

Lecture Notes On Communicative English

UNIT - 5

Prepared By:

Samir Kumar Behera (Lect. in English)

UNIT - 5

ELEMENTS OF COMMUNICATION

A. Introduction to Communication

1. Meaning, Definition and concept of communication
2. Good Communication and Bad Communication
3. Communication model
One-way Communication Model and Two-way Communication Model with examples
4. Process of communication and factors responsible for it
Sender, Message, Channel, Receiver / Audience, Feedback, Noise, Context

B. Professional Communication

1. Meaning of professional communication
2. Types of professional communication
 - 2.1 Formal or Systematic Communication
Upward communication (How it takes place, symbol, merits and demerits)
Down-ward communication (How it takes place, symbol, merits and demerits)
Parallel communication (How it takes place, symbol, merits and demerits)
 - 2.2. Informal communication
Grape vine communication (How it takes place, symbol, merits and demerits)

D. Non- Verbal Communication

1. Meaning of nonverbal Communication
2. Different areas of Non-verbal Communication
Kinesics or Body Language (Postures and Gestures, Facial Expression and Eye Contact)
Proxemics or Spatial Language (Private Space, Personal Space, Social Space, Public Space)
Language of Signs and Symbols (Audio Sign and Visual Sign in everyday life with merits and demerits)

Unit 5

INTRODUCTION TO COMMUNICATION

Actually nothing happens in professional world without communication, though it is only a means, and not the end. Still it is communication that propels the management process and serves as the lubricant for its smooth operation. It helps professionals in their five major managerial tasks, namely planning, organizing, executing, staffing and controlling. Since every organization is a social system that involves interaction among people working at different levels, proper communication among them becomes necessary for achieving the goals of an organization. In a way, it is communication that the existence of an organization in contemporary times. When communication crumbles, the organized action comes to an end. Communication thus is vital to the survival, sustenance and growth of an organization. Living in an atomic world, we are well past an age when the blow of a sword would pose any considerable threat to us. Today, verbal blows appear mightier than the physical ones. Not just that, words - both written and spoken - have acquired a significantly crucial and an almost decisive force in contemporary times. Essentially, ours is a society that moves on the wheels of communication. Particularly in the professional world, it is communication and its related skills that decide a person's career curve. The better one's communication skills, the higher are the chances for him/ her to touch the zenith of success. The poorer one's communication skills, the greater is the possibility is not achieving one's goals.

Definition of Communication

Communication, the buzz word in today's world, originates from the Latin word *communico* or *communiare*, which means 'to share'. Various researchers and analysts define the term 'communication' in their own way. Despite their different versions, it can be briefly summed up that 'communication essentially means the transfer of ideas, feelings, plans, messages, or information from one person to another'. Obviously however, communication is considered effective only when it gets the desired action or response. Let us explain some of the essentials of communication with the help of the discussion that follows.

PROCESS OF COMMUNICATION

However, sometimes there occurs a hindrance in the communication process, which is called noise. Noise can be defined as an unplanned interference in the communication environment, the one that causes hindrance to the transmission of the

message. It may mainly occur due to two reasons : disturbance in the channel / medium and / or some kind of error in the message sent. Communication is a process whereby information is encoded, channelled, and sent by a sender to a receiver via a medium. The receiver then decodes the message and gives the sender a feedback. All forms of communication require a sender, a channel, a message, a receiver, and the feedback that effectively winds up the process. Communication requires both the sender and the receiver to have an area of communicative commonality. Before we go further, it is important for us to understand how general purpose communication differs from professional communication.

FEATURES OF SUCCESSFUL PROFESSIONAL COMMUNICATION

Since communication matters a lot in the professional world, it is quite important for us to get acquainted with the most important features of successful professional communication. Communication is a two - way process by which information is transmitted between individuals and / or organizations so that an understanding develops among them. Communication is a continuous process of meaningful interactions among persons in an organization that results in meanings being perceived and understood in a desired way. The role of the receiver and the sender keeps changing in the entire communication activity. Communication skills are generally understood to be an art or technique of persuasion through the use of oral, written, and non - verbal features. Communication broadly includes both verbal and non-verbal forms. Therefore, it also includes lip reading, finger - spelling, sign language, and body language used in face - to - face communication. It is a process which transmits and disseminates important ideas, thoughts, feelings, plans, etc.

IMPORTANCE OF COMMUNICATION

The following factors make communication indispensable in the world of business.

Understanding and Cooperation - If there exists good communication between the management and employees, it will bring about an atmosphere of mutual trust and confidence. Only when the employees know exactly what is expected of them can the management utilize their potentialities and make up for their limitations. Through effective communication, employees get job satisfaction and develop a sense of belongingness with the enterprise which ultimately helps the organization grow well.

Complexity - This is an age of specialization and therefore, even in a single organization different activities, such as planning, production, sales, stores, advertising, financing, accounts, welfare, etc., are handled by different departments. If these departments do not communicate with one another as well as with the management, there will be coordination among them. For instance, when production is fully geared up, stores may report shortage of raw materials. Similarly, the finance department has to apprise the other departments regarding its constraints, which might have been the result of recent fluctuations in the

market. In fact, all the departments and units of an organization have to go hand in hand to achieve its goals and for that, they need to keep communicating with one another.

Competitiveness - Items of common consumption, such as tea, cigarettes, soaps, blades, clothes, etc., are available in a dozen brands today. Marketing research suggests that firms which communicate better sell better. The better the communication skills of a salesperson, the larger the number of customers he / she can attract. Salesmanship is primarily an art of communication. Besides, companies keep competing with one another through advertisements and other propagandist strategies for securing a higher position in the market. All this involves communication at every step.

Harmony - Trade unions believe in bargaining with the management and insist on the protection of the rights and dignity of the workers. The management and such unions share a delicate relation and without a proper communication between the two, on harmony can be expected to exist in an organization.

Growth - Due to the emergence of multinational companies, large business houses usually operate both within and outside the country. The head office of a large corporate maintains a through and up - to - date knowledge of the various activities at each of its branch offices. It keeps them well - acquainted with the activities of all the centres, which in turn establishes a link among its various branches and leads to the growth and smooth running of the entire business.

PURPOSE OF PROFESSIONAL COMMUNICATION

Professional communication aims at achieving the following objectives :

Advising - However competent a professional may be, he / she cannot have specialized knowledge of all the branches such as licensing, taxation, publicity, engineering, etc. To succeed in his / her job, he / she will have to seek frequent advice. Also, the junior employees need to be advised by the supervisory staff on how to go about doing their jobs. A proper and timely interaction with experts in the related areas helps the management take wise steps and grow.

Persuading - Persuading may be defined as an effort to influence the attitudes, feelings or beliefs of others or to induce action based on that. Buyers have to be persuaded to buy products. In factories or offices, the lazy, the incompetent, and the disgruntled workers have to be persuaded to do their work. It is effective communication alone that can inspire indolent and uninterested people and keep them persuaded towards achieving the common objectives of an organization.

Counselling - Even an efficient employee may become slow and indifferent if he / she is facing personal problems at home. Such employees are encouraged to consult the counselling department. Through effective communication, employees and workers share their concerns, ventilate their problems and thus are restored to their mental and physical health.

Providing instructions - Instruction is a particular type of order in which the subordinate is not only ordered for a particular job, but also given guidance on how to go about doing it. All instructions are orders, but all orders need not be instructions. Regardless of the fact that the management intends to give instructions or issue orders, effectiveness in communication is mandatory if the right impact is desired to be created.

Giving orders - Order is an authoritative communication. It is a directive to somebody, always a subordinate, to do something, to modify or alter the course of something he / she is already doing, or not to do something. Whatever be the nature and size of an organization, orders are absolutely essential. Ordering without bullying however, is an art that requires effective communication skills.

Marketing - Just as marketing is crucial to all business, effective communication holds the key to marketing itself. Since the entire function of marketing rests on communication, it is hard to imagine any of its operations getting through without effective communication. Sometimes companies hire consultants also for obtaining right suggestions related to its various operational aspects. If not properly communicated, suggestions can be turned down.

FACTORS THAT INFLUENCE COMMUNICATION

What are the factors that influence communication ?

Factors that influence communication are message, code, channel or medium & barriers etc. The source has to decide what information to convey & creates the message or content to be conveyed by using words or other symbols which can be understood by the intended receiver. The process of putting the idea into symbols is called encoding; in order to encode, the sender has to select suitable symbols which can represent the idea, & can be understood by the receiver. The sender also chooses a suitable channel or medium like mail, e-mail, telephone, face to face talk by which to send the message, availability & effectiveness of a medium, & the relationship the two communicants.

The receiver becomes aware that message has arrived when he perceives it with his senses. The process of translating the symbols into idea & interpreting the message is called decoding. Obstacles that prevent a message from reaching the intended recipient may be outside & beyond the control of the persons concerned. Some can't be controlled because they are in the environment. Language is our most important & powerful tool of communication; & Yet it is a tricky tool that needs skill in handling. Technical terms can be a barrier to communication. More importantly, semantic barriers arise because words mean different things to different persons.

NEED FOR COMMUNICATION

Sociologists describe human beings as social animals as members of society, they have to constantly interact with their fellow beings. They have feelings emotions like and dislikes - all of which they have to convey. In other words whatever the environment

in which they are placed they have feelings emotions and to build links and establish relationship. The need for communication arises from their desire to express a meaningful manner. As stated earlier communication is the modus operandi of social intercourse. As a member of the family a social group and as part of a work-term, he needs to communicate with others.

The Message - The Information that the sender wants to convey in physical form which can be understood by the receiver is known as message. The message depends upon the sender's idea and the receiver's perception. These may alter the meaning of the message altogether.

Code - Code is the symbolic form of any message or information. In communication system, The sender sends messages to the receiver and receiver also gives the feedback to the sender. In this process coding is necessary. For coding, the sender and receiver can understand the sent text of each other. Coding is of two types. 1st is encoding mentioned by the sender and 2nd is Decoding done by receiver.

Verbal communication

We use words when we speak or write. The same words sometimes mean different things to different people and elicit different reactions. This is because language and word have two distinct meanings, namely, the denotative meaning and the connotative meaning. The denotative meaning refers to what a word literally refers to. For example, a dog, denotative meaning is associated with its general appearance and characteristics. It is a canine animal with two paws, a tail and it barks etc. The communication mode which we rely on most often to carry meaning from one person to another is the verbal mode. Anyone who has never thought about it has come to the insight, however, that there are enormous difficulties in sole reliance on this mode of communication. History is replete with examples of misunderstandings among people who were relying on words to carry meaning perhaps the most significant learning that has come out of this experience has been that words themselves do not have meaning. People have the meaning, and words are simply tools that we use trying to convey meaning that is idiosyncratic. These words of one person are carried into the idiosyncratic meaning system of the other person. One of the difficulties with words is that we attach to them different experiential and emotional connotations. Words are not always associated with similar experiences or similar feelings on the part of the listener and speaker.

While there are some differences between people on what they believe a dog to be, usually there's little argument. When you talk about a dog most people will understand what you are referring to. But the difference in comprehension usually comes in the second type of meaning i.e; the connotative meaning. The connotative meaning of something has to do with the word suggests to the individual based on that person's experiences and emotional reactions and judgements associated with the word or what it refers to. Two people may understand what the word 'dog' denotes. However, one of them may have grown up with dogs around and learned to enjoy their company. The

other may have been attacked by a dog when young or sometime in life, and so she/he associates with the word 'dog' with very unpleasant emotions and judgements. So, the meaning of the word dog bears different connotations for each of them. Hence, when you say that "In bringing my dog to your house"; one person may welcome the idea while the other person may react negatively, if not vehemently to the idea of having a dog in the house.

Other difficulties encountered in using the verbal mode include the use of jargon, the use of clichés and the use of specialized vocabularies. It is often said that words have meaning only in context; it can be better said that words only have meaning when they are associated with people in context. It is not uncommon to observe people attempting to find the right words to say what they mean. It is easy to hypothesize that there are some people who, instead of experiencing feelings and sensation more often experience language; that is, their experience parameters are defined by their vocabularies and their ability to be articulate. The psychologists describe cognitive development in children, saying that we go through three phases: concrete, imagic, and abstract. When a little baby first experiences the world he is incapable of differentiated emotional or sensational experience. He experiences only distress or delight, and his major inputs are concrete; that is, he touches, tastes, sees, hears and smells things. As it becomes necessary for him to interact with the world and significant others in his environment in order to have his needs met, he develops a fantasy life, an imagic experience.

Non- Verbal Communication

Communication that does not use language is known as non-verbal communication.

A fourth form of symbolic communication to other people is cosmetics, or makeup. We associate meanings with different ways women apply makeup to themselves. The one who uses a great many cosmetics is giving out a symbolic message about the meaning that his world has for him. A fifth symbolic mode is the choice of automobiles. The business executive who drives a sports car giving out a different set of messages to the world than his colleague who drives a luxury sedan or an ordinary family car. A sixth symbolic mode is the choice and location of our houses. Seventh, the geography of our living spaces is a form of symbolic communication. If you sit behind your desk in your office interviewing somebody who is on the other side of the desk, you are giving out a fundamentally different set of messages than if the two of you sit face-to-face without intervening furniture. So we are giving out a continuous stream of signal about our meaning to other people through the symbols that we choose to surround ourselves and invest ourselves with. These symbols are essentially passive. They are, however, a real part of our communication. When we are talking, when we are not talking, and when we are sleeping, our postures emit passive symbolic signals.

We say a great deal to each other about who we are how we experience each other and the rest of the world through symbolic means. The symbolic communication mode is essentially passive, and messages emitted in this way are very easily misinterpreted. First of all, our choice of clothes can tell a great deal about who we are, what our values are, what our status is how conservative or liberal we are. We associate differences in occupational status with different uniforms. The banker wears a suit, the farmer wears dhotis, and so on. The second set of symbols with which we often associate meaning is hair. The type of hairdo, length and colour of hair, and the presence or absence of facial hair say a great deal about who we are. However, these signals are often highly ambiguous. A third symbolic form is jewellery. Married people often wear wedding rings, some people do not wear a watch, some people wear highly expensive jewellery, and so on. These are passive messages that are given out continuously to other people. A flag in the lapel, a red ribbon, an earring in one ear or in the nose convey many things to other people. Colour, space, silence and time are also powerful non-verbal symbols. Colours are very important and powerful means of communication as they are associated with different moods, feelings, classification and identification.

Though space does not make any sound the immediate environment and its contents communicate. It creates meanings in our mind and in the minds of others. Researchers have identified various spaces like personal space, fixed space and what we arrange in it. In fixed space the physical features such as walls, room sizes and capacity are unchangeable. They are permanent structures. And in semi-fixed space physical features are partially changeable. You can change the carpet, drapeery, furniture etc. Silence can also communicate very effectively. Positive withdrawal or suspension of speech in a face to face situation is full of meaning. People are silent when they want to convey feelings like anger or displeasure. Sympathy is best expressed by silence. Sometimes negative silence can be embarrassing. It projects nervousness or discomfort or even unpreparedness. Time is the meaning we give to a particular time of non-verbal communication we can only perceive it and symbolize it. Time management is an important factor in today's. We should reconcile to other people's time language. Punctuality and meeting deadlines communicate very favourably. Concepts of time vary across cultures, countries and social setups.

Non-verbal Communication: Body Language

Our bodies sometimes express our feelings and emotions better than words can. The body uses reflexive and non-reflexive movements, postures and positions to convey its message to anyone who would care to receive it. Our pupils dilate when we are excited. Our eyes narrow when we are concentrating. We slump when we are tired. The science of non-verbal communication is called kinesics. One's non-verbal communication, or body language, is usually involuntary and also has symbolic meaning.

LANGUAGE OF BODY

Oculistics	- Communicates eyes behaviour.
Paralanguage	- Communicates the value of vocal behaviour ; the meaning of how something is said.
Haptics	- Tactile communication/ touching behaviour.
proxemics	- Communication aspects of the use of space.
Chronemics	- Communicates aspects of the use of time
Olfronemics	- Communicates aspects of smells.
Kinesics (body language)	- The communicative ability of gestures and body movements.

Touching is perhaps the most powerful non-verbal communication form. The skin is the body's largest organ and through the skin we take in a variety of stimuli. We can communicate very potently through touch, trust, tenderness, warmth, and a variety of other emotions very potently though touching people differ, however, in their willingness to touch and be touched. Some people give out nonverbal signals in their willingness to touch and be touched. Some people give out nonverbal body signals in a way that they do not want to be touched, and there are other people who describe themselves and are described by others as "touchy feely," learn about their own personalities and self concepts through exploring reaction to touching and being touched. There are a number of forms of body language. Ambulation is a first form. We associate different meanings to different ways people carry their bodies from one place to another. How one carries his/her body, whether he/her glides, strides, stomps, etc. tells a great deal who he/she is and how he/she is experiencing her environment. Eye contact is a third form of non-verbal communication. We tend to each other up in terms of trustworthiness through reaction to each other's eye contact. You can try little experiments with yourself. An artist and salesperson understand the power of eye contact and use it to good advantage. Counsellors understand that eye contact is a very powerful way of communicating understanding and acceptance. Speakers understand that eye contact is important in keeping an audience interested in one's subject.

Tics constitute a fifth form of non-verbal communication. The involuntary nervous spasms of the body can be a key to one's being threatened. A number of people stammer or jerk when they are being threatened. But these mannerisms can be easily misinterpreted.

Posturing is a fourth form of non-verbal communication. How one postures the body when seated or standing constitutes a set of potential signals that may communicate how one's legs is often said to be defensive. It is sometimes observed that a person under

severe psychological threat will assume the body position of a foetus. The seductive person opens his body to other people and postures himself so that his entire body is exposed to the other person.

Gesturing is an eighth form of non-verbal communication. It is said that if we tie a Frenchman's hands, he is mute. We carry great deal of meaning through the use of gesture. But gestures do not mean the same thing to all people sometimes people attach a different emphasis to our words and we attempt to clarify our meaning through the use of gestures. Gestures can be either ambiguous or unambiguous. point at water and then point to your mouth. This is an example of an unambiguous gesture. Another person watching you is almost certain understand that you want to drink water. There is hardly, Any chance of misinterpretation here. In our everyday life, we frequently use a combination of words, gestures and facial expressions to express our full meaning. calling someone an "idiot" with an accompanying smile is different from saying it without a smile. In addition, gestures often have different meanings in different circumstances, depending upon various factors: cultural, geographical, social, etc. For instance, if you nod by moving your head up and down, in India it means a concurrence, a "yes," whereas the same gesture in, say, duwait would mean the exact opposite, a dissent, a "no". Sub-vocals constitute a sixth form of non-verbal communication. we say uh,uh, when we are trying to find a word. we say a lot of non-word things in order to carry meaning to another person; we stammer, we hum, we grunt, we groan and so on. These sub-vocal noises are not words but they carry meaning.

Distancing is a seventh form of non-verbal communication. Each person is said to have a psychological space around him /her. If another person invades that space, he/she may become somewhat tense, or alert, or jammed up. we tend to place distance between ourselves and others according to the kinds of relationship that we have and what our motives are towards each other. These reasons for establishing distances are often not displayed openly, but the behaviour is, nevertheless, interpreted. Vocalism or inflection constitutes a ninth form of non-verbal communication. As an example, take the sentence, "I love my children." That sentence is meaningless unless it is pronounced. The way that sentence is packaged vocally determines the signal that it gives to another person. For example, the emphasis is on the first word, "I love my children," the implication is somebody else doesn't. If the emphasis is on the second word "I love my children," the implication is that someone else's children do not receive the same affection. If the emphasis is placed on the final word "I love my children," a fourth implication may be drawn, that is, that there are other people whom I do not love. So, the way we carry our words vocally often determines the meaning that another person is likely to infer from our message.

DIFFERENT FORMS OF COMMUNICATION

Communication is generally classified into the following types

Extrapersonal communication	Mass communication
Media communication	Verbal communication
Non-verbal communication	Intrapersonal communication
Interpersonal communication	Oral communication
Written communication	

Let us briefly get acquainted with some of these varieties of communication.

Verbal Communication

Since a professional has spend a large amount of his / her working time is speaking and listening to others besides reading and writing, most of the time he / she has to use language as a vehicle of communication . This type of communication is termed as verbal communication.

Verbal communication thus stands both for the spoken and the written word used in the communication process. It can further ne divided into oral and written communication.

Extrapersonal communication - Communcation does not take place only among human beings. If we observe carefully, we find that sometimes we do communicate with non-human entities, such as a animals, birds, etc. For instance, whenever we command our pet dog or cat sit, stand, or go , they immediately follw our orders. Whenever we caress them pet dog or cat on their back for doing something good, they are elated and they start wagging their tails. This type of communication is known as extrapersonal communcation.

Mass Communication - This is generally identified with tools of modern mass media, which include books, the press, cinema, television, radio, the internet, etc,. IT is a means of conveying messages to an entire populace. This also includes the speeches delivered by a prophet or a polITICAL leader.

Written communication - In this type of communication the sender uses the written mode to transmit his / her message. Reports, proposals, books, handbooks, letters, emails, etc. come in this category. Written communicationis routinely used for documentaion purpose in business and government organizations.

Non - verbal Communication - When a message is communicated without using a word the process requires non - verbal cues to be transmitted and received. Non-verbal communication forms an important part in the world of professional communication. It can be furhter categorized into two parts body language and paralinguistic features. Body language involves aspects such as personal appearance, walk, gestures, facial expressions, hand movements, posture, and eye contact. The paralinguistic features include a person's voice, volume, pitch, rate, pauses, articulation, voice modulation, etc.

Oral communication - A face - to face interaction between the sender and the receiver is called oral communication. In this type of communication, there could be two or more than two persons who use spoken language as a medium of communication. For instance, whenever we make presentations, deliver speeches, participate in group discussions, appear for interviews, or simply interact with somebody we are involved in oral communication.

Intrapersonal Communication - This implies individual reflection, contemplation, and meditation. So, whenever communication takes place within one's own self, it is termed as intrapersonal communication. One example of this form of communication is transcendental meditation. It is also believed that this type of communicating with the divine and with spirits in the form of prayers and rites and rituals.

Media Communication - It includes communication that takes place only with the help of electronic media, such as computer, cell phones, LCD, video, television. etc. Of these, the internet has become a major means for all sorts of official or personal communication.

Intrapersonal communication - This is a direct, written, or oral communication that occurs between two or more persons. The oral form of this type of communication, such as a dialogue or a conversation between two or more people, is personal and direct and permits maximum interaction through words and gestures. Regardless of the type of communication involved, communication remains an evercontinuing process that keeps ticking all the time. It is as important to human life as is our any other day - to day activity, such as breathing, eating, and sleeping.

COMMUNICATION NETWORK IN AN ORGANIZATION

Communication serves as instrument to measure the success or growth of an organization. The success of an organization is recognized by the quality and quantity of information flowing through its personnel. In today's business enterprises, information must flow faster than ever before. Even a little delay might cause a great loss. In large organizations, to keep oneself informed about the smooth operation of the various departments and for performing excellently in the market, it is essential for professional, who plays a key role in the organization, to know and understand the different forms of communication that constitute the network in an organization.

Different Types of Communication Flow

Communication in a professional organization flows at different layers and levels which regulate, guide, and propel its flow. The different types of communication flow in an organization are as follows :

Upward Downward Corsswise Spiral Horizontal Vertical

If the management circulates a copy of new bonus and incentive scheme among all the employees, it will be called spiral communication in the organization. Sometimes however, communication flows between persons who belong to different levels of

hierarchy and who have no direct reporting relationships. This is used generally to quicken the information flow, improve understanding and coordinate efforts for the achievement of organization objectives. Such a movement of an information is termed as diagonal communication. The information flow in an organization can be seen with the help of which shows the communication flow that streams in various directions within an organization. Communication may flow horizontally, i.e., among people of the same rank in an organization. This is for better coordination among various departments and for effective decision-making purposes. In order to achieve the production target for a particular month, the discussion held between the production manager and the supply manager will certainly be a perfect instance of horizontal communication. However, when the production manager imparts certain instructions to the workers and supervisors for the same purpose, it will be downward communication. Here the information moves from the higher authority to its subordinates. And in the same context, if the supervisor reports to the production manager regarding the present state of production, it will be case of upward communication.

Variation in language – Sometimes certain words and idiomatic expressions are culture specific. If we do not use them appropriately in the respective cultural context, it might lead to miscommunication or non-communication. For instance, what is called sidewalk in the US, in Britain it is called pavement, whereas in India, it is called platform. Similarly, it is apartment in the US, flat in Britain, and house in India. In the same way, we find in Britain to table a proposal means to act on it, whereas in America it means to postpone. Therefore, if we use such expressions indiscriminately, it would lead to confusion and consequently may lead to the breakdown of communication.

Selection of a wrong variety of language – For various human interactions, we choose different varieties of expressions. Imagine a lawyer flaunting his courtroom gambits and exploiting his argumentative skills to convince his wife to give him a cup of tea! The chances are that he won't get that! The reason's is obvious : it is a wrong variety of language chosen and hence it fails to elicit the desired reply. Because of a wrong variety of language, even a strategy, otherwise effective and useful, may fail miserably. In the convoluted world of communication, at times it is the selection of a wrong variety of language that leads to failure as the speaker fails to get the feedback of his / her own liking.

Grape vine communication - In organizations, informal communication permeates the personal and professional lives of employees. This informal flow of communication is called grapevine. For instance, rumours about the company's expansion, promotion of an employee, relations between two colleagues are some of the examples of grapevine. It flows in all directions. Grapevine may create both negative and positive impact on the environment within an organization.

Semantic gap – Semantic gap or distortion might be deliberate or accidental, for example, an advertisement saying, 'We sell for less,' raises the question, 'Less than what?' Is the product sold the less number of people or offered at a less price? Thus, a message such as this may have different connotations and may leave the recipient of the message wondering about the real intention of the message. Thus, whenever there is a gap between the message sent and the message received, it might have arisen due to the language employed and the way it has been interpreted.

Differences in perception of a message – Different people perceive a particular situation in different ways. This clearly means that all the people cannot perceive a single message in the same way. Consider a situation wherein there occurs a dispute between a worker and his / her superior and a third person is asked to inquire into the matter. During investigation, it is very likely that both the worker and the superior will not recall the situation in exactly the same way. This is mainly because their perception levels are not the same. To overcome this problem, one needs to communicate on various perspectives, try to verify the matter from different points of view, and then come to a conclusion. Similarly, in a business situation, one should be very careful in the choice of words. It is because like many things in the world we utter are also open to a variety of interpretations. For instance, if the director of a company instructs the general manager to find out whether the company premises can afford to have a 'large parking space', the manager will not be able to answer unless the director defines what he means by 'large parking space', specifying its area. Likewise, words such as good, bad, proper, inappropriate, character, nature and a large number of other words are essentially subjective in nature and can be interpreted in various ways and hence need to be used carefully in order to avoid ambiguity in the message.

Badly encoded or wrongly decoded messages – The sender may have clarity about the message that is to be conveyed, but it may still not reach the receiver because the message might have been improperly expressed. Choice of wrong words, absence of punctuation marks or wrongly - timed pauses, poor organization of ideas, use of unnecessary jargon, etc. bring vagueness in the message. It is not just that the speaker may put ideas into coherent and properly worded expressions; it is at times even the listeners who may contribute to the messy world of misinterpretation by decoding the message in a startlingly different way. Let us consider the following situation. The Manager of Sieve International refers to the report submitted by his Marketing Trainee as bombastic. The young amateurish employee with a limited vocabulary assumes from the form of the word that it must mean something like fantastic and bursts into a grateful Thank you very much, Sir! So a badly or wrongly decoded message can lead to a hilarious situation for the onlookers but an embarrassing one for the people involved.

Non- verbal Barriers – Apart from the basic aspects of communication stated earlier, one needs to keep in mind the non - verbal aspects too in order to be considered adept in communication skills. Moreover, when verbal and non - verbal messages clash, receivers tend to trust the non - verbal messages. Sometimes even flashing eyes, rolling eyes, quick movements or very slow movement, or avoiding eye contact may also cause non - verbal barriers to effective communication. Raising eyebrows constantly suggests that the speaker is not convinced about the information that he / she has shared. Bulging eyes leave the audience alienated as the speaker unnecessarily sounds arrogant. Even when a presenter keeps his / her hands or thumbs constantly in the pockets of his / her trousers, he/ she will certainly appear snobbish, scared, or deceptive to his/ her audience. Similarly, if some awkward gestures are constantly used by the speaker, these will create blocks in the smooth flow of communication. Chapter 10 on non- verbal communication deals with the topic in greater detail.

Listening barriers – Poor listening results in incomplete, incorrect, and inconsistent responses. Sometimes people do not listen to others properly and patiently because rather than listening to others' views, they may just be waiting anxiously for the speaker to keep quiet so that they may articulate their own views. Experience suggests that those who listen to others with dwindling attention fail to speak properly as well. It is so because listening is the mother of all speaking. Listening requires concentration, patience, and focus ; the turbulence characterizing a quintessential twenty- first century mind, however, renders the whole task extremely challenging. And although we all pretend to listen to others while sitting in a meeting or attending some oral presentation, we usually are occupied with the idea of speaking at the earliest opportunity. It is so because speaking is a human urge, while listening is a compulsion. We all aspire to be speakers but not necessarily all of us crave to be a listener. That is why, there are many speakers but just a few listeners. Moreover, listeners interrupting the speakers or avoiding an eye contact with them also causes barriers to effective listening. Besides the above, the following reasons may also cause listening barriers in the communication environment :

Topping the speaker's story with one's own set of examples

Forgetting what is being discussed

Asking too many questions for the sake of probing

Making the speaker feel as though he / she is wasting the listener's time.

Being distracted by something that is not part of the ongoing communication.

Getting ahead of the speaker and completing his / her thoughts

These barriers have been elaborately discussed in Chapter 9 on developing effective listening skills.

NON-VERBAL COMMUNICATION

Write the text of a speech on global warming. Ask the best speaker in your class to deliver it. Let his/ her speech be followed by the most mediocre speaker in your class. Although the text is the same, do you think that the impact that each speaker creates would also be the same? Not really. Even if both the speakers speak the same thing, they will not speak it in the same way. The best speaker would use his/ her mental agility, voice, and body to communicate to you the essence of the message. The mediocre speaker, however, would not really make such an effort. Does it mean that the real difference between a good speaker and a poor one is the difference in the manner of speaking? Yes, it does mean that. In fact, in most of the situations, the speakers do not stand out because of an outstanding text, but because of the manner in which the text is put before the audience. It is so because when people communicate they do not merely share some words, but also bring into play the subtle aspects of their voice and body to play an important part in communicating their ideas. Those who do it well realize their objective of being successful communicators, and those who are clumsy at it fail to register an impact. Therefore, as we prepare ourselves for a professional career, let us be perceptive about how the human body- through gestures, posture, expressions, hand movements, appearance and eye contact- communicates the entire range of emotions, expressions, moods and attitudes. For example, when you see passengers sitting at the airport waiting for their flight, candidates sitting in the foyer waiting to be called in for interview, players getting ready to replace or join their teammates playing on the field, or friend or yours waiting for his/her turn to express his/her view during a group discussion, you can figure out that their obvious actions underline similar emotions such as restlessness, boredom, fatigue or agitation. For displaying these emotions, no words are required. It is their sitting or standing posture, their hand or leg movements, their eyes or facial expressions which tell us in no unclear terms that they are going through the ordeal of waiting. The language that shares the unspoken emotion in a silent way is called body language, and together with the other paralinguistic features and proxemics, forms an integral part of non-verbal communication.

Body Language - Body language refers to all the expressions that we share by means of our body movements and not through words. Interestingly, the vocabulary of body language is universally common as it is interpreted and understood with the help of universally acknowledged body signs, cues, and symbols. The study of body language is known as kinesics. Since body language acquires a universal appeal and impact, it becomes imperative on our part to attain a certain level of proficiency in this. In fact, just like any other language, body language too needs to be improved with conscious efforts, especially because it is more trustworthy than any number of spoken or written words. Let us take a look at some of the important elements of body language.

Personal Appearance : A person's external appearance is as important as the interior of house. Do you think you would be impressed with a house or its people if you found the interior is not well kept, most of us are likely to conclude that the house is not well maintained. Similarly, a speaker who does not seem to be maintaining himself/ herself well is not likely to win the appreciation of the audience. Now, what is it that can make or mar our personal appearance? Let us have a close look at the nuances of the term and understand how to score well on this front.

Dress, make-up shoes, and hair style:- Nothing in the professional world happens by chance. Professionals make their own choices. Therefore, if the choices go wrong, one cannot expect the right results. For example, if you choose to wear a rumpled dress on the day you are being interviewed, it is sure to spoil your chances of landing into a job. However, in the professional world there is something more than a job at stake. Therefore, it is important that you select a dress that is neatly washed, properly ironed and fits you well. Being properly dressed does not mean being fashionably or glamorously dressed. Dressing well and keeping a good posture is not something you should do only on special days to make an impression on someone. It is something you have to cultivate, because if you dress sloppily in your everyday life and then one fine day decide to dress to kill, chances are that you won't succeed. Therefore, make it a habit to dress well. Posture refers to the way we sit, stand and carry ourselves, our posture communicates the way we visualize the world around us. For instance, what do you think of a person who keeps his /her head down while walking? Certainly not. Most of them actually seem to be scared of being noticed. Some others appear to be lost in deep thought and contemplation. Such people are either mocked at or ignored. On the other hand, the person who stands, sits and walks upright commands respect and attention. Therefore, a professional has to cultivate and maintain elegance in his/her sitting, standing and walking posture. Given below are some important tips following which you can maintain an impressive posture during professional meetings, interviews, group discussions, presentations, and other formal occasions.

Avoid crossing your legs while sitting or standing before your audience.

Avoid leaning on the lectern or reclining against the back of the chair.

Keep shifting your body weight as you stand before your audience.

Feel and communicate ease through your sitting and standing posture and also the way you carry yourself at professional gatherings.

Avoid keeping your feet at attention or parallel.

Look straight while walking, avoid looking down at the floor outside the window or door, or up at the ceiling.

Don't let your shoulders droop.

Lift your feet clearly off the floor while walking; avoid dragging them.

Avoid being too slow or aggressively fast while walking up to the podium or dais.

Don't slouch while walking or sprawl while sitting.

Gestures and Hand Movements - Just as a picture can silently speak a thousand words, a gesture can communicate all that the speaker feels consciously or unconsciously. Common gestures and their commonly understood meanings

Crossed arms indicates submissiveness, defence and negativity.

Hands on knees indicates readiness.

Locking hands behind one's back indicates one's arrogance.

Rubbing the eye indicates doubt and disbelief.

Waving indicates saying hello or goodbye.

Making a fist indicates anger.

Thumbs up shows appreciation or agreement.

Pointing means showing something

A speaker of listener's gestures and hand movements can support and emphasize their state of mind. Imagine a speaker who keeps rubbing his/ her palms while delivering speech; imagine a listener who sits cross-legged and also clamps his/ her arms against the chest; think of a communicator who keeps rubbing his/her face. What do you make of them? Do these people create a favourable impression on others? Clearly, they don't. It is so because, though the gestures do not overtly convey anything, the impact created by them is telling enough. Therefore, it is advisable to use gestures and hand movements appropriately; so that the impact created by them is graceful and suits the occasion.

Given below are a few tips which should be borne in mind while using gestures and other hand movements.

Don't lean on to a lectern; it reveals lack of confidence.

Avoid playing with key rings, etc; it distracts your listeners.

Avoid playing with key rings, etc it distracts your listeners.

Don't wring your hands or play with rings on your fingers.

Don't tug on your shirt-sleeves or shirt collars; it reveals your discomfort.

Don't scratch or crane your neck; it reveals uncertainty and doubt.

Don't let your arms wave below your waist or allow them to loosely move about.

Use graceful and socially acceptable gestures.

Avoid aggressive and provoking gestures.

Don't keep your arms folded against your chest; it suggests lack of confidence and uncertainty.

Don't keep your arms folded against your chest; it suggests evasion and fear.

Don't keep your hands locked behind you; it suggests concealment of your true personality.

Avoid twitching or rubbing your nose.

Don't scratch your forehead, or eyebrows, or head; it suggests that you are unsure of yourself.

Eye Contact : Eyes are the windows to soul. They truthfully convey the emotions and feelings one goes through. In fact, it is believed that you can tell lies with words but your eyes will give away the truth. Therefore, looking into a person's eye is the best way to understand his/her attitude or reaction to all that you speak. Hence, maintaining an eye contact with your speaker and listen is the most important part of your non-verbal communication skills. As a professional speaker, try to look into the eyes of the people in front of you. At times, the crowd that we face is huge and we feel nervous and hence start avoiding eye contact. Remember however, that it is bound to spoil all the impact of your otherwise well-written and well-articulated speech. Similarly, if you avoid eye contact during a job interview, you are more likely to lose rather than gain. It is so because someone who is not able to look into the eyes of their interviewers is considered edgy, nervous, and lacking in self-confidence. Even during group discussions and other meetings, the speakers become increasingly conscious of those who do not look at them as they speak. Again speakers who do not look into the eyes of their listeners during meetings and other discussions are also likely to lose their credibility. In fact, in any human discourse, eyes play a very significant role, and avoiding eye-contact is seen as an indication of evasion is equal to digging one's own grave. Therefore, regardless of your position in any human interaction, learn to look into the eyes of your co-communicators. Here are a few suggestions, following which you will be able to use your eyes to support your efforts in communicating your ideas effectively.

Facial Expression - Just as eyes are regarded as the windows to the soul, the face is considered an index of our mind. If there are unpleasant, sad, and gloomy expressions on your face, you are likely to create a very negative impact on your listeners or speakers. In the entire communication process, it is the person's face that we get to see most of the time. Therefore, if a face reflects negativity of any type and expresses dejection, irritation, indifference, fear, confusion, inhibition, vulnerability, or doubt, it is likely to severely affect the effectiveness of communication.

Since your face gives an indication of what you experience while communicating with others, it is of great significance to all the people involved in the process of communication. Therefore, use your face for expressing your confidence and ease. Start with a smile; a smile can light up your face. A smile is more often than not likely to help you establish a rapport with your co-communicators. You may have noticed that speakers who spoke to you with a smile on their faces were well accepted and better listened to. If a smile can work wonders, there are in contrast many negative expressions also which may completely wreck your communication with others. Think of a face that has a three-day stubble or a perpetual frown or smirk. Would you, as an audience, associate with such a person who runs you down or doubts you through his/her facial expressions? No way. Hence it is important to present a pleasant disposition through your facial expressions. Let there be emotions of confidence, zeal and enthusiasm. Let your face reveal a heart that is willing to associate and communicate; express this attitude both while being a speaker and a listener.

Exude confidence through your eyes.

Feel warmth for your fellow listeners/speakers; it is likely to improve your eye contact with them.

Feel and express a willingness to connect and communicate through your eyes.

Maintain good eye contact with your listeners.

While addressing a large gathering, ensure that you keep looking in all directions.

While others speak, observe them carefully and try to understand the non-verbal cues they emit.

Given below are some tips which may help you maintain proper facial expressions while speaking or listening to others;

Avoid being dull in the face; express confidence and ease.

Avoid expressing dejection, sadness, or indifference.

Avoid reflecting strong emotions on your face.

Let your face suggest your honesty, integrity and conviction in what you say.

Don't smirk; it suggests arrogance.

Don't express any kind of disrespect or contempt for your listeners.

Let your face suggest a willingness to associate yourself with others.

Start with a smile but don't keep smiling throughout.

Don't have a frown on your face; it suggests arrogance.

Avoid raising your eyebrows while speaking or listening to others.

Don't purse your lips while speaking or listening to others.

Don't narrow your eyebrows; this too suggests your lack of trust in others.

Paralinguistic Features - Just as we can communicate various attitudes through our gestures, posture, expressions, and body movements, eyes, and hands, we can express emotions and feelings with the help of different aspects of our voice. Though we cannot radically change our voice, there are different aspects of voice which can be carefully worked on to create the right type of impact on our listeners while we deliver a speech, make a presentation, participate in a group discussion, or appear for a job interview.

Pitch/Intonation/Cadence/ Voice Modulation – Pitch refers to the rise and fall in human voice. Just like the other aspects of voice, pitch too plays a crucial role in communicating your ideas to others. In fact, it is the pitch- the rise and fall- in your voice which can express all the emotions that are to be conveyed. So that you do not confuse volume and pitch, let us understand the difference between the two. All of us listen to songs on our stereos, CD players, iPods, etc. When is it that you lower? Is it the pitch or the volume? Obviously, it is the volume of a song that you can decrease or increase, but you cannot increase or decrease the pitch. However, what characterizes a song is not its volume, but the pitch which the gifted singers so meticulously vary. And not just singers, but all speakers need to effectively employ various pitch patterns in their speeches. Pitch is something that adds colour and lustre to your voice, and hence plays an important role in the overall communication process.

Since pitch can express and convey all our moods, emotions, and sentiments, it becomes really important for us to carefully employ the desired pitch patterns. Quite often, we find the speech of a person quite boring because he/she does not use the variety of pitch patterns as per the requirement of the situation. In order to understand this, listen carefully to those songs in which the singer keeps singing in a solemn way until he/she reaches the crescendo. The change in the initial note and the later part is the change in the pitch patterns. The changes and varieties of pitch patterns can be observed even while we continue to listen to the song at the same volume. It is, therefore, suggested that you employ the variegated pitch patterns quite judiciously in order to keep your listeners engaged and interested in your expression. It is, in fact, the variations on the pitch which provide colour and lustre to a singer or a speaker's voice.

Pronunciation and Articulation - Pronunciation plays an important role in expressing our ideas. As discussed earlier, English is not our native language and hence the pronunciation of Indian speakers of English is different from that of the native speaker. An effort should constantly be made to make our speech as close to standard English as possible. In terms of pronunciation, we should stick

to RP English as it is recognized as the standard pronunciation of English worldwide. The chapter on phonetics discusses the different RP sounds of English and also gives you sufficient information regarding word stress, weak forms, and intonation patterns. Following which you can make your spoken English intelligible to a native listener.

Articulation is also as important as pronunciation. To highlight the difference in these two commonly confused terms, let us consider the following words and expressions: 'psychology' 'mythology' 'rendezvous' 'clerk' 'sample', etc: all such words and many more in English are pronounced in different ways, but the person's articulation that is at fault.

Articulation refers to our ability to speak different sounds distinctly.

Proxemics/Space distance - Have you ever observed lions and tigers in a zoo? Do they appear to be comfortable with their caged existence/ Don't you often find them moving restlessly inside their cage? Tigers and lions- and none of the other animals or birds- seem to be happy inside a cage. Therefore, they appear to be restless and disquieted most of the time. The situation gets worse if many of them are put inside the same cage. You often see them attacking and mauling each other. Why does it happen? And it is not just animals or birds but also humans that detest being inside cages. We all love our freedom and want to protect it at any cost. Observed closely however, it seems that it is not just freedom but also space that matters to us. Physically, all of us are free. But when we see a crowded place, we do not feel comfortable. We do not want to board a crowded bus or train; sit on a waiting bench where others are sitting stand in a long sleep in a room that seems crammed and crowded with things. In fact these are only a few instances which suggest how we all want our own territory and space to feel relaxed and enjoy a comfort that is lost if we are surrounded by things or people.

While communicating in formal situations, therefore, it becomes quite important for us to understand and respect the territories of other professionals, and see to it that they never feel intruded. In fact, if you stand too close to people while speaking to them in formal situations, they are likely to resist and resent your presence. Like all animals, humans too have a psychologically defined territory and not many are welcomed beyond a certain point.

Standing or sitting too far away from your listeners or speakers on the other hand, is also not all that advisable. Just as standing or sitting too close to others may make them feel intruded upon and violated or choked, standing or sitting too far away may communicate a sense of alienation and lack of warmth. Therefore, it becomes important for us to understand the different zones in to which the psychological territories of human beings can be divided. How we can appreciate the various psychological zones maintained by most of us is given below.

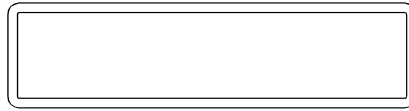
Signs – This includes the mechanical communication such as use of signal flags, the 21-gun salute, hours, and sirens.

Symbols : This is the type of communication that makes use of religious, status, or ego-building symbols.

Kinesics – Kinesics is the name given to the study of the body's physical movements. In other words, it is the way the body communicates without words, i.e. through various movements of its parts. As is well said by Warzlawick and his associates, 'You cannot not communicate.' You communicate just by being. Nodding the head, blinking eyes, shrugging shoulders, waving the hands, and other such physical activities are all forms of communication. Some kinesic behaviours are deliberately intended to communicate. For example, you nod your head for acceptance. Understanding non-verbal cues will develop your ability to use them more effectively during your presentations.

LECT NOTE:
COMMUNICATIVE ENGLISH

By: Yogamaya Khandual



UNIT - I

LITERATURE APPRECIATION

1. Reading comprehension

Sub-skills of reading comprehension are to be worked out and tested through an unseen passage in about 200-500 words.

A student should get acquainted with sub-skills of reading for the purpose of :

- Skimming the gist
- Scanning for necessary information
- Close reading for inference and evaluation
- Main idea and supporting points
- Guessing the meaning of un-familiar words
- Note- making
- Summarizing
- Supplying a suitable title

2. Text

The following chapter from “Invitation to English”, Book-1 for +2 students of CHSE, Odisha. 2016 reprint to be covered in class room:

- Standing Up For Yourself By Yevgeny Yevtushenko
- The Magic Of Teamwork By Sam Pitroda
- Inchcape Rock By Robert Southey
- To My True Friend By Elizabeth Pinard

The student is to answer comprehension questions from these chapters in the end examination.

Unit

1

READING COMPRESSION

Reading Compression is a hard fact, It is a hard fact that most of the readers have only the most basic reading and writing skills and the rest of them not only lack the skills to function successfully in a literatre society, but also are not aware of their inadequacies. These facts make it obvious that we have to look for new approaches to prepare students for the millennium, especially in light of current job market trends. The job market now demands a workforce that is morer highly educated than ever. For example, assemble lines workers must interpret manuals in addition to operating machinery. These workers must be able to read, write, analyze, interpret and synthesize information.

1. Read the following passage carefully and answer the questions below it.

Have you ever looked up at the night sky and noticed a band of stars that have a whitish ‘cloud” around them ? If you have, you were looking at a portion of our own galaxy, the Milky Way. It is called “milky” because of this whitish cloud that the stars live in. This cloud is actually light that the stars give off.

People who lived many centuries ago didn’t know that they were seeing when they looked at the Milky Way in the sky. Some thought it was a bridge, some thought it was a river, and others thought it was a pathway for spirits of the dead. Today, the Milky Way is much less mysterious. We know more about our galaxy now then ever before. Scientists and astronomers continue to study it and learn more about it. What is a galaxy ? It is a system of millions to hundreds of billions of stars. Our galaxy, the Milky Way, contains about one trillion, or 1,000,000,000,000, stars. It is hard to imagine a “trillion” stars, isn’t it ? There are hundreds of billions of galaxies in the universe. How does a galaxy related to the universe ? A galaxy is part of the universe. The universe includes all galaxies.

When you look at the Milky Way at night, the stars you can see are the brightest stars. Some people use a telescope to see more stars, or the stars that are not as bright. It is easiest to see the Milky Way if you live in the country. That is because the light from cities can make it harder to see the light from the stars in a dark sky. The Milky Way has a pancake shape, and the Earth is located somewhere

near the centre of this “pancake”. When you look at the Milky Way at night, you are seeing just a portion of the galaxy. This portion appears in a different place in the sky depending on the time of year. It is higher in the sky during the spring and winter. but during the spring and fall, it is lower, and closer to the horizon.

QUESTIONS

1.(a) According to the article, how many stars are in the Milky Way ?

- (i) 1 million (ii) 1 billion (iii) 2 trillion (iv) 1 trillion

Ans. (iv) 1 trillion

(b) Read this sentence from the story :

Today, The Milky Way is much less mysterious.

What is a synonym for the word mysterious ?

- (i) strange (ii) ordinary (iii) common (iv) serious

Ans. (i) strange

(c) If you live in a city, why would you want to, or need to, use a telescope to see the Milky Way ?

(i) people have no idea of telescope in village.

(iii) telescopes are easily available in city.

(iv) scientists and astronomers continue to study it and learn more about it in city.

(ii) the light from cities can make it harder to see the light from the stars in a dark sky.

Ans. (iv) The light from cities can make it harder to see the light from the stars in a dark sky.

(d) Which of the following statements is NOT a fact ?

(i) there are hundreds of billions of galaxies in the universe.

(ii) the Milky Way contains about one trillion stars.

(iii) The Universe contains only one galaxy.

(iv) the Milky Way has a pancake shape.

Ans. (iii) The Universe contains only one galaxy.

(e) Which of the following sentences is true ?

(i) galaxy is a part of universe

(ii) universe is a part of galaxy

(iii) the Milky Way has a round shape

(iv) Milky Way is mysterious in recent days.

Ans. (i) galaxy is a part of universe

(f) Write the synonym of following words :

live, imagine

Ans. Live - Stay

Imagine - Think

(g) Write the antonym of following words :

appear, easy, dead

Ans. Appear - Disappear

Easy - Difficult

Dead - Alive

(h) Prepare a note on the above passage.

Ans. Note

Milky Way Galaxy

Stands with the whitish clouds starts with lives.

Milky Way a mysterious thing.

Galaxy is a part of the universe.

Milky Way is just like a jay cake.

In summer and winter it is higher.

During spring fans lower and closer to the horizon.

(i) Give a suitable title to the above passage.

Ans. Milky Way Galaxy : The Part of Universe.

2.(a) (i) "This is the oil that has changed the life of the common man.' How has the oil changed the life.....?"

Ans. The most important use, of oil that changed the life of man is in looking commercially oil has found its use as a fuel in defence, industrial and transport purposes.

(ii) **Find a word (in para-2) which means 'put oil or grease into'.**

Ans. Lubricate

(iii) Find a word (in para-2) which means have a 'innumerable'.

Ans. Countless

(iv) Find a word (in para-2) which means 'layer'.

Ans. Film

(v) The oil used for this purpose_____ (para-2). 'This purpose' here means _____.

Ans. Here the purpose means lubrication.

(vi) Find a word from-3 which means 'very great'; immense'.

Ans. Enormous

(vii) Oil assumed worldwide importance when_____.

Ans. The internal combustion engine was invented.

(b) From your reading of the passage, make you notes on the uses of the mineral oil in the following areas/places.

Defence, Industry, Navigation, Railways and General purpose. (Do not add any extra-information).

Ans. Defence : The oil helps in the movement of tanks, aeroplanes and waships.

Industry : It is used to lubricate all kinds of machinery.

Navigation : When mineral oil is refined to petrol it drives motor cars, aeroplaces and ships for nagivation.

(c) Give a suitable title for the passage.

Ans. Advantages of oil towards humna civilization.

3. Read the following passage and answer the question based on it.

Old mother Alison had fallen on evils days. A faded old woman, who lived alone a tumble down hut on the out skirts of the Nillage. Here, life went on as it had done for centuries, the men king out a scanty existence by catching fish in the big lake stretched for miles like an inland sea. Often a gate would arise and lives would be arise. One day such as mother Alision sen didn't return. The shock of his death seemed too much for her and wild nights she would wonder along the lake side. Perhaps that was why the rumour went round-" A witch" The approach and she was shunned by all.

Then trouble fell on the villagers. During a terrible storm a hut caught fire and the flames spread until almost the whole village was in a blaze. The people made rude shulters where they crouched hungry and cold until a whisper went around- " The witch she has brought this upon us" There was an angry murmur. Old mother Allison's house had been one of the four to escape the flames.

Bushing thither, the fisher folk dragged the old woman down to the lake “ Throw in the witch they cride” Then we shall have an end to our troubles.”

Mother Alison had noticed in the sky faint glimmer of light. “ Tomorrow, she said slowly there will not be a live fish left in the lake. “ The people looked at her conscious “ We shall see when tomorrow comes cride someone. And they troubled the old woman back to her hut. All might long the gale raged. but at dawn the lake lay quiet and still. On its surface floated innumerable dead fish. The people quiet awestricken. A sign had been sent to prove mother Alison’s innocence. Perhaps it was a sign. On perhaps mother Alison had remembered a time beyond the memory of the villagers when the high tides on the coast had filled the lake with brackish water and killed all the fish.

Answer the following question

(I) Give word meanings

(i) **gale:** A gale is a very strong wind.

(ii) **Light -headed:** If you feel light- headed you feel rather unsteady and strange for example because you are ill because you have drunk too much alcohol.

(iii) **Pleaded innocence:** If you plead with someone to do something. You ask them in an intense emotional way to do it.

(II)

(i) **What made mother Alison light headed and strange”?**

Ans: The shock of the death of her son made mother Alison light headed and strange.

(ii) **The villagers began to think of mother Alison “ a witch” What does this mean? Why was she shunned by all ?**

Ans: A witch is a man or woman who claims to have magic powers and to be able to use them for good or bad purposes. A rumour spread that she is a witch, hence children ran away at her approach and she was shunned by all.

(iii) **What is particular made them blame mother Alison for the fire ? what did they intend to do with her why ?**

Ans: As mother Alison’s boat was escaped from fire, that made them blame her for the fire. People thought that she is responsible for the incident, so they decided to throw her into the lake.

(iv) **What did the fisher- folk mean by demanding “ a sign ? (in the above passage)**

Ans: A sign to prove her innocence.

(v) **What does “ a joint glimmer of light” in the sky indicate ? (in the above passage)**

Ans: A joint glimmer of light indicated that Tomorrow there will be no live fish left in the lake”.

(vi) **Why had all fish died ?**

Ans: As the people blamed the innocent lady for the fire, and decided to throw her in to the lake hence God cursed and all the fish of the lake died.

(vii) **How could you conclude that the lake was a fresh water lake very near be the sea ?**

Ans: As is the last paragraph the writer talks about brackish water and the tide, it is proved that the lake was very near to the sea.

(III) Give a little to the above message and give a reason to justify your choice.

Ans: “WINNING OF TRUTH” All villagers suspected the lad for incident and decided to punish her. But actually she was innocent and that was proved at last.

4. Read the following passage and answer the questions based on it.

(i) As the dreaded examinations crawl to a halt students look forward to the much awaited “ creative outlets” the summer camps, to let off steam and spend their holidays and summer camp is conducted over a short period of four to five weeks involving interesting and fulfilled activities. The colourful specturn of summer camps provide a wide variety of activities which include atilistic skills such as painting, artistic art, music craft and also spoken English, cooking and computers courses. Not only this, the summer camps keep the child “ fit as a fiddle” by importing lessons in yoga, cricket, tennis and swimming.

(ii) With changing times and trends parents have become productivity oriented. They want their children to learn through productive play unlike in the pass when play was just play. Today, the parents want to tap the potential of their children to the full up to achieve this aim, the summer camps offerd an Ideal opening for children to devlop their hobbies and talents. The importance of creative play is often underestimated whereas the fact is that art and craft projects can excite even a young child's imaginations and promote a sense of great achievement. The little things that children make and take home give them a sense of achievement and pride when they show them to their parents.

(iii) Summer camps develop a child's confidence and his ideas. They also encourage children to do things on their own. The camps are beneficial for hyper

active and aggressive children as they help channel their energies fruitfully by drawing out the best in them. They also promote mutual understanding not only among teachers and children but also bring about interaction between the taught. This provides a goal experience for a better future of confidence.

On the basis of your reading of the passage complete the following sentences write the answers in your answer sheet against the correct blank number Questions.

- (a) Activities in summer camps are_____and_____.
- (b) Summer camps keep the children healthy since_____.
- (c) Now- a - days parents think play should be_____.
- (d) "To achieve this aim" What aim is referring to here ?
- (e) " They also promote mutual understanding "That" refers to_____.
- (f) Summer camps are particularly helpful for children who are_____and_____.
- (g) Give the list of qualities_____and_____apart from the ones given below. Which camps help to develop in children Confidence creative talents.
- (h) Write a suitable title of the above passage.
- (i) Write the synonyms of (i) beneficial (ii) confidence
- (j) What is a summer camp ? In which way it provides what types of carries to us.
- (k) What the summer camp provides us to achieve the aim ?

ANSWER

- (a) The activities in summer camps are artistic skills yoga summing etc.
- (b) They do different physically extracurricular activities for their entertainment.
- (c) Now - a -days parents think play should be productive.
- (d) Today's parent want to tap the potential to the full. Here this reason indicates the aim given in the question.
- (e) Here that refers to summer camps about which the writer is telling.
- (f) Summer camp are particularly helpful for children who are hyperactive and aggressive.
- (g) Painting swimming, artistic skills yoga and different productive oriented works apart from the others.

- (h) ADVANTAGE OF SUMMER CAMP.
- (i) Synonyms of beneficial : Helpful
Confidence : Self belief
- (j) A summer camp is conducted over a short period four to five weeks involving interesting and fulfilled activities.

NOTE MAKING AND SUMMARISING

- 1. Prepare brief notes in outline form representing the main points of the passage. Write the summary of the passage.**

The aim of education is to drag out the faculties of the boy on every side of this nature, to develop in him every intellectual and moral power, and to strengthen him physically, mentally and spiritually so that he may turn out at the end of his college career a useful, patriotic, pious gentleman, who respects himself and respects those around him. Education is a failure when it is simply cramming the boy's head with a lot of disjointed facts poured into the head as into a basket, to be implied out in the examination room and the empty basket carried out again in the world. It is not a good education which, when a boy has passed his examination, leaves him a nervous wreck, exhausted as to his body and overstrained as to his brain. When a boy goes out of his college, he should be full of life, full of vigour, full of energy and full of delight in his young life to take up the burden of the work of the world. He should not be nerve-exhausted and never-over strained when he has finished his educational career.

ANSWER

1. Value of Real Education

1. Real education develops –
 - a – intellectual power
 - b – moral power
2. It strengthens a person –
 - a – physically
 - b – morally
 - c – spiritually
3. It makes man –
 - a – patriotic
 - b – useful citizen

- c – courageous
- d –energetic
- e – delightful to take up the burden.

4. Education fails when –
- a – it degenerates into information cramming
 - b –it makes nervous week by overstraining

Summary : Value of Real Education

Real education brings about mental and physical development of a man and makes him a complete man, patriotic and useful citizen. It helps man face the odds of life and accept the challenges with courage, conviction and wisdom. Education fails when it degenerates into an information cramming exercise and leaves the student nerve exhausted by overstraining him.

2. Prepare brief notes in outline form representing the main points of the passage. Write the summary of the passage.

People moan about poverty as a great evil; and it seems to be an accepted belief if people only had plenty of money, they would be happy and useful and get more out of life. As a rule there is more genuine satisfaction obtained from life in the humble cottages of the poor men than in the places of the rich. I always pity the sons and daughters of rich men, who are attended by servants, and have governesses at a late age, at the sametime I am glad to think that they don't know what they have missed. It is because I know how sweet and happy and pure the home of honest poverty is, how free from perplexing care and from social envies and jealousies - how loving and united, its members are in the common interest of supporting the family. It is for these reasons that form the ranks of the poor so many strong, eminent self reliant men have always sprang and must spring. If we read the list of the immortals who are not born to die, you will find that most of them have been fair.

ANSWERS

2. The Blessing of Poverty.

1. People believe that money brings –
 - a – happiness
 - b – mental peace
2. Poor men leaving in humble cottage derive
 - a – great pleasure
 - b – genuine satisfaction

3. A poor man is free from –
- a – cares
 - b – anxieties
 - c – social envies
 - d – Jealousies

Summary : The Blessings of Poverty.

It is believed that wealth brings satisfaction in life. But genuine satisfaction in life is obtained in the humble cottages of the poor than in the places of the rich. The members of a rich family are self centered hence selfish in nature. Anxiety and perplexes haunt them very often. On the other hand the members of a poor family live for the common interest hence they get human association and heavenly peace in their family.

3. **Prepare brief notes in outline form representing the main points of the passage. Write the summary of the passage.**

About 2,500 million years ago (according to present theories) the earth on which we live was a ball of gas, which, on cooling, grew smaller and became liquid. The liquid continued to cool, giving off some of its heat by radiation and when liquids grow colder they solidify. The crust of the earth is the solid matter resulting from this cooling, but probably inside the earth there is still a mass of molten material which has not cooled as much as the outer crust.

The crust on which we live and from which we obtain almost everything that we have is not quite rigid. Volcanoes present on Etna and Stromboli in the Italian islands remind us from time to time of the force and heat below the ground. Various places on the earth are subject to earthquakes, the country that has suffered most from these being Japan. The study of earthquakes, the science of seismology, has shown that the origin of many of them is under the bottom of the sea and near the coast of a continent or large island. In an earthquake the surface of the land may move suddenly in any direction, bringing houses down, changing a straight railway-track into a useless zigzag, altering the courses of rivers. Changing the shapes of hills, and sometimes causing an immense sea-wave to rush on the nearest shore and add to the destruction. This tidal wave, as it is called, is wrongly named because it has nothing to do with tide.

ANSWERS

3. **Evolution of Earth and the Impact of Earthquake on it**

1. Evolution of the earth
- a – a ball of fire 2,500 millions and years ago.
 - b – Gaseous state changed into liquid.
 - c – Liquid cooled and solidified then it became crust.

2. Volcanoes remind us –
 - a – The force and heat below the ground
3. Origin of earthquake –
 - a – beneath the sea
 - b – near the coast on large island.
4. Devastation caused by the earthquakes
 - a – houses collapse
 - b – changes railway tracks
 - c – alters the course of the rivers
 - d – large tides rush to the shore

Summary : Evolution of Earth and Impact of Earthquake on it.

2,500 millions years ago, the earth was in a gaseous state. The gas on cooling becomes liquid. The gas cooling solidified and formed the earth's crust. Volcanoes remind us the force and heat below the ground. Earthquakes causes colossal loss of life and property. It collapses buildings change railway tracks, alters the course of rivers, light tidal waves in the form of Tsunami submerges coastal belt.

4. Prepare brief notes in outline form representing the main points of the passage. Write the summary of the passage.

What is soil ? The original materials from which it has been formed through long ages are the rocks of the earth's crust. There are three kinds of rocks, make in three different ways. Igneous rocks (Latin; ignis, fire) were made when the molten material of which the earth consisted long ago became cooler and solidified : granite, a very hard rock, is one of these, another kind of rock is sedimentary rock, formed when river brought down small pieces of material with them as they flowed into the sea. The matter which they brought down with them fell to the bottom the sea, and this sediment was slowly pressed and cemented together other substances into rock. Then the crust of the earth moved; the bottom of the seas were revised, and when they reached a sufficient height became dry land, sedimentary rocks are found in all kinds of places, even on high mountains. Shale (which often bear oil), limestone and chalk and sedimentary rocks.

The third kind of rock is metamorphic rock-rock which has been made by change due to heat. This was formed, for instance, when the lava thrown out by volcanoes affected the material over which it flowed. The heat changed the surface underneath and produced different kinds rocks, of which slate and marble are two.

ANSWERS**4. Soil and Classification of Rocks**

1. Soil is formed of – earth's crust.

S/N	Types of rocks	Formed of	Examples
1.	Igneous	molten material	granite
2.	Sedimentary	small pieces of material brought by river current	shell, lime stone chalk
3.	Metamorphic	change due to heat	slate, marble

Summary : Soil and Classification of Rocks.

Soil has its origin in the rocks of the earth's crust. There are three kinds of rocks : igneous, sedimentary and metamorphic. Each of these rocks is made in a different way. Granite, chalk the slate marble characterize them respectively. The first rock came into existence when the molten material became cooler and solidified. The second was formed out of other substances and the third kind of rock has been made by change due to heat.

5. Prepare brief notes in outline form representing the main points of the passage. Write the summary of the passage.

Animals talk to each other, of course; there can be no question about that. The trouble is, very few people can understand them. I know of only one person who could, and that was old Bill Martin, a Miner from California. I know he could, because he told me so himself. He had spent to many years among the mountains, listening to his only neighbours, the birds, that he could understand every word they said.

Bill told me that some birds do not talk much because they do not have much of an education. They have a limited vocabulary and use only the simplest of sentences. But some birds just cannot stop talking. They are very proud of their command of language and like to show off by using complicated sentences and difficult words. Blue jays, Bill said, are the best talkers, followed by Magpies, Sparrows and Wood Pigeons (in that order). The Crane, on the other hand, is a bird of few words, answering only when it is spoken to.

ANSWERS**5. Bill Martin's View on Birds**

1. Bill Martin –
 - (a) a mariner from California
 - (b) spent so many years among birds.
 - (c) understood the talking of the birds.
2. Bill's observation on birds –
 - (a) Characteristics of untalkative birds –
 - (i) not much education
 - (ii) possess limited vocabulary
 - (b) Characteristic of most talkative birds
 - (i) Proud of their command over language.
 - (ii) boast of using complicated sentences and difficult words.

- Examples :** (i) Blue jays
(ii) Magpies
(iii) Sparrows
(iv) Wood pigeons
(c) Let talkative birds –
 - (i) Know few words
 - (ii) answer only when it is spoken

Example : Crane

Summary : Bill Martin's View on Birds

Very few people can understand what animals talk, but Bill Martin, a Miner from Californian is an exception. The narrator learns from him that some birds do not talk much because of their little education and limited vocabulary. But there are others who talk ceaselessly. They have fluency in their language. They are the birds like Blue jays, Magpies, Sparrows and Wood-Pigeons. The Crane speaks too little.

Match the following L**1. Chance**

- (a) possibility of happening.
- (b) a suitable time or situation when you have the opportunity to do something.
- (c) an unpleasant or dangerous possibility.
- (d) the way that some things happen without any cause that you can see or understand.
- (e) opportunity.

Questions :

- (i) Time brought him a great chance.
- (ii) It was the change she had been waiting for.
- (iii) When installing electrical instrument don't take any chance.
- (iv) I met bear by chance.
- (v) Is there any chance of getting tickets for tonight ?

Answer :

- (i) Chance – opportunity
- (ii) Chance – a suitable time or situation when you have the opportunity to do something.
- (iii) Chance – an unpleasant or dangerous possibility.
- (iv) Chance – the way that some things happen without any cause that you can see or understand.
- (v) Chance – possibility of something happening.

3. Character

- (a) all the qualities and features that make a person, group of people and places or to have a strong or weak character.
- (b) strong personal qualities such as the ability to deal with difficult or dangerous situation.
- (c) approving the interesting or unusual quality that a person or a place has.
- (d) a person particularly and (unpleasant) or strange one.
- (e) the opinion that people have of you.

Questions :

- (i) The modern hotels here have no real character.
- (ii) She was a victim of character assassination.
- (iii) There were really strange character hanging around the bar.
- (iv) The book gives a fascinating insight upto Mr. Naveen Pattnaik's character.
- (v) Everyone admires her strength of character and determination.

Answer :

- (i) character – a person particularly an unpleasant or strange one.
- (ii) character – the opinion that people have of you.
- (iii) character – strong personal qualities such as the ability to deal with difficult or dangerous situation.

- (iv) character – all the qualities and features that make a person, group of people and or to have a strong or weak character.
- (v) character – approving the interesting or unusual quality that a person or a place has.

4. Check :

- (a) to see if it is correct, safe or acceptable.
- (b) to find out if something or somebody present.
- (c) to control something or to stop something from increasing or getting worse.
- (d) to stop yourself from saying or doing something or from showing a particular emotion.
- (e) to leave coats, bags etc in an official place.

Questions :

- (i) Do you want to check your coats ?
- (ii) She wanted to tell him the whole text but checked herself.
- (iii) The govt. is determined to check the growth of public spending.
- (iv) Is Sneha in the office ? Just a moment, I will go and check.
- (v) Check the container.

Answer :

- (i) Check – to leave coats, bags etc in an official place.
- (ii) Check – to stop yourself from saying or doing something or from showing a particular emotion.
- (iii) to control something or to stop something from increasing or getting worse.
- (iv) Check – to find out if something or somebody is present.
- (v) Check – to see if it is correct, safe or acceptable.

5. Chop :

- (a) to cut something into pieces with a sharp tool.
- (b) to reduce something by a large amount or to stop something.
- (c) the part of a person's or an animal's face around the mouth.
- (d) to be dismissed from a job.
- (e) to be likely to be dismissed from a job.

Questions :

- (i) The whole dept. has been given the chop.
- (ii) Who is next for the chop ?

- (iii) Add the finely chopped onion.
- (iv) The share price was chopped from 15 rupees to 5 rupees.
- (v) The dog started licking its chops.

Answer :

- (i) Chop – to be dismissed from a job.
- (ii) Chop – to be likely to be dismissed from a job.
- (iii) Chop – to cut something into pieces with a sharp tool.
- (iv) Chop – to reduce something by a large amount or to stop something.
- (v) Chop – the part of a person's or an animal's face around the mouth.

6. Circle :

- (a) a completely round flat shape.
- (b) the line that is the edge of circle.
- (c) a thing or a group of people or things shape like a circle.
- (d) an upper floor of a theater or cinema or movie where seats are arranged in a round rows.
- (e) a group of people who are connected because they have the same interests or jobs.

Questions :

- (i) She walked the horse round in a circle.
- (ii) The children stood in a circle.
- (iii) We had seats in the circle.
- (iv) She is well human in theatrical circle.
- (v) Cut out two circles on paper.

Answer :

- (i) Circle – the line that forms the edge of circle.
- (ii) Circle – a thing a group of people of things shape like a circle.
- (iii) Circle – an upper floor of a theatre or cinema or movie where sets are arranged in a curved row.
- (iv) Circle – a group of people who are connected because they have same interests or jobs.
- (v) Circle – a completely round flat shape.

8. Drop :

- (a) To fall or allow somethings fall by accident.
- (b) To fall or make something fall deliberately.
- (c) To fall down or be no longer able to stand because of tiredness.
- (d) To become or make something weaker, lower or less.
- (e) to stop that somebody can get out of a car.

Questions :

- (i) The climber slipped and dropped considerably.
- (ii) The temperature has dropped considerably.
- (iii) She expects everyone to work till they drop.
- (iv) Medical supplies are being dropped into the flood stricken area.
- (v) Can you drop me near the bank ?

Answer :

- (i) Drop – to fall or allow something to fall by accident.
- (ii) Drop – to become or make something weaker, lower or less.
- (iii) Drop – to fall down or be no longer able to stand because of tiredness.
- (iv) Drop – to fall or make something deliberately.
- (v) Drop – to stop that somebody can get out a car.

9. Early :

- (a) near the beginning of a period of time or event etc.
- (b) arriving or done before the usual.
- (c) near the beginning of a period of time or event, a piece of work.
- (d) before the present time or time mentioned.
- (e) before the usual, expected or planned time.

Questions :

- (i) The bus was ten minutes early.
- (ii) I woke up early this morning.
- (iii) He started writing verses as early as 1990.
- (iv) The project is still in the early stages.
- (v) She had seen him earlier in the day.

Answer :

- (i) Early – before the usual, expected or planned time
- (ii) Early – near the beginning of a period of time or event etc.
- (iii) Early – near the beginning of a period of time, or event, a piece of work.
- (iv) Early – arriving or done before the usual.
- (v) Early – before the present time or time mentioned.

10. Eat :

- (a) To put in your mouth, chew it and swallow it.
- (b) To have a meal.

- (c) To defeat somebody completely in an argument or competition.
- (d) To reduce or reduce something gradually.
- (e) To worry somebody over a period of time.

Questions :

- (i) I was too nervous to eat.
- (ii) Where shall we eat tonight ?
- (iii) The defence lawyers are going to eat you alive tomorrow.
- (iv) Wood had eaten away at the door frame.
- (v) Those repair bills have really eaten into my savings.

Answer :

- (i) To put food in your mouth, chew it and swallow it.
- (ii) To have a meal.
- (iii) To defeat somebody completely in an argument or competition.
- (iv) To reduce or reduce something gradually.
- (v) To worry somebody over a period of time.

TEXT**STANDING UP FOR YOURSELF****Yevgeny Yevtushenko****Introducing the author**

Yevgeny Aleksandrovich Yevtushenko (1933-)
is a Russian poet, novelist, essayist, dramatist,
screenwriter, actor, editor, and a director of films.

UNIT - I**Warm up**

Have you ever come across a child deserted by parents? How does he/she grow up ? Who looks after his/her education ? If you have not come across such an urchin in real life, see the harrowing experiences of growing up in the movie *Slumdog Millionaire* (2008), directed by Danny Boyle, and co-directed in India by Loveleen Tandan. It is an adaptation of the novel *Q & A* (2005) by Indian author and diplomat Vikas Swarup. Read the following unit of the text and note how a Russian child has been brought up in the streets :

The Text

In 41, I was living alone in an empty flat in a quiet Moscow street ...

My parents were divorced and my father was somewhere in Kazakhstan with his new wife and their two children. I seldom received letters from him.

My mother was at the front. She had given up her work as a geologist to become a singer and was giving concerts for the troops.

My education was left to the street. The street taught me to swear, smoke, spit elegantly through my teeth, and to keep my fists at the ready - a habit which I have to this day.

The street taught me not to be afraid of anything or anyone - this is another habit I have kept.

I realized that what mattered in the struggle for life was to overcome my fear of those who were stronger.

Glossary

front	place where two armies are fighting in a war
concert	musical entertainment, usually given in a public hall
elegantly	showing a good sense of style
Think it out	

THINK IT OUT**1. Is the narrator a child or an adult narrating his childhood experiences ?**

Ans. Yes, the narrator is an adult who has narrated here his childhood experiences.

2. Does the narrator have happy experiences in his childhood ? Why/Why not ?

Ans. No, the narrator does not have happy experiences in his childhood. The first line of the essay - In 41, I was living alone in an empty flat in a quiet Moscow street shows that the writer has a dejected and neglected childhood, sans parental love and affection.

3. What was his relationship with his father ?

Ans. The writer had no relation with his father. After divorcing his mother, the writer's father was living in Kazakhstan with his new wife. The writer was left to the street.

4. How did his mother spend his time ?

Ans. Writer's mother was a geologist. After being divorced she gave up her job and had become a singer. She was giving concerts for the troops.

5. What does "My Education was left to the Street" mean here ?

Ans. The expression "My Education was left to the street implies that the writer's education was most neglected in his childhood. His parents did not take care of him. He learn out of impulse from his surroundings. The street became his teacher."

6. What were the two habits that remained with him all his life ?

Ans. From the street he developed two habits that remained with him all his life. First the habit of swearing, smoking spitting elegantly through his teeth. Secondly audacity The street had taught him not to be afraid of anything or anyone.

7. What in your opinion was the best lesson that the street taught to the narrator ?

Ans. The best lesson that the street taught to the narrator, according to me, is his realization that what mattered in the struggle for life was to over come his fear of those who were stronger.

UNIT - II**Warm up**

Do you think the narrator was scared of someone in particular? Read the following unit of the text and find out the reasons that made every boy scared of Red:

The Text

The ruler of our street ... was a boy of about sixteen who was nicknamed Red.

Red was big and broad-shouldered beyond his years.

Red walked masterfully up and down our street, legs wide and with a slightly rolling gait, like a seaman on his deck.

From under his cap, its peak always at the back of his head, his forelock tumbled down in a fiery cascade, and, out of his round pock-marked face, green eyes, like a cat's, sparkled with scorn for everything and everyone. Two or three lieutenants in peaked caps back to front like Red's, tripped at his heels.

Red could stop any boy and say impressively the one word =money'. His lieutenants would turn out the boy's pockets, and if he resisted they beat him up hard.

Everyone was afraid of Red. So was I. I knew he carried a heavy metal knuckle-duster in his pocket.

Glossary

masterfully	not caring for others
rolling	a side-to-side movement
gait	manner of walking
deck	the floor of a ship
tripped	walked with quick light steps
knuckle-duster	metal covering for the knuckles, for attack or defence

THINK IT OUT**1. What made Red look older than he really was ?**

Ans. Red's Physical structure and broad shoulder made him look older than he really was.

2. How did he roam in the streets ?

Ans. Red walked masterfully up and down the street, legs wide and with a slightly rolling gait, like a seaman on the deck.

3. How did he dress himself ?

Ans. Red dressed himself in a peculiar manner. He always wore his cap back to front. His forelock tumbled down in a fiery cascade. He had pock marked face. His green eyes resembled that of cats, sparkled with scorn for everything and everyone.

4. Did he intentionally dress and walk in the manner described ?

Ans. Yes, he intentionally dressed and walked in the manner described to arouse fear in others for him.

5. Why did his lieutenants also wear their caps back to front ?

Ans. Red always wore his cap back to the front. His lieutenants also wore their caps in the fashion of Red to show that they were the followers of Red.

6. What pet animal comes to your mind when you read the expression "tripped at his heels" ?

Ans. The expression "tripped at his heels" brings to our mind the picture of the pet animal "dogs".

7. What was his way of forcing money out of other boys ?

Ans. Red stopped any boy on the street he liked and with an impressive voice said just one word "Money". If the boy got the hint and gave out what he had then he was saved. If the boy resisted then his lieutenants would turn out the boy's pockets and beat him up hard.

8. How did he rule the street ?

Ans. Red ruled the street by stopping any boy he liked saying simply but firmly one word 'money'. He never hesitated to empty his pocket. If anyone protested, he attacked him mercilessly.

9. Was the narrator afraid of Red ? Quote the sentence from the text in support of your answer ?

Ans. Yes, the narrator was afraid of Red. The sentences : "Everyone was afraid of Red. So was I" supports the statement.

UNIT - III**Warm up**

Does the narrator have an encounter with Red ? How many times did he come across Red ? What was the outcome of his encounters with Red? Read the following unit of the text to find out the answers:

The Text

I wanted to conquer my fear of Red. So I wrote a poem about him. This was my first piece of journalism in verse. By the next day, the whole street knew it by heart and exulted with triumphant hatred.

One morning on my way to school, I suddenly came upon Red and his lieutenants. His eyes seemed to bore through me. ?Ah, the poet,? he drawled, smiling crookedly. ?So you write verses. Do they rhyme??

Red's hand darted into his pocket and came out armed with its knuckle-duster; it flashed like lightning and struck my head. I fell down streaming with blood and lost consciousness. This was my first remuneration as a poet. I spent several days in bed. When I went out, with my head still bandaged, I again saw Red. I struggled with myself but lost and took to my heels. At home, I rolled on my bed, biting my pillow and pounding it in shame and impotent fury at my cowardice. I made up my mind to vanquish it at whatever cost.

Glossary

exulted	showed great joy and excitement
triumphant	showing great joy or satisfaction
bore through	to stare in a way that makes somebody feel uncomfortable
drawl	to say something slowly with longer vowel sounds
impotent fury	futile anger
vanquish	defeat completely

THINK IT OUT**1. What was the first thing the narrator did to overcome his fear of Red ?**

Ans. The narrator wanted to overcome his fear of Red. The first thing he did to overcome his fear was he wrote a poem about him.

2. How did the people in the street respond to the poem ?

Ans. The whole street got the poem by heart. They were exulted with triumphant hatred.

3. Explain the expression, "triumphant hatred" ?

Ans. The inhabitants of the street were full of hatred against Red. But they could not express it out of fear of Red. The poem of the writer about Red was the first criticism of Red. All derived great joy out of the writer's poem about Red.

4. How did Red sneer at the narrator ?

Ans. Red sneered at the narrator as he had written a poem criticizing him. One morning the narrator came upon Red on his way to school. Red looked with penetrating eyes at him and drawled, smiling crookedly-"So you write verses. Do they rhyme".

5. What was the result of his first encounter with Red ?

Ans. The result of his first encounter with Red was bloody one Red attacked the narrator's head with his knuckle duster fiercely. He fell down streaming with blood and lost consciousness.

6. "This was my first remuneration as a poet" - was the narrator happy with his reward as a poet ?

Ans. The narrator was beaten up by Red for the poem (his first poem) he had written about him. In grief he said, this was my first remuneration as a poet."

7. **What was a more difficult situation for the narrator : to be injured by Red or to overcome his fear of Red when he saw Red after his injury ?**

Ans. For the narrator to overcome his fear of Red when he saw Red after his injury was a more difficult situation than being injured by Red.

8. **What was the result of his second encounter with Red ?**

Ans. The second encounter of the writer with Red was a shameful encounter for the writer. Being afraid of him he took to his heels. At home he rolled on his bed, biting his pillows and pounding it in shame and impotent fury.

UNIT - IV

Warm up

'Fear of Red' or his cowardice': which was more important for the narrator to deal with ? What method did the speaker choose to deal with his fear ? Did he succeed in his attempt to conquer fear ? Read the following unit of the text and for the answers :

The Text

I went into training with parallel bars and weights. After every session, I would feel my muscles they were getting bigger, but slowly. Then I remembered something I had read in a book about a miraculous Japanese method of wrestling which gave an advantage to the weak over the strong. I exchanged a week's ration card for a textbook on ju-jitsu.

For three weeks, I stayed at home, practising with two other boys. Then I went out.

Red was sitting on the lawn in our yard, playing vingt-et-un with his lieutenants. He was absorbed in the game.

Fear was still deep in me, urging me to go back. But I went up to the players and kicked and scattered the cards. 10

Red looked up, surprised at my impudence after my recent flight.

He got up slowly. 'You looking for more ??' he asked menacingly.

As before, his hand dived into his pocket for the knuckle-duster. But I made a quick jabbing movement and Red, howling with pain, rolled on the ground. Bewildered, he got up and came at me swinging his head furiously from side to side like a maddened bull.

I caught his wrist and squeezed slowly, as I had read in the book, until the knuckle-duster dropped from his limp fingers. Nursing his hand, Red fell down again. He was sobbing and smearing the tears over his pock-marked face with his grubby fist.

That day Red ceased to be the monarch of our street.

And from that day on, I knew for certain that one need not fear the strong. All one needs is to know the way to beat them. For every strong man there is a special ju-jitsu.

What I also learned on this occasion was that, to be a poet, I had not only to write poems, but know how to stand up for them.

Glossary

parallel bars	a pair of parallel bars on posts for gymnastic exercises
session	single meeting (for a particular purpose)
miraculous	most remarkable, like a miracle
ju-jitsu	Japanese art of self defence
vingt-et-un	a card game
absorbed	entirely occupied, giving one's full attention to
impudence	utter disrespect or rudeness
menacingly	in a threatening manner
bewildered	puzzled, confused

THINK IT OUT**1. How did the narrator train himself to grow stronger ?**

Ans. The narrator trained himself with parallel bars and weights. Gradually his muscles got bigger and stronger.

2. How did he get a text book on Ju-Jitsu ?

Ans. He exchanged a week's ration card for a textbook on Ju-Jitsu.

3. How long did he train himself before the final encounter with Red ?

Ans. He trained himself for three weeks with two other boys before the final encounter with Red.

4. Where did the final encounter take place ? What was Red doing then ?

Ans. The final encounter took place on the lawn in the yard of the narrator. Red was playing cards with his lieutenants then.

5. How did the narrator attack Red ?

Ans. The narrator went up to Red and his lieutenants. They were absorbed in a game of cards. The narrator kicked and scattered the cards.

6. How did Red react to the narrator's attack ?

Ans. Red was surprised at the narrator's impudence. He got up slowly and asked him meaningfully if he was looking for more blows.

7. How did the narrator tackle Red ?

Ans. When Red's hand dived into his pocket for the knuckle duster, the narrator made a quick jabbing movement and Red howling with pain rolled on the ground.

8. How did Red suffer at the hands of the narrator ?

Ans. The narrator caught Red's wrist and squeezed it slowly until the knuckle-duster dropped from his limp fingers. Red fell down he was sobbing with pain and shame.

9. What lesson did the narrator learn during his encounter with a bully like Red ?

Ans. During his encounter with a bully like Red the narrators learn that one need not fear the strong. All one needs is to know the way to beat them. For every strong man there is a special Ju-Jitsu.

10. What career did the narrator prepare himself for ?

Ans. Despite all the odds of life and lack of parental love and affection, he made up his mind to be a poet as his career.

11. Which of these do you think is true. Courage means not having fear at all or courage means conquering fear ? Justify your choice.

Ans. Courage means conquering fear. There would always be stronger than you, somewhere or anywhere. You can never say for sure that there will be no strong man to challenge me. Not to fear anybody may make you careless. Fear for strong men in any field will keep you cautious of them. Conquering fear will provide you courage to face them.

MAGIC OF TEAMWORK**Sam Pitroda****Introducing the author**

The father of India's communication revolution, Satyanarayan Gangaram Pitroda, or Dr Sam Pitroda as he is better known, was born in Titlagarh, Orissa in 1942. Dr. Pitroda is presently the chairman of India's National Knowledge Commission, besides being the Chairman and CEO of the World-Tel Limited and

the founder and CEO of C-SAM, Inc. He also worked as an advisor to the United Nations in 1992. The essay is adapted from Sam Pitroda's article *The Magic of Teamwork*.

UNIT I

Warm up

The Magic of Teamwork presents an insightful overview of proven principles that organizations can employ to build a winning team in their business. In this essay, the author also discusses the fundamental issues related to teamwork, the characteristics of a good team player, and how teamwork is key to corporate and national governance.

Read the following unit of the text and note how the author makes a comparison between Indian and Japanese workers in the corporate world in their attitude to work.

The Text

Lack of teamwork and co-operation is one of the most serious problems affecting progress in all areas of India and wherever Indians work worldwide. The key problem in India is always implementation, not lack of policies. We have great policies and ideas about how to do things, but we severely lack teamwork.

When the Japanese came to work in India to develop the Maruti Suzuki car, a joke went around that one Indian was equal to 10 Japanese: Indians were very smart, capable and dedicated individuals. But 10 Indians were equal to 1 Japanese: Indians lacked team spirit and co-operation. What makes matters even worse is our crab mentality - if someone is trying to climb higher and achieve more, the others just drag him down. The signal that the others send out is, I wouldn't do it; I wouldn't let you do it; and if by chance you start succeeding, we will all gang up and make sure that you don't get to do it.

The question is: Where does this attitude come from, and how do we recognize and handle it? Part of the problem is our cultural background. We've had feudal and a hierarchical social system in which whoever is senior supposedly knows the best. This was fine in earlier times when knowledge and wisdom were passed on orally; but in modern society, there is no way that one person can know everything. Today, you may find that a young computer-trained person has more answers for an accounting problem than a senior accountant has. Until we understand how best to leverage this diversity of experience, we will not be able to create and fully utilize the right kind of teams.

Glossary

implementation	execution
gang up	to join together in a group
dedicated	committed
crab mentality	the metaphor refers to a pot of crabs. Individually, the crabs could easily escape from the pot, but instead, they grab at each other in a useless competition, which prevents any from escaping. Similarly, human beings in a group attempt to pull down any member who achieves success beyond others out of envy.
hierarchy	a system of persons or things arranged in a graded order
leverage (v)	to use (a quality or advantage) to obtain a desired effect or result

THINK IT OUT

1. **What is the key problem affecting India's progress - lack of policies or lack of implementation or lack of team work ?**

Ans. The key problem that affects India's progress is lack of team work.

2. **What is the joke about the Indian and Japanese workers at the Maruti Suzuki company ?**

Ans. When the Japanese came to India to develop Maruti Suzuki car a joke went around that one Indian was equal to ten Japanese. An Indian was smart, dedicated and capable. But when ten Indians came together they were equal to one Japanese. Indians lack team spirit.

3. **What is the 'Crab mentality' ?**

Ans. Crab mentality means leg pulling mentality. If someone tries to get success other will not allow him to go up. If one succeeds others will gang up to drag him down. Neither I will achieve nor will I allow you to achieve.

4. **Where does the root of the "Crab Mentality" lie ?**

Ans. The root of the crab mentality partly lies in our culture. Our feudal and hierarchial social system contributes a lot in developing such a leg pulling mentality in us.

5. What is the demerit of a hierarchical social system ?

Ans. Hierarchical system is a system in which the employees are graded from highest to lowest in order of their rank and designation. The demerit of such a system is that it lays stress on the elders and their wisdom. The young are not respected no matter how much talented they are.

6. How can the right kind of teams be created ?

Ans. By understanding how best to leverage ability and seniority we will be able to create right kind of teams.

UNIT II**Warm up**

Have you got any idea of 'Corporate Hierarchy' ? It is the arrangement of individuals within a corporation according to power, status and job function. Study the following theoretical corporate hierarchy structure:

- A. Shareholders
- B. Board of Directors – led by its Chairman (who may be CEO)
- C. CEO (Chief Executive Officer) – Chairman
- D. COO (Chief Operating Officer) – President
- E. Executive Vice Presidents
- F. Vice Presidents
- G. General Managers
- H. Managers
- I. Supervisors
- J. Workers

Read the following unit of the text and experience how hierarchy practically works in corporate sector:

The Text

In my younger days in the US, I attended an executive seminar for Rockwell International, where about 25 senior company executives had congregated for a week for strategic discussion. In the evenings, we would break out into five different groups of five people each. In those group workshops, someone would delegate tasks, saying : You make coffee; you take notes; you are the chairman; and you clean the board. The next day, there would be different duties for each group member. No one ever said, But I made coffee twice or I cleaned the board

entire day. I thought to myself, if this were happening in India, people would be saying, But I'm the senior secretary - why should I make the coffee and you be the chairman. Hierarchy comes naturally to our minds.

Group work requires a thorough understanding of the strengths and weaknesses of individuals irrespective of their hierarchy. Because of our background, we often don't learn how to exercise and accept leadership - to lead and to follow - simultaneously. Some gravitate toward exercising leadership, and others gravitate toward accepting the lead of others. But in true teamwork, everyone needs to do both.

Being a good team player implies respect for others, tolerance of different points of view and willingness to give. The ability to resolve conflicts without either egotism or sycophancy is a very important aspect of being a team player: You have to agree to disagree. I find that people in India somehow tend to focus on achieving total agreement, which is almost always impossible. So before work begins people want everyone to agree on everything; instead they should say, OK. This is what we agree on, so let's start working on this. What we don't agree on, we will resolve as we go along. For things to move forward, it's important to work on the agreed-upon aspects and not get bogged down in the areas of disagreement. Yet another snake that kills teamwork is people's political agendas. You've got to be open, clear and honest to be a good team player. Most people have a hidden agenda - they say something but mean the exact opposite. I call it split-level consciousness. To say and mean the same thing is a very critical part of a good work ethic.

Glossary

congregate (v)	to come together in a group
Rockwell International	a major American manufacturing corporation
strategic discussion	discussion done as a part of a plan for a particular purpose
delegate (v)	hand over
simultaneously	at the same time
gravitate (v)	to move towards somebody or something that you are attracted to
conflicts	differences
egotism	arrogance, lack of consideration for others
sycophancy	flattery, praising a person too high for selfish gain
split-level consciousness	dual personality

THINK IT OUT**1. "If this were happening in India" - What does the author mean by 'this' ?**

Ans. By 'this' the author refers to division of work in a team. In America members in a team never considers them superior or inferior. Gladly a senior secretary makes coffee for a junior manager. All in a team work for a team.

2. How does hierarchy come in the way of doing a task together in India ?

Ans. In India hierarchy comes in the way of doing a task together. Some gravitate toward exercising leadership, and others gravitate toward accepting the lead of others.

3. What should the members of a team learn for effective team work ?

Ans. For the effective team work the members of the team must learn how to exercise and accept leadership simultaneously.

4. Should the members of a team exercise leadership only or accept the lead of others only in "true team work" ?

Ans. In a 'true team work' the members of a team have to lead and to accept the lead of others.

5. Who is a good team player ?

Ans. A good team player implies respect for others, tolerance of different points of view and willingness to give. The ability to resolve conflicts without either egotism or sycophancy is also an important characteristic of a good team player.

6. Is total agreement on a conflicting issue possible ?

Ans. No, total agreement on a conflicting issue is not possible. It is because while a group of people supports a proposal another group opposes it.

7. Which is important for beginning a piece of work - to begin work on the agreed upon aspects or to wait for total agreement ?

Ans. For things to move forward, it's important to work on the agreed upon aspects and not get bogged down in the areas of disagreement.

8. What are the qualities of a good team player ?

Ans. A good team player is open, clear and honest. He has no hidden agenda. He says what he means.

9. What does the author mean by 'a hidden agenda ?' How does it affect team work ?

Ans. By hidden agenda the author refers to split-level consciousness of people. Such people say something but they mean the opposite.

10. What does "a good work ethic" imply ?

Ans. A good work ethic implies to say and to mean the same thing that means one shouldn't have any hidden agenda while working for a team.

UNIT III

Warm up

Why do people criticise an individual ? Does the individual feel good about it ? How do you feel if someone finds faults with you ? Do people criticise an idea out of good will or envy ? Does criticism help the idea as well as the person who has offered it ?

Read the following unit of the text and try to find out how a person feels when you criticise his/her idea:

The Text

When I was working in C-DOT (400 employee size company), If someone had not been doing well, I used to tell the person directly to his face in a general meeting. The employees said that was insulting and they should be pulled aside individually to be told of the inefficiency. But in today's world, you cannot afford to do that every time. Besides, I figured that criticizing someone in a meeting was for the benefit of all present, and everyone could learn from that individual's mistakes. It was then that I learned how Indians do not differentiate between criticizing an idea and criticizing an individual.

So, in a group, if you tell someone that his idea is no good, he automatically takes it personally and assumes that you are criticizing him. No one can have a good idea everyday on every issue. If you disagree with my idea, that does not mean that you have found fault with me as a person. Thus, it is perfectly acceptable for anyone to criticize the boss - but this concept is not a part of the Indian System. So from time to time, it is important for an organization's Chief Executive to get a report on the psychological health of the firm. How do people in the team feel ? Are they stable ? Confident ? Secure ? Comfortable ? These are the key elements of a team's success. For a boss to be comfortable accepting criticism from subordinates, he must feel good about himself. Self-esteem is a key prerequisite to such a system being successful.

Another serious problem facing India is the dichotomy and difference in respectability between physical and mental workers, which seriously affects team performance. I had a driver named Ram, who I thought was one of the best drivers in the world. He used to open the door for me whenever he entered or exited the car. Right in the first few days, I told him, Ram bhai, you are not going to open the door for me. You can do that if I lose my hands. Ram almost started crying. He said, Sir, what are you saying ? This is my job ! I told him that I didn't want to treat him like a mere driver. He had to become a team player. I told him that whenever he was not driving, he should come into office and help out with office work - make copies, file papers, send faxes, answer phone calls or simply read - rather than sit in the car and wait for me to show up.

Glossary

C-DOT	The Telecom Technology Development Centre of the Government of India.
figure (v)	to think that something is true
differentiate (v)	to recognize that two things are not the same, to tell apart
subordinate	a person with less authority than somebody else in a group
prerequisite	precondition, something that must exist before something else can happen
dichotomy	the separation that exists between two groups

THINK IT OUT**1. How did the author handle inefficient employees in C-DOT ?**

Ans. While the author was working for a C-DOT company he pointed out the faults and weaknesses of the inefficient employees in public meeting so that they would get themselves rectified and other would be conscious not to make any mistakes. This is how the author handled the inefficient employees.

2. How did the errant employees react to his open criticism ?

Ans. The errant employees took his open criticism as insulting. They complained that they should be pulled aside individually to be told of their inefficiencies.

3. What was the author's intention behind open criticism ?

Ans. In today's world it is not possible to point out inefficiencies of all errant employees individually. But criticizing someone in a meeting benefit was brought to all as could learn from that individual's mistakes.

4. What did he learn about Indian attitude to criticism ?

Ans. He learn that Indians do not differentiate between criticizing an idea and criticizing an individual.

5. Does criticizing an idea mean criticizing an individual ?

Ans. No, criticizing an idea does not mean criticizing an individual. No one can have a good idea everyday on every issue.

6. Can an employee afford to criticize the boss in India ?

Ans. No, an employee in India cannot afford to criticize the boss.

7. What are the key elements of a team's success ?

Ans. The key elements of a team's success is the feel good feeling of its employees and stability, confidence, security and comfortability of employees.

8. What affects team performance in India ?

Ans. Dichotomy and difference in respectability between physical and mental workers affects team performance in India.

9. What was the job of the author's driver ?

Ans. Author's driver Ram was an efficient driver. He was one of the best drivers in the world. He used to open the door for the author whenever he entered or exited the car.

10. How did he react when the author asked him not to open the door of the car for him ?

Ans. Ram, the driver of the author, almost started crying when the author asked him not to open the door of the car for him when he had his hands intact and the driver said that was his job.

11. How did the author like to use the driver ?

Ans. The author liked to use the driver as a team player.

12. How did the author motivate the driver to be a team player ?

Ans. The author motivated the driver to be a team player by telling him to come to office and help them in office work like making copies, filing papers, sending faxes, answering telephone calls etc., when he was not driving.

UNIT IV**Warm up**

You might have marked that each player in a football, hockey or cricket team is assigned a position. They hardly change positions. For example, a goalkeeper in a football or hockey team, or a wicketkeeper in a cricket team has a particular role to play. Observe what will happen if players change their positions. Read the following unit of the text and note the importance of diversifying tasks:

The Text

Diversifying tasks increases workers' self-esteem and motivation and makes them team players. Now, even if I call him for work in the middle of the night, he is ready - because I respect him for what he does. Team Interactions unfortunately, when good teams do get created, almost invariably fall apart. In our system today, it is very difficult to build teams because nobody wants to be seen playing second fiddle. It is very hard in India to find good losers. Well, you win some and you lose some. If you lose some, you should move on! You don't need to spend all your time and energy of different cultural backgrounds, religions, ethnicities and caste groups - a fertile ground of diversity in the workplace. We should actually be experts in working with diversity. But it can only happen when we get rid of personal, caste and community interests.

There could be a 40-year-old CEO with a 55-year-old VP. It has nothing to do with age; capability and expertise are what counts. But you don't yet see these attitudes taking hold in India. Managers in the US corporate environment who work with Indians and in fact, with Asians in general - need to recognize that these individuals have a tendency to feel that they are not getting recognition or are not being respected. It must be realized that these individuals have lower self-esteem to begin with and therefore have to be pampered and encouraged a little more because they need it. This makes them feel better and work better. There is no substitute for Teamwork. Teamwork is key to corporate and national governance, and to get anything done.

The fundamental issues are respect for others, openness, honesty, communication, willingness to disagree, resolution of conflict, and recognition that the larger goal of the team as a whole is above individual or personal agendas. Don't be afraid of pressure. Remember that pressure is what turns a lump of coal into diamond.

Glossary

Invariably	always
fall apart	crumble
playing second fiddle	to be in a subordinate position to someone
ethnicity	belonging to a particular race
CEO	Chief Executive Officer (American English), Managing Director (MD) in British English.

THINK IT OUT**1. How did diversifying tasks help workers ?**

Ans. Diversifying tasks brings about radical change in the work culture of workers. It increases their self-esteem and motivation. Thus they become good team players.

2. Why is it difficult to build teams in India ?

Ans. In India always hierarchy comes to our mind. Nobody is prepared to play the second fiddle. It is difficult to find good losers in India. So it is difficult to build a good team in India.

3. How can working with diversity happen ?

Ans. India is a land of diversities. Unity in diversity is its unique feature. One can work well with diversity if he or she has no personal caste and community interests.

4. Does age matter for holding positions ?

Ans. Holding position doesn't have any matter with age. A forty year old CEO can work with a 55 year old VP. It is because age is not taken into consideration rather capability and expertise matter much for a senior position.

5. What matters much for a senior position - age or capability ?

Ans. For a senior position capability counts much. In an organization there can be a 40 year old CEO and a 55 year old VP.

6. How should the seniors treat employees with lower self-esteem ?

Ans. Seniors should pamper and encourage the employees who have lower self-esteem because they need it. They want to be recognized and respected.

7. What are the fundamental ideals in corporate environment ?

Ans. The fundamental ideas in corporate environment are respect for others, openness, honesty, communication, willingness to disagree, resolution of conflict and recognition of the fact that the larger goal of the team as a whole is above individual or personal agendas.

TO MY TRUE FRIEND**Elizabeth Pinard****Warm up**

We meet our true friend only once in a lifetime. The greatest gift is not found in a mall but in the hearts of a true friend. Friendship is a relationship between two persons who hold mutual affection for each other. The value of friendship is often the result of friends consistently demonstrating the desire to do what is best for the other, showing mutual understanding, emotional support, and compassion. Friendship is also marked by enjoyment of each other's company, trust in each other and positive reciprocity. Read the poem and note how the poet cherishes the memories of her friend:

The Text

The day I met you
I found a friend -
And a friendship that
I pray will never end.
Your smile - so sweet
And so bright -
Kept me going
When day was as dark as night.
You never ever judged me,
You understood my sorrow.
Then you told me it needn't be that way
And gave me the hope of a better tomorrow.
You were always there for me,
I knew I could count on you.
You gave me advice and encouragement
Whenever I didn't know what to do.
You helped me learn to love myself
You made life seem so good.

You said I can do anything I put my mind to
And suddenly I knew I could.
There were times when we didn't see eye to eye
And there were days when both of us cried.
But even so we made it through:
Our friendship hasn't yet died.
Circumstances have pulled us apart,
We are separated by many miles.
Truly, the only thing that keeps me going
Is my treasured memory of your smile.
This friendship we share
Is so precious to me,
I hope it grows and flourishes
And lasts unto infinity.
You are so extra-special to me
And so this to you I really must tell:
You are my one true friend,
My Guardian Angel.
Our friendship is one-in-a-million
So let's hold on to it and each other.
We cannot let this chance of pure bliss fly away
For there will never be another.
I love you.
I will always love you.

Glossary

when day was as dark as night	when the poet was passing through a difficult time
never judged	never formed opinion on, taken for granted
Guardian Angel	one who protects and guides

THINK IT OUT

1. What does the poetess pray for ?

Ans. The poetess considers herself blessed for her true friend. She prays God that their friendship should continue till her death.

2. How did the friend encourage the poetess ?

Ans. The friend encouraged the poetess saying her that she has the ability to get success in any work on which she puts her hands. He encourages her not to loose heart during hard times.

3. How did the friend reassure her ?

Ans. The friend reassured her giving her the hope of a better tomorrow.

4. Why did the poetess trust her friend ?

Ans. The poetess had a strong faith that her friend was always there for her. This faith brought trust in her mind for her friend.

5. How did the friend inspire self confidence in the poet ?

Ans. The friend is a true guide of the poetess. The friend tells her that she can do anything she put her hand to. These words of the friend brings confidence in the poetess that she can achieve anything she lays hand on.

6. How does the poet cherish the memory of her friend ?

Ans. Circumstances have pulled them apart. But the poetess cherishes the memories of her friend tenderly. She remembers the time when there were conflicts between them and they did not see or talk to each other for days together. She remembers the days they cried together. But such differences have no adverse effect on their friendship.

7. Are the friends staying close to each other ? Quote the line in support of your answer ?

Ans. No, the friends are not staying close to each other. The line "Circumstances have pulled us apart" justifies it.

8. How does the poet value her friendship ?

Ans. For the poetess her friendship is a precious treasure. She wants it to grow and flourish with the passage of time. She earnestly desires it to last till the end of time.

9. Why does she call her friend extra - special ?

Ans. The poetess calls her friend extra special because she is the only person whose smile, whose words and whose presence brings confidence in her to go ahead. She owes all her achievements to him. Her friend is not an ordinary human being. The friend is her Guardian Angel.

10. What is the poet's final wish ?

Ans. The poetess is blessed with a rare friendship. Their friendship is one-in-a-million. So she longs that both will hold on to it and should not let this pure bliss fly away. She wishes to continue love her friend till infinity.

THE INCHCAPE ROCK**Robert Southey****Introducing the author**

Robert Southey (12 August 1774 - 21 March 1843) was an English Romantic poet and Poet Laureate from 1813 to his death in 1843. He is a prolific letter writer, literary scholar, essay writer, historian and biographer.

Warm up

The 'Inchcape Rock' is a perilous reef off the east coast of Scotland near the mouth of the river Tay. The rock was a few inches above the surface of the sea in low tide and was completely covered by the sea in high tide or when the sea was rough. Many ships had been wrecked by this 'Inchcape rock' when it was covered by the sea. This poem is based on this notorious 'Inchcape Rock.' In this poem, Southey decries the evil doing of Sir Ralph the Rover who pays with his life for the crime of removing the Inchcape bell and his sins against humanity.

Read the following unit of the text and note how dangerous the Inchcape Rock was:

UNIT I**The Text**

No stir in the air, no stir in the sea,
 The ship was still as she could be,
 Her sails from heaven received no motion,
 Her keel was steady in the ocean.
 Without either sign or sound of their shock

The waves flowed over the Inchcape Rock;
So little they rose, so little they fell,
They did not move the Inchcape Bell.
The Abbot of Aberbrothok
Had placed that bell on the Inchcape Rock;
On a buoy in the storm it floated and swung,
And over the waves its warning rung.
When the Rock was hid by the surge's swell,
The mariners heard the warning bell;
And then they knew the perilous Rock,
And blessed the Abbot of Aberbrothok.

Glossary

keel	bottom part of the ship
buoy	a floating object on the sea to mark a dangerous place
surge's swell	rise of the tidal waves
mariner	sailor

THINK IT OUT**1. How does the poet describe the Inchcape Rock ?**

Ans. Inchcape Rock is the name of the reef off the coast of Scotland near the mouth of the river Tay. It remains hid under water almost completely. Only a little of its peak peeps out of the surface of the sea when the sea is calm.

2. Give a brief description on the Inch cape Rock.

Ans. Inchcape Rock was a dangerous rock. Only a little of its peak peeps out of the sea surface. When the sea is calm. It remains completely hidden under water during high tide or when the weather was rough. So Mariner could not guess about its existence and a lot of precious lives were lost for it.

3. Who was Abbot and what did he do to save the mariners ?

Ans. The Abbot was a noble man. The tragic accident of ships against Inchcape Rock caused him much sorrow. With a view to saving the life of the mariners, he fixed up a bell on the rock on a floating object. So, the mariners sailing nearby knew about the exact location of the perilous rock and could save the ship from a mishap.

4. When did the Inchcape bell ring ?

Ans. The Inchcape bell was fixed on a buoy. The buoy swung when it was high tide or when the sea was rough. When buy swang the bell attached to it rang.

5. Why did Mariners bless the About ?

Ans. The Abbot placed a bell on Inchcape Rock. The bell rang when the sea was rough and when it was high tide. The ringing of the bell warned the Mariners about the location of Inchcape Rock. They kept their ships away from it. Thus they could save their ships and lives. They blessed the Abbot as his bell saved their lives and property.

UNIT II**Warm up**

Wicked people get pleasure by causing pain to others, don't they? Read the following unit of the text and note how a wicked person like Sir Ralph the Rover does mischief out of malice towards the Abbot:

The Text

The sun in heaven was shining gay,
All things were joyful on that day;
The sea-birds screamed as they wheeled round
And there was joyance in their sound,
The buoy of the Inchcape Bell was seen
A darker speck on the ocean green;
Sir Ralph the Rover walked his deck,
And he fixed his eye on the darker speck.
He felt the cheering power of spring;
It made him whistle, it made him sing;
His heart was mirthful to excess.
But the Rover's mirth was wickedness.
His eye was on the Inchcape float;
Quoth he, 'My men, put out the boat,
And row me to the Inchcape Rock,
And I'll plague the Abbot of Aberbrothok'
The boat is lowered, the boatmen row,

And to the Inchcape Rock they go;
Sir Ralph bent over from the boat,
And he cut the Bell from the Inchcape float.
Down sunk the Bell with a gurgling sound;
The bubbles rose and burst around;
Quoth Sir Ralph, 'The next who comes to the Rock
Won't bless the Abbot of Aberbrothok.'

Glossary

buoy	a floating object; a float
speck	a very small spot
mirth	delight
quoth	said
plague (v)	cause pain

THINK IT OUT**1. How does the poet express the cheering power of Spring ?**

Ans. Spring brings cheer to all; the world of nature, animal and humanbeings. The day was bright. Sun was shining brightly, Birds were flying merrily. They were screaming while wheeling round the sky. The bright weather filled Sir Ralph's heart with joy. He whistled out of joy.

2. How did Ralph come across the Inchcape Bell ?

Ans. Ralph was strolling on the deck of his ship. Suddenly a black spot on the vast green background of the sea caught his eyes. It was the Inchcap Bell.

3. What was the effect of the cheering power of Spring on Ralph ?

Ans. The cheering power of Spring brought evil ideas to Ralph's mind. In every occasional an evil man thinks only of evil.

4. What kind of a person was Ralph ? Which lines tell you so ?

Ans. Ralph was a wicked man. The line - "But the Rover's" Mirth was Wickedness" justifies it.

5. What act of wickedness did he do ?

Ans. Ralph was a wicked man. He cut the Inchcape Bell off its buoy. The bell sank into bottomless sea. It was an act of wickedness. Because the bell saved the lives of sailor warning them about the presence of the rock there.

6. Why did he do the wicked act ?

Ans. Ralph was a wicked man. Giving pain to other is his only pleasure. More over it helps him fulfill his vested interest. He cut the Inchcape Bell to bring pain to the Abbot who had fixed it there to save the lives of the sailors.

UNIT III**Warm up**

Do you know sin always recoils on the sinner? Read the following unit of the text and note how Sir Ralph the Rover pays for the sins he has committed:

The Text

Sir Ralph the Rover sailed away,
He scoured the seas for many a day;
And now grown rich with plundered store
He steers his course for Scotland's shore.
So thick a haze o'erspreads the sky
They cannot see the sun on high;
The wind hath blown gale all day,
At evening it hath died away
On the deck the Rover takes his stand.
So dark it is they see no land.
Quoth Sir Ralph, 'It will be lighter soon,
For there is the dawn of the rising moon.'
'Canst hear', said one 'the breakers roar?
For methinks we should be near the shore'
'Now where we are I cannot tell,
But I wish I could hear the Inchape Bell'.
They hear no sound; the swell is strong;
Though the wind hath fallen they drift along,
Till the vessel strikes with a shivering shock -
'Oh Christ! it is the Inchcape Rock'.
Sir Ralph the Rover tore his hair,
He cursed himself in his despair;
The waves rush in on every side;

The ship is sinking beneath the tide.
But even in his dying fear
One dreadful sound could the Rover hear,
A sound as if with the Inchcape Bell
The Devil below was ringing his knell.

Glossary

plunder	loot
haze	fog
gale	storm
canst	can

THINK IT OUT**1. How did Ralph become rich ?**

Ans. Ralph became rich by plundering riches from other ships.

2. Why did the ship lose its way in the sea while it was heading towards Scotland ?

Ans. The ship lost its way in the sea while it was heading towards Scotland as it was caught in a storm. The storm slowed down towards evening. But it was too dark to see land.

3. Why does a Mariner think that they were near a shore ?

Ans. Hearing the breakers roar a mariner thought that they were near a shore.

4. "Oh Christ ! it is the Inchcape Rock" - Why did the Mariners exclaim so ?

Ans. The Mariners exclaimed 'Oh Christ ! it is the Inchcape Rock when their ship struck against the Inchcape Rock. The same rock from which they had separated the bell that warned people about its dangerous position became the cause of their death. Their own misdeeds made him exclaim so.'

5. Why did Sir Ralph curse him ?

Ans. Sir Ralph cursed himself when he realized that his own wicked action became the cause of his own death. He who digs a whole for other, is slipped into it first.

6. 'The devil below was ringing his knell' - What does this expression mean ?

Ans. The Devil below was ringing his knell is a sarcastic as well as tragic expression. By removing Inchcape Bell Ralph became the cause of death of many. Now when he is helplessly drowning after his own ship struck against Inchcape Rock the Devil is ringing his death bell as his action is devilous.

7. Do you find the poem musical ? The rhyme Scheme of the first stanza is AABB (Sea - A, be - A, Motion - B, Ocean - B). Is the rhyme - Scheme same for all stanzas ?

Ans. Yes the poem is musical. The rhyme scheme is same i.e. AABB for all stanzas.