



: UNIT STRUCTURE :

- 11.0 Learning objectives**
- 11.1 Introduction**
- 11.2 Purpose of group discussion**
- 11.3 A team and a group**
- 11.4 Group discussion**
- 11.5 Difference between a group and a team**
- 11.6 Why are group discussion skills important?**
- 11.7 Nature and characteristics of a group discussion**
- 11.8 Organisational group discussion**
 - 11.8.1 Brainstorming**
 - 11.8.2 Nominal group technique**
 - 11.8.3 Delphi technique**
- 11.9 Group discussions which are a part of selection process**
 - 11.9.1 Characteristics of a group discussion for selection process**
 - 11.9.2 The evaluation criteria for selection – Knowledge level, Group communication skills, Group behaviour and Leadership skills**
- 11.10 Body language in group discussion**
- 11.11 Dos and Don'ts of group discussion**
- 11.12 Let Us Sum Up**
- 11.13 Key words**
- 11.14 Books suggested**

Answers

11.0 LEARNING OBJECTIVES

- To know the importance of Group discussion,
- To understand the nature and characteristics of Group discussions,
- To Learn the various techniques used in organisational group discussions,
- To identify the evaluation criteria in Group discussion for selection process,
- To become aware of the dos and don'ts of group discussions.

11.1 INTRODUCTION

It is essential for a student to possess the skills required for group discussion.

Group discussion is a process where in one person shares information with the other members of the group. There are group discussions techniques for organisations and group discussions, which are a part of the selection process for recruitment and admissions for higher studies. Group discussion helps one to summarise the information gained from the participants of a group. In general, each participant has to stimulate the ideas and thoughts within other participants and after a discussion collectively, the information gained becomes a sum of its individual parts. At the end of a discussion, the group collectively comes to a conclusion.

11.2 PURPOSE OF GROUP DISCUSSION

- Share ideas, information and thoughts.
- Useful in decision making on important matters.
- Solving complex issues.
- Finding solutions for those issues which affect the organisation as a whole.
- To elaborate on any research/ work done and to get feedback over it.
- Arrive at conclusion in a democratic way

11.3 A TEAM AND A GROUP

When talking about a team one must very well understand that a team has set objectives. On the other hand, a group is involved in discussing and in meeting the long term goals of an organisation. In a team, every person is assigned specific duties/tasks to be completed, whereas a group develops itself as a team as and when the common purposes are well understood by all. A team is process based where as a group is function based.

CHECK YOUR PROGRESS 1

1. How is a group different than a team?
2. What are the various purposes of a group discussion?

11.4 GROUP DISCUSSION

A group discussion can be defined as *a process that is a systematic oral interaction with a purpose*. The oral interaction could be an exchange of ideas, views, information and opinions over a topic, problem, issue or a situation between the members who share common objectives within a group. The potential of group discussion was first tapped by the Indian Defence Forces for the recruitment of candidates.

This is a mode of communication where in a group of 3 to 8 members meet each other face to face. They have free oral interaction where they share, develop and discuss ideas equally with all. Many of the organisations across the globe use this mode of group communication for problem solving and decision-making. Group discussion is also a tool for taking a personality test of candidates by evaluating them critically while recruiting them at positions of responsibility in the service sector and also for getting admission in professional institutes. The discussion could be on social, political and economic ones and could be formal and informal.

11.5 DIFFERENCE BETWEEN GROUP DISCUSSION AND DEBATE

A group discussion is different from a debate in terms of its nature, procedure and approach. A debate advocates a particular point of view where as a group discussion raises a particular issue for an exchange of thoughts in positive light. Debates are competitive whereas group discussions are cooperative. In a debate, the speaker can either speak for the topic or against the topic – a limited approach, where as in a group discussion the approach is not limited to a single point of view. A debate is more formal in terms of its procedure compared to a group discussion. Voting is done to take a decision in a debate where as a group discussion has to arrive on the group consensus.

11.6 WHY ARE GROUP DISCUSSION SKILLS IMPORTANT ?

Irrespective of the position – be it a student, a professional, a job seeker or a company executive, one should possess the skills required to do an effective group discussion. Students participate in academic discussions, student meetings, in the interactions of the classrooms or selection group discussions for admission in professional courses. The people who are hunting for jobs have to participate in group discussions which are a part of the selection process. Even the professionals from various sectors need to attend meetings and be a part of professional discussions. And each of these situations requires the skill to take decisions and contribute significantly in the deliberation of a group.

Importance:

- An important skill for professional success.
- An effective tool for personality evaluation, problem solving and decision making.
- Supports in taking wise and effective decisions for the organization.
- Helps in increasing your persuasive ability.
- Helps you to maintain coordination and discipline with members of the group.

CHECK YOUR PROGRESS 2

1. Define group discussion.
2. True or False
 1. A GD is an oral interactive process.
 2. Everyone must equally participate in a group discussion.
 3. In a group discussion there is a systematic exchange of ideas.
 4. A debate is a cooperative process.
 5. A group discussion is a competitive process.

11.7 NATURE AND CHARACTERISTICS OF A GROUP DISCUSSION

Characteristics

GD is an exchange of ideas among the individuals of a group on a specific topic.

- Used as a reliable, testing device - as one of the tools to assess all the candidates from a
- group at one go - in order to select the best in comparison
- An informal discussion in which participants of the same educational standard
- /experience discusses a topic of current interest.
- GD is known as leaderless discussion. It means its aim is to find out the natural
- leadership level of the candidates.
- Conducted in a competitive mode.
- Helps you come across as a person with sound, logical reasoning and the ability to respect and accept another's viewpoint.

Nature

- The dynamics of the group will stimulate each participant to reveal his/her inherent natural leadership qualities in a spontaneous manner.
- As all the participants are rivals, there is bound to be competition and clash of interests among them.
- In this free for all act- you have to manage yourself and others and get the cooperation of the group by continuously relating to situations as they keep developing and changing.
- Each one in the group would be keen to top in the discussion, resulting in a good deal of rivalry and maneuvering for situations of advantage.
- GD is a verbal-oriented performance and you have to talk your way out with one's gift of the gab or power of expression. GD requires the verbal display of the knowledge of the candidate.
- Only if one remains alert by adapting himself / herself to the changing situations as they emerge, and only those who utilize the opportunities with enterprise, imagination and tact can come out successfully.
- Under GD circumstances, the conduct and behavior of each candidate will bring to the surface his / her natural leadership.

11.8 ORGANIZATIONAL GROUP DISCUSSIONS

The significant use of group discussions is for decision-making. The members of the group, which interacts with one another, explain their ideas and arrive at a decision on a consensus. Group discussions are very helpful in solving complex issues that hamper the progress of an organisation. The traditional interactive groups that are a setup of the hierarchical chain within

the organisation may at many a times promote a group think. In a group think there is great emphasis on sustaining the loyalty and maintaining unity. In this process one cannot think critically and open discussion is prevented. It could even be a possibility that the members within a group think may be pressurized into agreement. To avoid this, the following techniques can be used in organizations for decision-making and problem solving:

1.8.1 Brainstorming

A method of generating as many ideas and perspectives as possible. This technique is as uncritical as possible because the free flow of ideas is restricted by criticism. The People involved in brainstorming are from diverse disciplines and must have different cultural and social backgrounds. This diversity is beneficial in the generation of novel ideas and solutions and unexpected insights and connections can be sought for any problem. The basic steps to conduct a brainstorming session are:

- Six to twelve persons form a group and sit around a table.
- The problem is clearly stated by the group leader so that each participant understands it.
- Every member suggests alternatives that come to his/her mind within a stipulated time.
- The alternatives may be recorded for discussion on a black/white board, flipchart or a note pad.
- There is no criticism allowed during discussion and analysis of the alternatives.

There are two types of brainstorming techniques - 1. Story boarding2. Lotusblossom.

1. Storyboarding is used to identify the major issues in an organisation. These issues are brainstormed by each and every member of the group. The complex issues within an organisation can be solved through this technique.
2. Lotus blossom is the technique wherein a core thought is presented and every participant generates eight ideas which surround it in the way the petals of the lotus blossom. Each of the idea generated then becomes a core thought and is again enveloped by another set of eight ideas. This continues till the members of the group can no longer generate ideas. Sometimes if the members have had a grasp over the problem, they can arriveat a decision on a consensus through potential solutions.

11.8.2 Nominal Group Technique

The name nominal itself refers to the practice that this technique follows. It restricts interpersonal communication or discussion during the process of decision-making and hence it is called Nominal group technique. Members of this group meet like in a traditional meeting but operate independently. The problem is stated and then they follow these steps:

COMPULSORY
ENGLISH

- Every member silently and independently jots down his/her ideas to the stated problem even though they are in a group.
- After the ideas are jotted down, every member presents a single idea, which is recorded on a chalkboard or a flipchart.
- The ideas are discussed and evaluated for clarity.
- The group independently and silently gives a rank to the ideas.
- The idea with the highest aggregate ranking is the final solution to the problem.

In normal conditions, an interacting group restricts independent thinking but in this technique the group is permitted to meet formally and there is no restriction on independent thinking.

11.8.3 Delphi technique

This technique is time consuming and more complex in group decision making. It is quite similar to the nominal group technique but it does not require the physical presence of the members of the group. The members of this group never meet face to face.

- Once the problem is identified, members are asked to generate potential solutions through the designed questionnaires provided to them.
- Each of the members independently and anonymously answers the first questionnaire.
- After every member completes the questionnaire, the results of this questionnaire are compiled at a central location, recorded and reproduced.
- A copy of the results is sent to each member.
- If anyone of the group does not agree to the results, another questionnaire is produced. The members again have to provide solutions because the compiled results usually give rise to new solutions or bring a change in the original position.
- The steps 4 and 5 are repeated as required or until a consensus is reached.

This technique insulates the members from the undue influence of the other members. It can be used in decision making by groups that are geographically scattered. For example, a multinational company may have its branches in Japan, New York, France, Melbourne and London can use this to find out the best competitive global rates for one of its products. The cost of bringing all executives under one roof can also be avoided by using the Delphi technique.

The drawbacks of this technique are that as it is time consuming. It cannot be applied in situations where it is necessary to take speedy decisions. It is incapable of developing the rich array of alternatives which brainstorming or nominal group technique is capable of. Also the absence of face to face interactions may never stimulate ideas that come up while having a face to face interaction.

It is up to the organization to choose a technique based on the urgency of the situation, availability of time, location of the members and the complexity of the decision to be taken.

GROUP DISCUSSION

CHECK YOUR PROGRESS 3

1. What is brainstorming?
2. Why Nominal group technique is called Nominal?
3. State the drawbacks of Delphi technique.

11.9 GROUP DISCUSSIONS WHICH ARE A PART OF A SELECTION PROCESS

This group discussion is conducted for selection of candidates for a job, and to get admission in professional institutions. It acts as a tool for evaluation of the candidates based on their knowledge, communications skills and their group adaptability skills required to work together.

It is highly essential for the recruitment of managerial trainees and at the executive level. These group discussions look for such candidates who can shoulder responsibility, face challenges, work together in a team and demonstrate leadership skills. The selection group discussions aim to evaluate the team-playing skills of an individual, individual traits and leadership qualities along with communication skills.

11.9.1 Characteristics of a group discussion for selection process

Usually these group discussions, which are conducted for recruitment of candidates, either a case study or a topic, are given for discussion. It is a leaderless group of around 8 to 10 candidates. There is a time limit for the discussion. It could be around 30 minutes. If candidates are given a case study for discussion then they have come up with viable solutions for it. If a topic is given, candidates have to discuss it meaningfully comes to a conclusion collectively.

All candidates are made to sit either in a circular, rectangular or U shaped arrangement depending upon the infrastructure of the organisation. Sometimes the seats are allotted by the selection panel. If not, the candidates can take a seat wherever they want. The panel comprising of executives of the company – technical and human resources are present there to observe and evaluate the candidates. All rules regarding the time limit and expectations of the panel are explained before the group discussion begins. The panel either can watch you from behind a screen or can even watch directly.

Thinking time for the case study / topic may be given. Only upon the instruction of the panel can the group discussion begin and end only when the termination time is signalled by the panel.

11.9.2 The evaluation criteria for selection

This group discussion for selection process for employment and for admission is an effective and powerful tool for assessing the personality traits of candidates. The group discussion method is considered a reliable means while recruiting candidates. The depth and range of the candidate's knowledge, the

COMPULSORY
ENGLISH

ability to present the knowledge convincingly, the group communication skills, group behaviour and the leadership skills can be evaluated from this group discussion, which is a part of selection process.

Knowledge level

Thorough knowledge of the subject is the basic requirement to participate effectively in the group discussion. A candidate must also possess the knowledge of various subjects and be aware of the current affairs across the globe, burning issues that are of importance to the economy, environment and technology. The dynamic companies and organisations always look for a candidate who has a great depth and range of knowledge.

The candidate may be given any topic for the group discussion test – be it social, culture, polity, technical and scientific research, problems related to the economy, environment, controversial issues or a case study. A person who reads the newspapers, magazines, periodicals, watches news bulletins and debates on television on a daily basis will always be abreast of these kinds of topic. Be aware of the latest innovations through internet.

The candidate should be able to analyse the topic/information systematically by correlating it with personal experiences and exposure with the help of his/her knowledge level. This ability to analyse the existing knowledge and trying to assimilate it with ideas helps one to brainstorm new ideas and schemes. The candidates who have ideas are in a winning position but the candidate that puts such ideas that will work for the organisation emerges naturally as the leader of the group. All candidates are required to analyse the topic clearly and state their interpretation over it. The candidate will be evaluated on the basis of the contribution in the group discussion and by putting forward ideas that have a relevance to the topic with an original approach and wide perspective.

Group Communication skills

A person is not only known by the level of knowledge but by how effective a communicator he/she is. Your presentation of ideas in a logical sequence with conviction will make the group discussion meaningful. The panel that is observing you tries to look for specific traits in your personality. Traits related to the communication skills of a person like – how active a listener you are, what kind of words and language you use, the clarity and freedom of expression and the non-verbal cues. While assessing a candidate on the communication skills, the panel looks for:

Listening skills

A person who attentively listens to the views and ideas of all and continues the thread of discussion is an active listener during the group discussion. Only when you are an active listener you can critically analyse and systematically discuss within the group. This brings out the quality of being a good leader because a good leader is a good listener first. Do not listen to confront someone. Listen with zeal and enthusiasm for the deliberations of the group. Listen to participate with a positivity that envelops the others too. The panel

also questions at the end of the discussion to know whether you are a good listener or not. In case you are unable to answer the questions, you emerge as a poor listener.

Appropriate language

Be aware of the language you use during group discussion. Do not make long winding sentences. Use simple and short sentences. The words you speak must not be full of technical jargons, which someone does not understand. Be accurate with grammar. Pronounce the words distinctly and clearly. Give pauses when required. Learn to emphasize the right words while discussing. Be as simple as you can in the choice of words. Do not use complicated words to create an impression. Simplicity is the hot cake now. Complication never creates an impression but simplicity does. Be simple; be convincing. Do not use flowery words to flatter the person. Never curse during the group discussion. Have an appropriate audible voice and state your views regarding the topic.

Clarity of expression

This deals with being clear about what you speak. Do not change your stand once you know that there is no one in your support. The ability lies in convincing the person to agree with your views not in changing your stand. It is often seen that people keep on changing their stand out of fear. Be clear and precise with your ideas. You cannot change what you believe but you can definitely change the way a person believes in you. Convince the person and get your point across and demonstrate clarity of expression, which is vital in your speech. Be confident while you speak. If you are confused you will definitely confuse the others. Be crystal clear with your thoughts and use direct speech while discussing. Indirect language, unnecessary ornamentation in the language, artificial eloquence and exaggeration should be avoided.

Non-verbal signals

The panel observes your facial expression, eye contact, the body movements you make, gestures and your posture while speaking and listening to others. They observe to note the traits of your personality. They watch to determine the level of nervousness, frustration, aggression, insecurity, defensiveness, cooperation and weaknesses within a person. Recognize the power of non-verbal communication and use them wisely and effectively. Your body language should reflect your self-confidence, positive attitude, cooperation, politeness, sincerity and the openness of your mind.

To be a successful communicator in the group discussion

- Tone - the quality of your voice should express a particular mood/feeling. Use polite tone
- Voice - Right projection of the voice. Not very loud, Not very low
- Articulation – to speak/express your idea in words. Clarity in pronunciation
- Fluency – Speak/write in an easy free flowing style.

COMPULSORY ENGLISH

- Modulation – Have variations in tone/volume while speaking. Don't speak on the same pitch.
- Good delivery – Express the ideas fluently in the right tone, right voice and with the right articulation.

Tips

- Look at the person speaking to you with attention and a meaningful eye contact and regular nods to show that you are listening.
- While speaking in a group have an eye contact with all without ignoring anyone.
- Do not indulge in overt gestures. Keep pleasant gestures, wear a smile or show anger
- Never point a finger / raise hands while speaking to others.

Group Behaviour

The employers today look for candidates that work together in a group/team by displaying team management skills that make them successful while working together as a group/team. It is a very short acquaintance, which the candidate has during the group discussion, but it is enough to evaluate the emotional maturity and balance of thoughts, feelings and behaviour, which are highly required in such interpersonal relations. A candidate must be more people centric rather than being egocentric/self-centric.

To effectively participate the candidate must coordinate and cooperate with all the members in the group. The members of the group are all different. There may be members who are active participants initially but slowly and gradually they become silent. This shift in their participation is noted by the panellists. The shift could be out of boredom, due to disinterest or due to lack of ideas to discuss. Sometimes the silent members of a group are ill-treated. The person who takes an interest in every member and keeps the ball rolling during the group discussion emerges naturally as the winner. There are a variety of roles to play during the group discussion like being an initiator, illustrator, informer, leader, moderator and a coordinator. According to the panel, an ideal candidate is the one who opens the gates rather than closing them over the members, who share time with each and every member, listens to them and reacts to the views unbiased.

A good communicator is one who has the skill to analyse a problem and persuade all to view it from various perspectives. Never open your mouth just for the sake of speaking. Speak sensibly and meaningfully during the group discussion. One should argue in a modest and amicable manner and be open towards the views of others and be supportive to the group.

Leadership skills

The success of any team depends on its leader. No group can function successfully without an efficient leader. In the group, discussion for the selection process there is no leader appointed within a group. The leader emerges as the discussion proceeds. The candidate who has the coordinating and func-

tional abilities is the person who is the leader. The coordinating abilities are the group adaptability and group motivation that a candidate demonstrates within the group. The functional abilities are the mental and physical energy, knowledge, objectivity, emotional stability, communication skill, emotional intelligence and integrity.

Group adaptability is the skill to adjust with one and all within the group and be a cohesive force that keeps the group bound as a single unit rather than a collection of people. Group motivation is the ability to influence and motivate others. It is to encourage the participants to bring out their best participation by nurturing cooperation, team spirit and understanding within the group members.

Being a leader in this group means to make an influence over the proceedings of the group by constructive participation, convincing others to a particular point of view, rational arguments, building support with the supporters and logically weakening the opponents within the group.

The leadership styles that are being demonstrated are observed by the panel. The authoritative leaders impose their ideas/views on the group. These leaders go to the extent of passing judgements on other and their views. If the discussion does not go in the direction they desire, they even block action within the group. The friendly leaders are consistently avoiding conflict or unpleasant feelings. They focus on maintaining a peaceful environment. The democratic leaders are those who keep the whole group united and include all in the discussion. They do not judge others and express their feelings/opinions openly and directly. In case a conflict arises, they deal with it as a problem –solving exercise.

Based on all these styles, the panel prefers the democratic leader. Thus, a leader in the group discussion must be able to deal with hostility and deal with those '*bulldozers*' who are high on lung power and low on logic. He/she must also have the efficiency to control the fish market environment if it arises during the group discussion. The persons who are deviating from the topic or who are trying to dominate must be controlled by the leader. The leader must ensure equal participation of one and all within the group.

CHECK YOUR PROGRESS 4

1. Which are the evaluation components for the selection process group discussion?
2. Which are the factors to be assessed while assessing the group communication skills of a candidate?
3. Write the functional abilities required by a leader within a group.
4. Describe the leadership styles in 1-2 lines each.

11.10 BODY LANGUAGE IN A GROUP DISCUSSION

The members of the group involved in group discussion have a chance to use body language while the discussion is going on. Every member expresses through facial expressions, postures and gestures to convey and support what

COMPULSORY
ENGLISH

is being said in words. The rest of the group members observe the body language of the member who is speaking. The body language may vary depending on the degree of formality of the groups. For example, the meetings that are conducted formally at the work place do not involve much use of non-verbal cues. But a group discussion which is less formal compared to meetings entails more use of non-verbal cues. Keep track of the non-verbal cues while communicating in a group. A list of guidelines for the effective use of body language during group discussion is given below:

- Have a meaningful eye contact when you speak and listen to others.
- Demonstrate a facial expression that displays interest and enthusiasm.
- Do not be emotional during group discussions while arguing or disagreeing.
- If the group is small, use small hand gestures in order to avoid intruding the personal space of others.
- Change your posture while sitting because as the members are seated in a group there is restriction in the movement. Example – sit with your legs crossed, lean on the chair for a moment or place one arm on the back of the chair.
- Observe the non-verbal cues of the members to understand the intentions of their verbal cues.

Given below are different non-verbal cues along with their interpretation

Non-verbal behaviour	Interpretation
Head tilt	shows interest
Tapping foot /drumming fingers	shows impatience
Drooping shoulders	No interest/ tired
Palms open	openness, sincerity /candid
Arms folded	disagreement/ feeling threatened/ nervousness/complaint
Looking away/ slumped posture	suppressing irritation/anger
Stare	aggression/ seeking attention
Wringing one’s hand	worry/tension/stress/ seeking sympathy/ acute anxiety
Point finger while talking	Anger/frustration/ aggression/ complaint
Frequent nods while listening	Agreement/ sign of understanding
Rubbing hands	Confused by a question or by something
Frown	Strongly disagree/ puzzled/ need more explanation or listening intently.
Fiddling with jewellery/ accessories	Stress/ discomfort/ embarrassed
Look down to the left	Talking to oneself
Eyes narrowed	Anger/ disbelief
Eyebrows raised	Disbelief/ sarcastic/ arrogance
Smile/ eye contact / lean forward	Interested/ friendly
Hand to cheek	Thinking/ evaluating
Head resting in the hand with eyes downwards	Disinterest/boredom
Steepled fingers	Air of superiority/ authoritative
Less eye contact/ rapid blinking/ Hands covering the face/mouth	Shy/ lying
Lean back on the chair with hands clasped	Arrogance/ over confident/ intends to belittle you behind the head.

11.11 DOS AND DON'TS FOR GROUP DISCUSSION

- Have knowledge of the current issues.
- Always have a pen and paper with you during the group discussion.
- Listen with rapt attention to the topic.
- After knowing the topic jot down the ideas that come to your mind related to it.
- Dissect the topic thoroughly by analysing and trying to explore the underlying causes.
- Frame your ideas into meaningful sentences before you speak.
- Make it a point to speak first only if you have something sensible and meaningful to say.
- Never speak for the sake of speaking, contribute to substantiate the discussion whenever you speak.

COMPULSORY
ENGLISH

- Recognize the supporters who augment your ideas and know your opponents too.
- Share time fairly by keeping a track of time.
- Listen to the views of all with an open mind.
- Have a meaningful eye contact while speaking and listening to others.
- Avoid aggressive gestures like thumping on the table or pointing out with a hand or fingers.
- Avoid parallel conversation in a group discussion.
- You must be tactful and witty.
- While using humour see that it does not hurt anyone or deviate from the discussion.
- Demonstrate an accommodative nature by showing the spirit of cooperation.
- Try to make the silent members speak by encouraging them.
- Try to provide a new direction to the group discussion and restore peace if things get chaotic.
- The ultimate aim is to arrive at a conclusion by arriving at a consensus.

CHECK YOUR PROGRESS 5

FILL IN THE BLANKS.

1. The open palm shows _____.
2. The _____ should be meaningful while speaking and listening to others.
3. A raised steeple shows _____.
4. The _____ during group discussion must display enthusiasm and interest.

11.12 LET US SUM UP

In this unit, you have learnt about group discussions and how it is useful in organisations for decision making and solving complex issues. You have also learnt about the group discussions which are used in the selection process and the various evaluation factors for such group discussions. Lastly you have learnt about the body language and dos and don'ts in a group discussion.

11.13 KEY WORDS

Stimulate – inspire, motivate, encourage

Systematic – methodical

Recruitment – enrolment

Consensus – agreement

Professional – skilled, proficient

Inherent – inbuilt, natural

Sustain – maintain

Hierarchy – chain of command

Loyalty-faithfulness

Criticism – disapproving the views of others, condemn the views of others

Anonymously – namelessly

Viable – feasible, practical

Adaptability – flexibility

Termination – stop, close

Assimilate – take in, absorb

Brainstorm – think, come up with

Interpretation – understanding

Trait- mannerism, characteristic

Zeal – keenness, passion

Audible- easy to hear

Confront – tackle, deal with

Modest – humble

Amicable- friendly

11.14 BOOKS SUGGESTED

- Technical communication: Meenakshi Raman and Sangeeta Sharma
- Effective Technical Communication: M Ashraf Rizvi
- Advanced Technical Communication: KavitaTyagi and Padma Misra
- Communication skills: Sanjay Kumar and PushpLata

ANSWERS

Check Your Progress 1

1. The objective of a team is set and the members are assigned specific duties to achieve a target/goal. A group is more involved in discussing and planning the completion of the long term goals.
2. The various purposes of a group discussion are:
 - To share ideas, information and thoughts.
 - Useful in decision making on important matters.
 - Solving complex issues.
 - Finding solutions for those issues which affect the organisation as a whole.
 - To elaborate on any research/ work done and to get feedback over it.

Check Your Progress 2

1. A group discussion can be defined as a process that is a systematic oral interaction with a purpose.
2. True or false

1. True.
2. True.
3. True.
4. False.
5. False

Check Your Progress 3

1. Brainstorming is the method of generating as many ideas and perspectives to a problem/situation.
2. Nominal group technique is called nominal because it restricts interpersonal communication or discussion. All members function independently and very little discussion is done here.
3. The drawbacks of this technique are that as it is time consuming. It cannot be applied in situations where it is necessary to take speedy decisions. It is incapable of developing the rich array of alternatives which brainstorming or nominal group technique is capable of. Also the absence of face to face interactions may never stimulate ideas that come up while having a face to face interaction.

Check Your Progress 4

1. The evaluation components for a selection process group discussion are level of knowledge, group communication skills, group behaviour and leadership skills.
2. The factors to be assessed in group communication skills are listening skills, appropriate language, clarity of expression and the non verbal signals sent by the candidate.
3. The functional abilities are the mental and physical energy, knowledge, objectivity, emotional stability, communication skill, emotional intelligence and integrity.
4. The leadership styles that are being demonstrated are observed by the panel. The authoritative leaders are authoritative; they impose their ideas/views on the group. The friendly leaders are consistently avoiding conflict or unpleasant feelings. The democratic leaders are the ones who keep the whole group united and include all in the discussion.

Check Your Progress 5

Fill in the blanks.

1. The open palm shows sincerity/openness/ candidness.
2. The eye contact should be meaningful while speaking and listening to others.
3. Raised steeple shows a feeling of superiority/ authoritative.
4. The facial expression during group discussion must display enthusiasm and interest.