Delhi.
- # "Customer as King in the Knowledge Millennium", *National Conference on India in the Knowledge Millennium*, 10-11 September 2003, TECNIA, New Delhi.
- # "Chinese Competition—Challenge and Response", *International Conference on Globalization of Business and Markets: Strategies for the 21<sup>st</sup> Century*, 20-22 December 2001, MDI Gurgaon.
- # "Service Plus: The Case of Indian Hospitality", *First International Conference on Customer Relationship Management*, 24-25 November 2000, MDI Gurgaon.
- # "Supply Chain Management for Customer Satisfaction", *OPSCON 98, International Conference on Supply Chain Management*, 20-21 November 1998, MDI Gurgaon.

- # "Global Branding and Advertising : The Indian Experience", *Fourth Annual World Business Congress*, 13-16 July 1995, Istanbul, Turkey.
- # "Branding and Advertising Strategies for Globalization of Indian Brands", *Creating the Indian MNCs : A Conference of Top Management*, 18-19 February 1995, XLRI, Jamshedpur.
- # "Growing Importance of the International Electronic Media in Marketing of Goods and Services", *1994 Year Book*, Institute of Marketing and Management, New Delhi.
- # "Advertising and Socioeconomic Development : The Indian Experience," *Proceedings*, Third International Conference on Marketing and Development, 4-7 January 1991, New Delhi.

#### Papers

- # "Strategic Marketing and Organizational Effectiveness: A Case for Third Marketing", *Proceedings*, National Seminar on Organizational Effectiveness: Key to Success in Global Competitive Environment, 6-7 April 2003, Amity Business School, Manesar.
- # "Service Plus", A Case Study, *Amity Business Review*, 3:1, January - June 2002.
- # "Retailing in the New Future", *AIMA 29<sup>th</sup> National Management Convention*, 12-14 September 2002, Kolkata.
- # "Marketing Opportunities in the Developing World : An Indian Experience", *VISION*, a half-yearly journal of MDI Gurgaon, 1:1, January-June 1997.
- # "Using Direct Marketing for Close Customer Relationships : The Indian Experience", *Management and Labour Studies (MLS)*, a quarterly journal of XLRI Jamshedpur, 20:3, July 1995.

#### Articles

- # "Lure of Yellow", *Sahara Time*, 8 February 2004, p. 13.
- # "Blue Marketing", *Trends '03 Souvenir*, Amity Business School, Noida, 7-9 March 2003.
- # "Customized Relationships", *Management Compass*, February 2003, pp. 75-76.
- # "Direct Marketing for Closer Customer Relationships", *The Management Thought* column in *Education Times*, *The Times of India*, New Delhi, August-September 2002.
- # "Going from Myths to Maths of Business", *India Inc.*, New Delhi, 5 November 2001, p. 1.

- # "Mastering the Art of Negotiation", *HT Careers*, New Delhi, 18 October 2001, p. 2.
- # "Locking Horns Over Brands", *HT Careers*, New Delhi, 23 August 2001, p. 4.
- # "Making Effective Presentations", *ET Education*, New Delhi, 24 July 2001, p. 3.
- # "Communication By Surprise", *ET Education*, New Delhi, 10 July 2001, p. 3.
- # "Surviving Heterogeneity", *HT Horizons*, New Delhi, 9 May 2001, p. 18.
- # "Rural Advertising", *The Management Thought* column in *Education Times*, The Times of India, New Delhi, March-April 2001.
- # "All About Effective Communication", *HT Careers Plus Enhance*, New Delhi, 6 July 2000, p. 1.
- # "Netting The Customer", *HT Careers Plus Enhance*, New Delhi, 15 June 2000, p. 1.
- # "The Right Profile", *HT Careers Plus Enhance*, New Delhi, 11 May 2000, p. 1.
- # "Netvertising: To Be, Or Not To Be", *The Management Thought* column in *Education Times*, The Times of India, New Delhi, April-May 2000.
- # "Marketing Without Advertising", *Education Times*, New Delhi, July-September 1999.
- # "Marketing Beyond Tomorrow", *A Compendium on Achieving Sustainable Corporate Growth*, Delphique, Vol. III, 1997.
- # "Commonsense Marketer", *Human Capital*, Vol. 1, No. 4, September 1997, pp. 50-51.
- # "Psychology of Direct-Response Advertising", *MDI Quarterly Bulletin*, January-March 1997.
- # "Response Advertising Works!?", *MDI Quarterly Bulletin*, July - September 1996.
- # "A Model of Marketing for the Indian Seller", *MANTRA*, Quarterly Journal of OFSC Nagpur, June 1992.

#### Chapter

- # "Promotion of Services" in *Services Marketing : Text and Readings* by PK Sinha and SC Sahoo ( New Delhi : Himalaya Publishing House, 1994).

#### Cases (Published)

- # "Pepsi: Killing Softly" in *Marketing Management : Indian Orientation, Contemporary, Futuristic* by Rajen Saxena (New Delhi: Tata McGraw-Hill Publishing Co. Ltd., 1997)



- # "Devvox (India) Limited : The Case Of A Less Expensive Customer" in a book of Cases in Sales Management (New Delhi: IGNOU).

#### **Book Review**

- # *Customer Visits - Building a Better Market Focus*, MLS, 20:4, October 1995.

#### **Training Film**

- # Lead role in "*The Winning Team*", a 30-minute training film made by Centre for Public Sector Studies, New Delhi; February 1998.

#### **Corporate Communications Film:**

- # Produced and anchored the MDI Corporate Film for Image Building.

#### **Cases**

(Direct-Response Advertising)

#

- Oriental's Bhavishya Arogya
- International Carpeting
- World Class Home Appliances
- Making it Easier
- Information Management
- Reducing Business Risk by Learning
- The Other Side of Ray - Ban
- A Fantastic 'No - Obligation' Offer
- Living Media India Limited

(Indian Business Environment and MNCs)

- # Pepsi – Killing Softly

(Corporate Take-Overs)

- # Reliance Takes-Over L & T

(Marketing Strategy for Small Industry)

- # Galaxy

(Advertising Strategy)

- # GRASIM – In A Case of Its Own

(Customer Satisfaction)

- # Devvox (India) Limited : The Case Of A Less Expensive Customer

(Adapted)

- # Beldih Tool Company-Distribution case

- # Papa Wills-Consumer Behavior case
- # KG Building Products-Forecasting case
- # Consumer-based Selling-Questionnaire

#### Columns

- # *Management Thoughts, Education Times, The Times of India, New Delhi.*
- # *Expert Line, HT Horizons, Hindustan Times, New Delhi.*

#### Courses Developed

(Core)

- # Business Communication & Presentation Skills

(Specialisation)

- # Effective Business Communication through Theatre Technique
- # Customer Relationship Management
- # Managing Call Centres
- # Advertising and Sales Promotion
- # Sales and Distribution Management
- # Direct Marketing
- # Marketing Communication (Advertising Management)
- # Marketing Communication (Promotion Management)
- # Integrated Marketing Communications
- # Direct Response Marketing

(Fellow)

- # Theory of Marketing and Contemporary Issues
- # Teaching-Learning Methods

(Others)

- # 10-Day Certificate Course in CRM
- # 3-Month Certificate Program in CRM
- # 6-Month Post-Graduate Certificate (Sandwich) Course in CRM
- # 1-Year Post-Graduate Diploma in CRM & Marketing

#### MDPs Developed

- # Customer Relationship Management
- # CRM for Financial Services
- # Managing Call Centres

- # Direct Marketing
- # Direct Marketing for Small and Medium Enterprises
- # Direct Response Marketing
- # Professional Sales Management
- # Basic Marketing Skills
- # Marketing Communication for Marketing Managers
- # Integrated Marketing Communications
- # Corporate Communications
- # Communication and Presentation Skills
- # Communication for Customer Satisfaction
- # Professional Selling Skills
- # Professional Selling and Customer Relationships
- # Negotiation Skills
- # Effective Management of Sales Force and Distribution Management

#### **Student Activities Initiated (at MDI)**

##### # Marketing Fair

A unique Marketing Research technique to conduct surveys on the most current issues faced by real-life brands in a fair-like atmosphere.

##### # Marketing Lab

A new concept to give students a feel of industry-wise information collection and use for answering questions being faced by different types of business in today's times.

##### # Advent

An opportunity for students to work on briefs received from companies and advertising agencies, and develop campaigns for brands.

(23 February 2004)

## **SOME GUIDELINES TO HELP YOU PREPARE A GOOD CV**

A good CV provides basic information to the recruiter in a systematic form. It enables the corporate employers to evaluate your qualifications just in a few minutes and short list or reject. A good CV therefore means so much for your career opportunity. It can open the interview door for you.

*An application letter is planned like a sales letter: gain attention and interest and ask for action.*

**Dos**

- Indicate a specific job objective or summary of qualification
- Highlight accomplishments
- Emphasize any education/training/experience related to your job objective
- Give details of your professional activities supportive of your career objective.

**Don'ts**

- Do not use an uncommon CV format.
- Do not mention salary you expect.
- Do not leave any gap in your experience.
- Do not give reasons for changing your earlier jobs.
- Do not use coloured paper.
- Do not send a hand written resume.
- Do not mention personal details such as number of children or marital status or any other thing about yourself that is not relevant to job consideration.
- Do not be too brief or too lengthy.

**DRAFTING AN APPLICATION LETTER**

An application letter is planned like a sales letter: gain attention and interest and ask for action. The application letter shows your communication skills to your potential employer. It functions as an interview request by impressing the potential employer with your abilities and education. It needs to be written very skillfully.

**AN APPLICATION LETTER SHOULD BE PLANNED AS FOLLOWS****First Paragraph****Identify your objective/goal exactly**

In the first paragraph, say specifically the position/job you are applying for and how you came to know about it - through an advertisement or some one known to you. Sometimes, you may apply without knowing that a position exists or is available. Use

the opening paragraph to show what kind of position you are qualified for. Also state the reasons for your interest to work in that particular company.

*In writing an application letter we should remember that we are selling our those merits which the employer needs.*

## **S** Second Paragraph

Give sufficient evidence of your ability/qualifications for the position.

In the second paragraph, explain why you are qualified for the position/job. Do not repeat what you have written in the resume. But mention briefly your education or work experience and indicate the particular points relevant to the position applied for. As a pass-out graduate, mention in your education important courses or special projects that have enriched your preparation and enhanced your suitability for the position you are seeking for. Give here your extracurricular activities, if any, that show your qualities of leadership or abilities to organise and coordinate or functionally form a part of your education. Show how your project work/ industrial visits/ work experience is related to the position you want.

## **T** Third Paragraph

### **Ask for an interview opportunity**

At the end, suggest that you would like to come for an interview at the employer's convenience.

The purpose of your letter is to make the prospective employer decide to meet you.

In writing an application letter we should remember that we are selling our those merits which the employer needs. And further we shall be able to write the application letter effectively if we remember the important principles of writing –

- Coherence
- Concreteness
- Simplicity
- Emphasis
- Originality
- Sincerity
- Empathy
- Convention

*On the positive side, show confidence. Write all parts of your letter reflecting your feeling of confidence that you deserve the position you are applying for and you will perform well, if given a chance.*

Keep your letter brief. Like the resume it should be spotless, nicely typed and centred on a white page of about 21cms by 29.5 cms. Address your letter to a specific person by name, if possible. If the advertisement does not give the name of the concerned person and mentions only post box number, then mail it according to the address given in the advertisement. Sign your letter prominently.

#### Example of application letter

Shri NK Varma  
Sales and Marketing  
LG Electronics India Pvt. Ltd.  
Surajpur - Kasna Road  
Greater Noida (U.P.)

6/102 East End Apts  
Mayur Vihar Phase I  
Delhi - 110096  
April 6, 2004

Dear Shri Varma,

Please consider me as a candidate for the position of Assistant Marketing Manager, advertised in Times of India, 1 April 2004. The position is specially attractive to me for I know that LG offers a wide variety of household durables for which my education and work experience have prepared me.

As my resume shows, I received my MBA, with a major in Marketing, from Bombay University, last year. During my summer term and end term I have performed various duties in the marketing department of Samsung including consumer research work for the new products.

In June 2003, I joined Samsung as a Management Trainee.

While at Samsung, I gained a lot of experience in marketing/research and product designing under excellent supervision.

I am a hardworking person who enjoys the challenges of marketing. I love travelling. Enclosed is my resume for your consideration. I do hope that I shall have an opportunity of an interview for the position of Assistant Manager Marketing at LG Electronics India Pvt. Ltd.

Yours very truly,  
Abhinav Chaturvedi

Enclosure

## Some “Don’ts” for You as a Writer of Application Letter

- Don’t use your present employer’s stationery.
- Don’t beg or ask for a favour.
- Don’t be unduly humble.
- Don’t write too many ‘I’, ‘me’, ‘my’.
- Don’t sound casual.
- Don’t boast about yourself.
- Don’t criticize your present employer.
- Don’t repeat resume information.
- Don’t use vague or general terms.
- Don’t say you are qualified for the job/position; instead give evidence.
- Don’t use hackneyed and worn out expressions.
- Don’t copy a letter written by any other applicant.

On the positive side, show confidence. Write all parts of your letter reflecting your feeling of confidence that you deserve the position you are applying for and you will perform well, if given a chance.

## INTERVIEWS

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### What is an Interview?

An interview can be defined as an oral tool to test a candidate’s traits for employment or admission to a premiere institution of learning. Being an oral test, it calls for your skills of oral and non-verbal communication to support your performance before a panel of experts. There are different types of interviews, such as Panel interview. Each type of interview requires your attention for a careful application of a particular set of communication skills.

### Types of Interview and Required Communication Skills

- **Panel Interview** You should be extra careful of your body language and eye contact as each member on the panel is observing you. You should give the impression of speaking to all the members, not just a single individual, through your eye-movement.

*Your success in using interview opportunity for a job offer depends solely on you; on how well you have prepared your self for the interview.*

- **Telephonic Interview** Consider it as a face-to-face interview. Use proper modulation of voice to reflect the way you feel. Keep your voice clear, steady, and audible.
- **Lunch/Dinner Interview** Conducted in an informal environment. Be careful about your body language and manners. Do not order liquor even if your boss does.
- **Preliminary Interview** As a screening test, it should be attended by you with full preparation and care. It is an essential stage to be cleared for moving to final interview. Use your communication skills to express your confidence and ease.
- **Sequential Interview** In this form of interview you have to report to several people at the same time. You should be very careful in your behaviour, speech, and manners as each member is your prospective boss.
- **Skill-Based Interview** Such interview requires you to demonstrate your skills. If you are seeking to be an actor or a salesperson, you can be asked to act or read a script or as a salesperson demonstrate your pitch of voice and skills of persuasive oral communication.
- **Academic Interview** Academic Interview is conducted in Q-A (questions-and-answers) environment. You should be able to demonstrate your skills of attentive listening, eye contact, and clarity of ideas and depth of knowledge.
- **Personality Interview** This form of interview evaluates you as an individual in terms of your response to certain situations set before you. The emphasis is not on what you answer, but on how you answer. The whole range of non-verbal communication skills are brought into play to demonstrate you as an "all round personality."
- Job Interviews

### **S**trategies for Success at Interviews

Your success in using interview opportunity for a job offer depends solely on you; on how well you have prepared your self for the interview. Most candidates falter during an interview only because they do not know enough about themselves, about the company they are applying for, and about their job profile. The secret



of your success for clearing the interview lies in preparing your game plan, a strategy for what the specific organisations look for –

- (1) Specific personality traits: are you motivated, mature, ambitious, trustworthy?
- (2) Competence and realistic job expectations – you can impress the prospective employers only when you prove that you know about the industry or the job you aspire to join

As a practical step, you should equip yourself with the following information and knowledge before you face an interview.

- (i) Know yourself
- (ii) Know the company
- (iii) Know your job profile

### **K**now Yourself

Ask yourself – Who am I? What are my achievements so far? What are my skills and strengths? What do I plan to do five years hence? Be clear about your goals. Be consistent on your past achievements and your future career plans. Be realistic about yourself. If these things in your career plan and objective happen to be close to the new job requirements, chances are that you will be offered the job. Most interviews begin with a question such as “Can you tell us something about yourself?”

### **H**ow to Know Yourself

- Identify your skills – concentrate on what you can do well.
- Determine what you value – things that are important to you and influence your behaviour.
- Be clear what motivates you – what you are looking for – status, security, power, expertise, material rewards, creativity, autonomy.
- Describe your personality – your behaviour and mental characteristics.
- Find out how you think – logically or intuitively.

## **JOB INTERVIEW**

An employer looks not for a set of ready-made answers to a

*Ask yourself— Who am I? What are my achievements so far? What are my skills and strengths? What do I plan to do five year hence?*

An employer wants a good person, a competent worker, a well informed, and well-rounded personality.

volley of questions. Answers do count. But there is something else that finally matters. The person who answers matters for the prospective employer. An employer wants a good person, a competent worker, a well informed, and well-rounded personality.

### What Does a Job Interview Assess?

According to the employer's need for a good person, interviewers assess you for the following attributes –

- **Clarity** On previous academic subjects, your career objective, why a career in management, your life's goals, national global issues, environment, and so on.
- **Depth** depth of knowledge and understanding across a wide range of subjects and issues. Clarity and depth together indicate your academic excellence.
- **Personality** Your self-awareness. Have you reflected on your reactions and analysed them ?
- **Self-Awareness** Sense of personal strengths what your value most ?
- **General awareness** The level of general awareness about current issues of national and international concerns as part of your personality.
- **Application of concepts to real-life problems** Your power of initiative is judged by asking you application based questions to see how far you have on your own moved beyond your class room learning.

## COMMUNICATION SKILLS

The power of communication is yet another area which is supposed to be assessed at all interviews. Your ability to express yourself clearly, correctly, and concisely is evaluated along with your skills of listening and comprehension. Your verbal, non-verbal and body-language exhibit your personality as an individual.

Assessment of individuals in a job interview is basically an effort to predict human behaviour in a particular job and in the environment of that job.

Assessment of individuals in a job interview is basically an effort to predict human behaviour in a particular job and in the environment of that job.

## FOCUS OF JOB INTERVIEWS

Though each job has its own specific requirements, there are certainly some elements that are common. Effective selection interview focuses on two issues –

- Technical competence
- Motivation

### **T**echnical Competence

Your technical competence is assessed by examining your relevant academic background and job profile. If you are applying for a job of a sales-person, your knowledge of marketing and sales-management and logistics will be tested. The questions you are asked are related to your specialisation, but are usually of general nature. They are, in essence, application based questions.

Suppose you are an applicant for sales-position at Godrej. Interviewers can assess your technical competence by asking you a question such as – “What features of our Godrej mini-fridge you would like to highlight to promote its sale in rural market?” Your answer would demonstrate your knowledge of principles of selling in general as well as your competence to apply those principles to a specific targeted group of rural consumers.

### **M**otivation

All employers wish to evaluate your level of interest in doing a job. How strongly you feel within yourself to move towards the fulfillment of your goal. Suppose you are interviewed for a sales person’s job. Your motivation level can be judged by placing before you a situation and then asking you how you would act. Suppose, you had fixed a meeting with a dealer but there is transport strike. What will you do?

Interviewers deliberately put you in a state of stress. They pose some tease stress questions, such as what would you do if you were not selected? Remember that answers to such questions are not so important as your handling them.

You may be asked some very tricky questions or difficult one.

*Your technical competence is assessed by examining your relevant academic background and job profile. If you are applying for a job of a sales-person, your knowledge of marketing and sales-management and logistics will be tested.*

*Each one of us has both the right and left sides of the brain, more or less. But we differ in using them.*

### **W**hat to do when You do not Know the Answer?

- Own it. Say “Sorry! I do not know it.”
- Educated guess. Try to use intelligent guess. And you can say “I guess/ or I think / or , perhaps, it could mean...”
- Think and then answer
- Use the sixth sense – Communicate your positive state of mind by eye contact, facial expressions, tone, and volume of speech. Present yourself as an intelligent person who is suitable for the job.

You should continuously reflect upon these aspects of your self in order to respond to different questions at the job interview with clarity and confidence. Since the style of thinking determines our behaviour and personality to a great extent, it will help you to consider in some detail, how you think.

Find out how you think –

Our brain has four parts. Each part has a distinct function and ability.

- |               |   |  |
|---------------|---|--|
| Right Frontal | : | Centre for creative tasks and ideas.   |
| Right Basal   | : | Concerned with feelings and intuition. Generates compassion and interest for others.                     |
| Left Frontal  | : | Control logic and reasoning. Enables problem solving, strategic vision, leadership, and decision making. |
| Left Basal    | : | Develops sense of order and routine.   |

Each one of us has all four parts of the brain, though differently developed. Psychologically it is established that some of us use some parts more than others. Men, in general tend to use more of the left part of their brain, women more of their right.

If you know the way of your thinking and that of others, you can be more effective by viewing tasks and situations in ways which are natural to your brain.

You can analyse your way of thinking by answering the psychometric questionnaire developed by Katherine Benziger given below.

### Instructions to fill in the questionnaire

Tick statements spontaneously. Mark only those statements in each section which you feel describe you closely. Do not make effort to answer/choose statements.

#### Left Frontal

- I prefer to have the final say in family money matters.
- I am logical and tend to think in straight lines.
- I love machines and enjoy using tools.
- I like delegating and giving orders.
- I like to be able to measure my success objectively - it is not enough just to be happy about what I'm doing.
- I feel comfortable working with fingers.
- I enjoy verbal arguments. I like to get my ideas across.
- I tend to take responsibility.
- I am good at technology.
- I value effectiveness in other people.
- People often look to me for leadership.
- If there's a problem, I can usually see what is causing it and come up with an answer.
- I am good at managing money.
- I enjoy DIY (do-it-yourself).
- I believe thinking is more important than feeling.
- Total**

#### Right Frontal

- I use lot of hand gestures when I talk.
- I like to work on several things at once.
- I often come up with new inventions.
- I often rely on hunches to solve problems.
- I get some of my best ideas when I'm not thinking about anything in particular.
- I am very energetic.
- I am artistic.
- I like to use metaphors and visual analysis to explain and understand things.

- I get excited by off-the wall ideas.
- I always 'file' things in stacks rather than in cabinets.
- I tend to be more interested in the 'big picture' rather than the details.
- I can always see in my mind's eye how to arrange furniture in a room, or pack a car boot in order to get everything in.
- I have a sense of humour, which has at times got me into trouble.
- I am good at ball and computer video games.
- I loathe routine tasks.
- Total**

**Left Basal**

- I don't like to have my routine disturbed.
- I find filing, sorting, and labelling relaxing.
- I am uneasy with ambiguity and uncertainty.
- I think rules are important and should be adhered to.
- I always read the instruction leaflet before I use a new appliance.
- If I have to do something tricky, I am happiest if I have an established protocol to follow.
- I put my social commitment in my diary and stick to them.
- I have a place for everything and everything is in its place.
- I think people should keep their emotions under control.
- I am reliable and loyal.
- I enjoy doing repetitive tasks accurately.
- I always tackle tasks step by step.
- I like working with details.
- I uphold traditional values.
- I am reliable and thorough in my work.
- Total**

**Right Basal**

- My family and my relationships are the most important things in my life.

- I automatically watch other people's faces when I am talking to them.
- I know instinctively what people are thinking.
- I feel uneasy when people start arguing around me.
- I am good at making other people feel enthusiastic.
- I think you can measure success by how happy you are feeling, rather than what you achieve.
- I think spiritual values are more important than material things.
- I often touch people spontaneously when I talk to them.
- I am good at interpreting body language.
- I cry easily at soppy films.
- I think cooperation is the way to get things done, not conflict.
- I tend to reach out to comfort people's body language.
- I love to sing, dance, and listen to music.
- I think personal growth is something worth working at.
- I think that feelings are more important than thoughts.
- Total**

## **ANALYSIS AND INTERPRETATION OF YOUR RESPONSES**

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1. Count the number of ticks in each section of the brain quadrant.
2. Then compare the counts which will show which quadrant of the brain you tend to use more.
3. Most persons use one quadrant pre-dominantly with supporting roles from two others; the tendency of the female brain is more towards right; and that of the male left.
4. If the balance is equal (about 5 percent of people), the person has a female brain which is more balanced, and less rigidly compartmentalised than a male's.
5. People like persons whose brain is similar to their own. But for team building and permanent relationship, we usually seek those persons whose brains are very differently patterned, so that we can have inputs which we will ourselves not tend to think of.

*Assess the size and systems of the company in accordance with your own ambition and career plan.*

### **K**now the Company

Collect information about the company you are applying for. Reach the company a little before the interview time. Move around and try to have some idea about the work culture and norms of the company. Try to know about the company products and other details through printed reports of the company before you go for the interview. Interact with company workers and dealers to gather information about the working of the company.

Assess the size and systems of the company in accordance with your own ambition and career plan. Consider how far the company will offer you opportunity to grow.

Reflecting on these aspects of the company prior to your interview will keep you prepared to respond to the employer questions and offer, if made, in definite manner.

### **K**now Your Job Profile

You should have the best career goal in mind. You should not allow your job profile to be weakened by accepting a job, howsoever lucrative, in a company that does not suit your personal job profile.

With all new opportunities, you should be able to grow, move higher and acquire better experience which will be reflected by your resume.

Therefore, at the interview do not be carried away by the salary or designation of the job. Consider it in terms of your job profile, your professional goal, and ambition.

## **ANSWERS TO SOME QUESTIONS GENERALLY ASKED**

Usually, the interviewers move from simple personal questions to general and then to technical questions. The questions put to new graduates focus more on their education and short work experience, current issues, and hobbies. Their areas examined are education and personality. In the case of candidates with experience, the focus is on their recent projects, achievements, and what new thing they can do for the organisation.

*At the interview do not be carried away by the salary or designation of the job.*



**Model Questions and Answers**

**Q. Tell us about yourself?**

A. Born at Pilani of an educational family, I did my entire education there. After schooling from Birla Public School, I attended Birla Institute of Technology and Science and obtained my dual degree in MMS and Maths. I did my summer project at DCM Kota and six months practice school at USHA International Delhi in Marketing Division, promoting a product line similar to your household durables. I believe I am motivated and capable of doing hard work.

**Q. What are your strengths?**

A. I think I am an intelligent, young hard-working person who likes to take initiative and shoulder responsibility and complete my tasks to everyone's satisfaction.

**Q. What are your weaknesses?**

A. I, sometimes, become too impatient and unable to put up with delay in working on targets.

**Q. Why do you wish to work in our organisation?**

A. I know a number of persons working in this organisation. I appreciate its work culture and concern for each individual employed in it. I like its systems flexibility that allows its people to move from one area to another.

**Q. Why have you been changing jobs?**

A. It is generally believed that if you want to grow, do not work at one position for more than four years.

(Then you discuss how your past experience has helped you in developing your skills which will be useful in your new job)

**Q. Tell us how you can contribute to our company?**

A. (Without claiming too much tell in specific terms what you are capable of doing for the company.)

**Q. The company can secure the National Highway Golden Triangle Project Construction, if you bribe the concerned CEO. Will you do it?**

A. (The question is asked to judge your personal sense of morality. Straightway say no. And give your moral reasons by praising the organisations reputation for upholding ethical values and moral practices in all spheres.)

**Q. Could you tell us something about your current responsibilities?**

A. Describe those areas of work which show your initiative and organising ability.

Be factual, but project your own skills in handling the present assignment of duties/ jobs/ or projects.

**Q. What are your salary expectations?**

A. Justify your expectations in terms of your present package. The challenges of the new job is your attraction, not a better salary alone.

The questions given here are basically suggestive of the types of questions you can expect at the interview. One cannot possibly list questions exhaustively.

The secret of facing interviews successfully lies in thorough preparation. Bring into play your full understanding and power of personality while facing the interviewers and their questions. Aim at making a good first impression. Remember that you have just three to five seconds to do so. 90 percent of people form a judgment on someone they meet at a job interview in just that time only, according to a report in the German journal MM Wissen. In 70 percent of cases, these first impressions prove to be right. Decisive factors in making an impression are body language, clothes, status symbols, scent, and the sound of your voice. The content of the conversation plays hardly much role.

**Participating in a Group Discussion (GD)**

The group discussion is a personality test most popular with public/private sector undertakings, government departments, commercial firms, IIMs, Universities, and other educational organisations to screen candidates, after the written test.

**What does a GD evaluate?** A group discussion primarily evaluates your ability to interact in a group on a given topic. Your group behaviour means so much for your success as a manager or an executive responsible for coordination and organisation of activities of groups of individuals. The GD evaluators, therefore, focus on group dynamics rather than the content of your views.

**Technique** The group usually consists of 8 to 10 candidates. No one is nominated as leader, coordinator, or chairman to conduct the discussion. Normally, 20 to 30 minutes are given as time to complete the discussion. Each candidate is indicated by his/her roll number and is to be addressed accordingly. For easy recognition, the roll number is prominently displayed on the candidate's front and back. The seating is arranged in a circle and the candidates are seated according to the ascending order of roll numbers.

**Emerging leadership** A group discussion starts without a leader. It is conducted in an atmosphere of free and equal chance for all candidates to express their views on the topic. And it is during the course of discussion that a leader emerges gradually. No candidate should try to dominate the group to become a leader. Such an attempt is self-defeating, as in GD all are equal as participants. No one is officially chosen as leader. But, a candidate by his/her initiative/ability to join in the discussion, maturity, and clarity of ideas and understanding of group dynamics gradually begins to direct the course of discussion and mediate between the opposing views to evolve a comprehensive view of the whole group. Such a candidate is implicitly recognised by all other candidates as the leader of the discussion group.

**GD protocol** Group Discussions are formally informal. There are rules of conduct to be observed by the participants. Some of these rules are discussed here for your guidance.

### Norms to be observed

#### How to address other members of the group?

Sir/Madam	-	too formal
Mr/Ms	-	Colloquial
Excuse Me	-	(a bit rude)
Numbers	-	funny
First name	-	ideal

But the problem is that you may not be able to know, or remember the names of your fellow participants in such a short time that you might have had to meet them all before the GD.

Then, the best way is to address the whole group, instead of an individual.

(By referring to individual members, we create sub-groups)

- Do not create sub-groups  
Our tendency is to speak to the person sitting next to us. That creates sub-groups which acts against the cohesive team-spirit of the group.

#### Strategy

- To gain entire group's attention
  - To begin, speak to the person sitting diagonally opposite you.

*In GD all are equal as participants. No one is officially chosen as leader. But, a candidate by his/her initiative/ability to join in the discussion, maturity, and clarity of ideas and understanding of group dynamics gradually begins to direct the course of discussion and mediate between the opposing views to evolve a comprehensive view of the whole group.*

- Or, begin speaking to the person who has just finished talking.

Use the opportunity to take discussion forward. Do not let an opportunity pass over without your participating in the discussion.

- Make friends by speaking to those who have been ignored by the rest of the group.
- Should you invite somebody who has been keeping quiet, to participate?
  - No, unless you have formal authority to do so.
  - Everybody is equal in a group discussion.

**Your objective** Getting the group's attention is the first thing. Having got it, use it to make your point most effectively.

#### Language

- Formal
- Simple, correct spoken English
- Not colloquial English
- Not literary English

#### Dress

- Formal
- Men in business suits
- Ladies in sarees/formal salwar kameez.

#### Body language

- **Posture**
  - Formal (straight back; hands together in the front/ on the edge of the table)
  - Must reflect enthusiasm.
- **Gestures and body movements**
  - Shouldn't be threatening or restricting other members
  - Avoid excessive use of hands
  - Be natural
- **Eye contact**

Establish eye contact with as many as you can while speaking.

*Use the opportunity to take discussion forward. Do not let an opportunity pass over without your participating in the discussion.*

**Points to remember —**

- Don't attempt to be a leader by trying to sum up or conclude when the group has not clearly reached any conclusion, yet.
- Remember that a GD is to assess your ability to interact in a group effectively.

*GD is not a debate in which you either oppose or support the topic. There are no clear cut positions or stands to be taken. GD is a continuous discussion.*

**D**iscussion Techniques —

GD is not a debate in which you either oppose or support the topic. There are no clear cut positions or stands to be taken. GD is a continuous discussion. A live interaction in which you examine a subject/problem from different angles and view points. And as a participant, you may disagree with or support other's point of view or bring in a new point of view. But you should do it by showing respect for the other person even if you do not accept his/her point of view as correct. Courtesy in discussions indicates our level of culture and sophistication. Here are guidelines for all GD participants.

- **How to join in the discussion**

I'd like to raise the subject of .....

What I think is .....

I think it's important to consider the question of .....

If I could say a word about .....

May I make a point about .....

- **To support what some other participant has said**

Remember that you should not say that you support so and so or I agree with him/her. You should support the views of the person, not the person.

I'd like to support Miss Renuka's point of view about .....

That is just what I also think.

I agree fully with what Mr Rahul has just said. I am in complete agreement with fee slashing.

- **To support disagreement**

Again remember that you are opposed to the idea, and not the person who holds it. You can disagree by using polite expressions, instead of curt expressions such as "You are wrong", "you can say".

*Your analytical ability and your critical of arguments assessment, and your verbal and non-verbal skills of communication give you competitive edge over others.*

Please allow me to differ —

I would like to differ.

I think differently on this issue.

I do not agree; in my opinion .....

- **To make a point very strongly**

I am convinced that .....

You can't deny that .....

Anybody can see that ....

It is quite clear to me that .....

- **To bring a discussion back to the point**

That's very interesting, but I don't think it is indeed to the point.

Perhaps, we could go back to the point.

Could we stick to the subject, please?

I am afraid we are drifting from the point.

Use such cue phrases and expressions to exhibit your group culture.

Your analytical ability and your critical of arguments assessment, and your verbal and non-verbal skills of communication give you competitive edge over others.

## **L**istening

Know that in GD listening too is a participative act. Listen to know what others have to say. Do not listen with the desire to contradict or refute. Listen to assimilate and analyse. Then speak to express your thoughts in the light of thoughts of others.

Do not interrupt. But try to join in the discussion tactfully.

Finally, if you really want to stand out, do not try to dominate by demolishing other participants.

## Case Study

### Employment Interview of RP Sinha

Mr R P Sinha is an MBA. He is being interviewed for the position of Management Trainee at a reputed company. The selection committee is chaired by a lady Vice-President. Mr Sinha's interview was as follows —

**Committee:** Good morning!

**Mr Sinha:** Good morning to Sirs and Madam!

**Chairperson:** Please, sit down

**Mr Sinha:** Thank you [*sits down at the edge of the chair. Keeps his portfolio on the table*]

**Q. Chairperson:** You are Mr R P Sinha

**A Sinha:** Yes, madam. This is how I am called.

**Q Chairperson:** You have passed MBA with 1<sup>st</sup> Division.

**A Sinha:** Yes, madam.

**Q Chairperson:** Why do you want to work in our organisation?

**A Sinha:** It is just like that. Also, because it has good reputation.

**Q Member A:** This job is considered to be

quite stressful. Do you think you can manage the stress involved.

**A Sinha:** I think there is too much talk about stress these days. Sir, would you tell clearly what you mean by stress? I am very strong for any stress.

**Q Member B:** What are your strengths?

**A Sinha:** Sir, who am I to talk boastfully about my strengths. You should tell me my strengths.

**Q Member C:** What are your weaknesses?

**A Sinha:** I become angry very fast.

**Q Member A:** Do you want to ask us any questions?

**A Sinha:** Yes, sir! What are the future chances for one who starts as a management trainee?

The member tells Mr Sinha the typical career path for those starting as Management Trainee. The Chairperson thanks Mr Sinha. Mr Sinha promptly says in reply, "you are welcome," and comes out.

## Questions to Answer

1. Do you find Mr Sinha's responses to various questions effective? Give reasons for your view on each answer given by Mr Sinha.
2. Rewrite the responses that you consider most effective to the above questions in a job interview.
3. Mr Sinha has observed the norm of respectful behaviour and polite conversation. But, do you think there is something gone wrong in his case? Account for your general impression of Mr Sinha's performance at the interview.

### Summary

- This chapter has demonstrated the application of written communication skills to prepare resumes; of oral and non-verbal skills to attend interviews and participate in Group Discussions. The instruments of CV, Interview, and GD constitute three steps towards employment. The chapter guides you to convert each one of them into a job opportunity.
- A resume is a self-introduction to sell yourself successfully. It summarises your outstanding education, abilities, experience, accomplishments, and personal details for employer's consideration to call you for interview in an impressive, easy to read format. Its structure is tailor-made to suit the professional status and experience of individual candidates. However, the common elements of all CVs are —
  - Personal Details
  - Education
  - Experience
  - References
  - Job Objective/Summary
- The CV is attached to an application letter/ covering letter, which acts as a self written preface to comment and interpret the content of the resume. The letter ends with a request for action — call for interview.
- After CVs, the chapter discusses the techniques of how to perform successfully at a job interview. A job interview is essentially a face to face communication activity requiring the use of best oral and non-verbal skills learnt by you.
- **The chapter emphasises the need to prepare thoroughly before the interview to —**
  - Know yourself
  - Know about the company
  - Know the job profile.
- The secret of success in the interview lies in your ability to create first impression that is generally the lasting correct impression by your dress, demeanour, looks, and posture.
- Finally, the chapter analyses the techniques of effective participating in group discussions. The format and norms and method of discussion are described to help you conduct yourself effectively as an emerging leader of the discussion. The panelists of evaluators assess your following traits as a GD participant —
  - Initiative
  - Group dynamics
  - Analytical ability
  - Spontaneous thinking
  - Communication skills
  - Verbal culture
  - Attitude
  - Personality as a group member.
- The chapter focuses on developing your communication skills to secure employment.



## Review Questions

1. Is it necessary to write an application letter (covering letter) with a CV? Why?
2. What is the function of summary placed at the beginning of a CV (resume)?
3. Discuss at least three characteristics of a good resume.
4. It is said that for converting an interview into an employment opportunity you have to do only one thing – prepare, prepare and prepare. What are those things which require your preparation before going for the interview? Discuss.
5. Comment on the importance of body language for your success at the interview.
6. Do you think that the first impression is usually the right impression? Is it right because it is the lasting impression? Or is it right in some other sense in the context of interviews?
7. What traits of candidates are evaluated by the panelists of a group discussion? Elaborate your answer with examples.
8. How does a candidate become the leader of the discussion in a group?
9. Prepare your set of arguments on the following GD topics —
  - (a) India Shining?
  - (b) Actors as politicians.
  - (c) Question of foreign origin in Democracy.
  - (d) India as cricket Super power.
  - (e) Politics and Professional education.
  - (f) India — vision 2002.
  - (g) Feel good or feel better.
  - (h) Promises and eggs are to be broken?
  - (i) Power of bullet or ballot.
  - (j) The phenomenon of Outsourcing

# Chapter 13

## *Business Etiquette*

### LEARNING OBJECTIVES

- *Know the meaning of business etiquette.*
- *Understand the general rules of business etiquette.*
- *Learn ways of introducing yourself, and others.*
- *Know how to handle telephone calls.*
- *Learn the rules of appropriate behaviour at office parties.*
- *Learn how to interact with foreign clients.*
- *Know business-to-business norms of behaviour.*

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*Etiquette means behaving yourself a little better than is absolutely essential.*

**-Will Cuppy**

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## WHAT IS ETIQUETTE?

The word etiquette means conventional rules of social behaviour, or professional conduct. These rules are unwritten rules, which act as norms to be observed by all professionals who work as a team in a particular company or department. They help you realise when your behaviour is appropriate or inappropriate. In business, as in life, etiquette is a self-rewarding trait of appropriate conduct. Successful professionals know how to conduct themselves at company meetings, parties, and dinners. They are aware of their company's culture and etiquette. Further, the rules of business etiquette mean more than the rules of just being nice. They mean the fundamental rules that get business done. If we ignore these norms of group attitude and behaviour, we run the risk of being singled out as 'loners' or 'headstrong' persons. Our behaviour may disrupt the smooth working of the team by causing misunderstanding and tension among fellow workers.

Suppose, we choose to turn up late for meetings habitually, or ignore deadlines, or indulge in character assassination at coffee-breaks, or demand (as a right), not request (as a favour), help in a situation, we are ignoring, knowingly or unknowingly, the rules of good professional conduct, behaviour, and etiquette.

### **B**asic Rules of Etiquette

Every workplace evolves its own set of norms of behaviour and attitude. For example, you can survey banks or hospitals during lunch time. In some, you may find that everyone resumes working without even a minute's delay, after lunch time, while in some others, taking an extra 10 to 15 minutes for lunch may be a general practice. In such cases, the sense of punctuality is governed by no rules written in the work manual.

Some business etiquette rules discussed here relate to the following —

- Introductions
- Telephone calls
- Business dining
- Interaction with foreign clients
- Inter-personal business etiquette

This chapter describes the behaviour and customs that would be considered appropriate and acceptable in most business

*Successful professionals know how to conduct themselves at company meetings, parties, and dinners.*

*In an organisation, our basic concern is to create a smooth work environment where each person helps the others to carry on their jobs with ease.*

organisations/offices/workplaces across the modern “educated” world (open to western culture).

This approach to business etiquette assumes that each business setting has its business protocols which an employee learns by working in that environment and by observing others. But there are general rules of business etiquette, based on the fundamental principles of organisational behaviour. In an organisation, our basic concern is to create a smooth work environment where each person helps others to carry on their jobs with ease. This is made possible by our ability to empathise with other workers’ job concerns and priorities. This identification with others is the best form of business etiquette and culture.

Learning the rules of business etiquette will help you, as a professional, to act with ease in any business setting. Let us, therefore, consider some common situations in business and find out how to act appropriately.

## INTRODUCTION

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### **I**ntroducing Yourself

A confident self-introduction always makes a positive first impression. But many people fail to do so. Either they think it to be a bold act, or they feel too shy to do it. But if you are going to meet a person for the first time, the other person is bound to feel comfortable to know who you are and why you are there. Or, if you are meeting the same person the second or third time after a gap of some weeks/months, there is no harm in simply re-introducing – “Good morning, Smita Sharma”. Suppose, two applicants are waiting for an interview with the General Manager, Marketing of a company. They are sitting in the waiting lounge across the corridor leading to the General Manager’s office room. A smart looking middle-aged executive walks into the corridor moving towards the General Manager’s office. The candidates are not sure whether he is the concerned executive for whom they have been waiting. Now, suppose one of them stands up, moves up to him and says “Good Morning, I am Reena Seth. I am here for my interview with Mr S K Nair.” Hopefully, the person would respond — “Good Morning! I am Nair. Pleased to meet you. We shall shortly have the interview.” Ms Reena Seth’s bold self-introduction

to Mr Nair gives her an edge over the other candidate who remained silent. Most likely, Mr Nair should have positive and favourable impression of Reena as a confident, assertive, and enterprising young girl.

If there is an advantage in introducing yourself at the first opportunity, why do people shy away from doing so?

Some cultures, 'specially British' have a sense of reserve. Americans are more outgoing in general. In Asia, Indians are shy and they would consider it impolite to go up to someone and say "Hi, I am Amit Misra."

Many people treat introductions as a protocol to be observed as a ritual, when two or more persons meet formally.

Introducing yourself in a clear manner, pronouncing your first name and surname, when required, is necessary to help the other person know who you are.

Names, specially foreign ones, generally remain partially received, unless spoken out distinctly. For instance, the name "Kanwal Jeet Singh Sidhu" has to be uttered slowly, in parts, so that the other person follows it fully.

### **H**ow to Introduce Yourself Correctly

As a norm of business etiquette and the first step towards cordial business transactions, people greet each other by stating their full names and positions (in office) at the very outset.

Notice that first name and surname are stated like "Prafulla Misra, CEO, Sterling Gold Informatics." Not just "Misra" or "Prafulla". Americans prefer to introduce themselves by their surnames only. Like "Lewis" or "Dickenson". But Britishers introduce by using first name and surname : "W B Yeats" or "Tony Blair".

### **R**epeat Your Name when Necessary

During a conversation, the other party may forget your name. Or may have missed hearing it. At such moments you should help the host/the other party immediately by politely repeating your name "I am Irfan Mohammad, I am sorry, I should have told you."

Business etiquette norms seek to make all concerned parties act comfortably. This is why it is polite to show that you missed telling

*As a norm of business etiquette and the first step towards cordial business transactions, people greet each other by stating their full names and positions (in office) at the very outset.*

Speak your name slowly and clearly. As mentioned, personal names sound unfamiliar. Therefore, they should be articulated as distinctly as possible.

the host/the other party your name (who you are). If you simply say, "I am Irfan Mohammad," it may suggest that the other person faulted in forgetting your name. Therefore, re-state your name tactfully by saying, "I should have told you, I am Meenakshi Tiwari."

### Some Rules for Making Introductions Correctly

1. In the case of a prior fixed business meeting, if you are an expected visitor, first you should introduce yourself by telling your name and purpose: "I am R K Bose and I have come here to meet Ms Divya Lahari in the Marketing Department." Only after introducing yourself, should you ask for the name and position of the other party. This is the normal practice followed by business executives.
2. Do not use honorific words, such as Sri, Smt, Mrs, Mr, Ms, or any other titles before your name, while introducing or referring to yourself. Other persons can call you as Mr Chandra. But you should refer to yourself just "Rajan Chandra or Chandra or Rajan."

If it is a degree earned by you, such as Ph.d, you may use Dr before your name and refer to yourself as "Dr N K Sharma, or Dr Sharma".

But if you are a doctor by profession, people regard and know you as Dr Rishi Gupta, or Dr Manoj Mehta or Dr Roopa Salwan. But surgeons and physicians usually do not add the salutation before their names while referring to their names. For example, consider the self-introduction given by a doctor, "I am Roopa Salwan, Cardiologist from Escorts Heart Institute, New Delhi, India, and I have come here to attend the International Summit of Cardiologists as an Indian delegate." This may be a universally appropriate self-announcement at the reception counter for registration. The point to be understood is that others may call us by adding titles or professional words or degrees or other salutations, but we ourselves should not use them with our names.

3. Speak your name slowly and clearly. As mentioned, personal names sound unfamiliar. Therefore, they should be articulated as distinctly as possible. If required, help others by spelling your name.

**Handshake** Today most business meetings begin and end

with a handshake. A handshake is immediately done after introduction by extending your right hand and firmly holding the other person's right hand very briefly. In modern business a handshake is a non-verbal clue of friendly dealings.

As a visitor, you can first offer your hand for a handshake with your host. In fact, the handshake is so spontaneous that both the parties almost simultaneously put forward their right hands towards each other. Nowadays, in business as in society, there is no gender distinction. Hence, handshaking with young ladies is normal. Only it is to be done by holding the right hand gently and very briefly. Sometimes, while parting, people shake hands by holding both the hands together or putting their left arm on the back or the shoulder of the other person to communicate the warmth that has developed between them after meeting each other.

As a winning form of non-verbal communication, handshakes must be accompanied by eye contact and a gentle smile.

In some situations, you may express your feelings by saying — "Pleased to meet you". And the other generally responds — "My pleasure" or "So, am I". But these words are just pleasantries. They do not mean much as verbal communication.

Other non-verbal greetings — As already indicated while discussing non-verbal forms of communication, there are, besides handshakes, other communications that are culture-specific. Like even in business, the Arabs shake hands, embrace, and also kiss to communicate their warmth and respect for the other person. Or Asians in general bow to one another. In some professional settings, such as anchoring, hosting an event, film awards, or a serials such as "Carry on Shekhar", it is customary to hug and "air kiss" the guest. Air kissing is done by bringing right cheeks together and mimicking a kiss. Air kiss is done only between men and women, never between men and men. In fact, an air kiss is an intense form of non-verbal communication of good feelings of love between two individuals.

But, if you are not sure of the cultural and personal sensitivities of your visitor or host, the best thing is to shake hands, which is the general norm of business greetings across the world.

However, in some culture-specific countries, such as India, many advanced and senior business heads, executives, and officers still prefer to receive or bid adieu to highly placed guests in the

*As a winning form of non-verbal communication, handshakes must be accompanied by eye contact and a gentle smile.*

*An air kiss is an intense form of non-verbal communication of good feelings of love between two individuals.*

*A clear and complete introduction of each person, members of visiting party, and host party, makes every one feel relaxed and creates a congenial atmosphere for the meeting.*

traditional form — folded hands, slightly bowed head, and eye contact. As a visitor, you should greet the host accordingly.

### **O**n Failing to Recall Someone's Name

In business, we may have been visiting a person so often. But it is possible that on meeting her or him at a meeting/seminar/conference or some other place, we recognise her/him, but fail to recall the exact name. Before the other person detects your failure, you should ask for his/her card. You can say, "Could I have your latest business card for your telephone number/and address?" or you can just say, "Could I know your full name? I have your initials."

To be tactful in such situations is also good business etiquette. If you let the other person know that you have forgotten his/her name it may make the person feel that he/she is not important enough to be remembered (by name). So, we should act as if we know the name, but we wish to have more details about the person.

### **H**ow to Introduce other Persons

One of the difficult things you have to do is perhaps to introduce other persons at a business meeting. We should know each other in terms of their names and professional status before we conduct the meeting or discuss the transaction. The status communicates the role the person plays in the business transaction. Therefore, a clear and complete introduction of each person, members of visiting party, and host party, makes every one feel relaxed and creates a congenial atmosphere for the meeting.

### **T**he Protocol (Rule) for Introducing others

Normally, the senior most person among the visitors, or the host team, introduces the other members of his/her group present there.

The practice is that first visitors are introduced to the host. Then, members of the host group are introduced.

The rule is that we do not introduce a senior to a junior. Instead, we always introduce the lowest ranked person to the highest ranked person.

Accordingly, you should "never" say, "Mr Chopra (Chairman of CMC) may I introduce you to Payal Muttu". Payal is our this year's university First position holder and a Gold Medalist, working in our placement department.



Always say “Mr Chopra (Chairman CMC), may I introduce Payal Muttou to you? Payal is our this year’s university topper and Gold Medalist, working in our placement department.”

Notice two things here —

One, the polite form “May I introduce...” is appropriate and formal, when you are speaking to a superior. But to others you can just say, “This is Neelam Gulati. Neelam is a senior lecturer in finance.”

Two, we repeat the name so that it is duly received and remembered by the other person. But to repeat the name naturally, we create a context by mentioning the most significant detail about the person concerned.

Suppose there are just two persons to be introduced to each other. As a rule, you should first introduce the junior to the senior, as stated above. After introducing the junior to the senior, you introduce the senior person to the junior person. And, you should just say, “Payal, as you know, he is President G P Chopra. President Chopra will discuss with you our placement status and strategies”.

Here, it may be important to point out that in India, and perhaps in other Asian countries, it is a usual practice to say President or Chairman so and so. Like President G P Chopra or Chairman Chopra ji, or even Chairman Mr Chopra. To Americans and other Westerners, this may sound a little odd. Americans prefer to refer to one another just by using “first name, last name,” even in the case of very senior persons. (For example, “John Wright”). However, in Asian countries, people observe social courtesies of respect for age and position, even in the context of business, while greeting, introducing, or referring to very senior persons.

## **T**elephone Etiquette

Handling business calls, requires awareness of our unconscious actions which often amount to bad manners or lack of appropriate skills of effective invisible interpersonal communication. In telephonic conversation, the way we receive, respond, speak or hang up is often as important as what is communicated.

### **Making a call — Be brief and concise**

- **Prepare before calling**

Before initiating a call, be clear about the why (your purpose)

*Handling business calls, requires awareness of our unconscious actions.*

*The first few words spoken by you as a caller or receiver are important for establishing your identity and purpose.*

and what (the exact content) of your call. For business calls, you must know who exactly you are to speak to and choose the most convenient time to speak to the person. You should also know whether you are calling as a follow-up action of some other earlier communication, or it is the first step in your transaction (of information and dealings).

- To be brief and concise, jot down the points you want to discuss. Always keep before you the points in the order in which you want to discuss.
- Keep a (writing) pad and pen ready to note down any information worth recording.
- Consider whether the call is important from your point of view or from the receiver's point of view. In the latter case, you should structure your information from the receiver's point of interest. Begin first with what is important for your receiver. Talk about your interests later.
- Keep the duration of the conversation as short as possible. The other person may not be free to spare much time for your call.

### **H**ow to Begin or Receive a Call

The first few words spoken by you as a caller or receiver are important for establishing your identity and purpose. They create the context for further conversation.

As a caller, you may not be personally known to the receiver. The receiver may be familiar with your purpose and your company, but may not exactly know you, unless you both have personally met or spoken to each other earlier. Therefore, begin with self-introduction — your name, company, and purpose.

In organisations, your call will be generally routed through a receptionist. The usual practice at the switch board is to attend to you within five rings; if you have been kept waiting longer than that, the receptionist should greet you with an apology. If your call is not answered even upto ten rings, it is advisable to cut off. Try to call later, or try some other number, if there is any.

Greet the receptionist with a "Good Morning"; tell her your name and your organisation's name, "This is Pallavi Mehta of Ferns' n Petals," and then mention whom you want to speak to "Could I