**Reading-definition**

**Reading** is a complex cognitive process of decoding symbols in order to construct or derive meaning (reading comprehension). It is a means of language acquisition, of communication, and of sharing information and ideas. Like all language, it is a complex interaction between the text and the reader which is shaped by the reader’s prior knowledge, experiences, attitude, and language community which is culturally and socially situated. The reading process requires continuous practice, development, and refinement. 😊

-Wikipedia
Importance of Reading

- Reading is important because it develops the mind
- It is how we discover new things
- Reading develops the imagination—develops creative side of people
- The pen is mightier than the sword
- words - spoken and written - are the building blocks of communication.
- fundamental in developing a good self image.
Importance of Reading

Reading is a very good exercise for our minds. It keeps our mental faculties constantly engaged.

Reading hones our language skills and improves our vocabulary.

Creativity stems from diverse reading and the ability to think out of the box.

We need to do a variety of reading at our workplace.
Techniques to Reading

1. Skimming - To understand the essence of the given topic.

2. Scanning - To find out the specific words or details.

3. Intensive Reading - To get specific details or information. It is usually slow reading done with a lot of concentration.

4. Extensive Reading – To read at leisure.
Skimming

Skimming is used to quickly gather the most important information, or 'gist'. Run your eyes over the text, noting important information. Use skimming to quickly get up to speed on a current business situation. It's not essential to understand each word when skimming.

Examples of Skimming:
The Newspaper (quickly to get the general news of the day)
Magazines (quickly to discover which articles you would like to read in more detail)
Business and Travel Brochures (quickly to get informed)
Let us say that you are a student of economics; and as suggested by your professor, you need to buy a reference text book on macroeconomics, or to write a paper on growth Vs. development.

You go to a book store and find a lot of books, with the same title Macroeconomics, but different authors. You want just one book which covers the relevant topic.

So you quickly go through the title page, topics and the content of a few books and finally decide on one book.

This type of reading is known as "Skimming". Thus skimming may be defined as "looking over a text/passage quickly, in order to get a general or superficial idea of the content".
When to use Skimming?

• To quickly review long documents.
• To read a lengthy Web page to get an overview of the content.
• When you have lots of material to read in a limited time.
• To check if you find the topic interesting enough to read thoroughly.
• When you want to survey a text to get a general idea of what it is about.
Strategy to Skim

- Read the titles, sub titles, subheadings and illustrations.
- Read the first and the last paragraphs and headings and summaries.
- Read the first sentence (topic sentence) of each paragraph.
- You ignore the details and look for the main idea.
- Skimming is done at least 3 to 4 times faster than normal speed.
Think of the 80 minute MBA as your reduced Shakespeare for business. A traditional MBA might get you in the door but it won’t help you much once you are in. This book is for anyone in business who wants to get ahead without going back to school. A formal business education is great for one who wants to think in the same straight line as the next person. But you want inspiration; creative thinking and a set of dynamic approaches in less time than it takes most meetings. The authors have sorted the great business ideas and key issue from the rest, so you don’t have to. They cover all the crucial topics including leadership, sustainability and ethics. This book will wake up your mind with fresh ideas and save you a bundle on getting ahead in business.

**Answer:** The book teaches you dynamic methods of doing business. The book is on Business Management.
Scanning

Scanning is used to find a particular piece of information. Run your eyes over the text looking for the specific piece of information you need. Use scanning on schedules, meeting plans, etc. in order to find the specific details you require. If you see words or phrases that you don't understand, don't worry when scanning.

Examples of Scanning
The "What's on TV" section of your newspaper.
A train / airplane schedule
A conference guide
• You start to read the book on macroeconomics that you picked up last week.
• You read chapter one and suddenly come across a word that is not familiar to you.
• To know the meaning of that word, you take out the dictionary and go to the page beginning with that alphabet.
• You run your eye through the numerous words in that sheet till you see to the word you are looking for.
• You check out the spelling, its pronunciation, meaning and also the various uses of that word.
• This type of going through a text or passage to find a key word/idea is known as ‘scanning’.
Scanning

- This is a method where in you read a particular list, sentence, paragraph, passage, or chapter with the intention of searching for specific facts related to a particular subject.
- When you scan a particular piece of written passage you are not actually reading the material line by line, but you are searching the passage for a particular piece of information very quickly.
When do you Scan?

- When you’re looking up a word in the roster or the dictionary.
- When you're concentrating on finding a particular answer.
- To first find a resource to help in answering your questions. (TV schedule)
- When searching the material for a specific piece of data very quickly.
Read the following passage

The term environment refers to the set of conditions, circumstances and influences surrounding and affecting the development and character of relations outside the human beings, the organizations, and institutions. It includes both external environments – economic, technological, social, legal, the financial institutions, the government policies and agencies, and the product markets and the internal – the technology of the workplace, the workforce and their organization and the stockholders.

Find the word ‘product markets’.
Intensive

Intensive reading is used on shorter texts in order to extract specific information. It includes very close accurate reading for detail. Use intensive reading skills to grasp the details of a specific situation. In this case, it is important that you understand each word, number or fact.

Examples of Intensive Reading
A bookkeeping report
An insurance claim
A contract
Let us go back to the same book on macroeconomics that you had purchased from the book store last week.

Your professor has announced that he is giving a test on the topic covered in chapter 1-5 of the book.

You read the chapters line by line to understand the concepts, you make detailed notes, you check out the unfamiliar words and generally try to absorb all the information given in the five modules.

By the end of your preparation, you are thorough about the information given in said pages of the book.

This is known as intensive reading.
• When you read shorter text like a speaker’s keynote and you need to collect the key points in the speaker’s key note, you would read slowly with a lot of concentration.

• When you read a book as an reference material for writing a thesis or when you read an article with the intention of writing a review on it, you read it intensively.

• All the skills of reading i.e. skimming, scanning and extensive reading are used in our intensive reading.

• We read the entire text since it the complete piece is centrally relevant, and thus we get to understand and assess/evaluate its content in depth.
From the CEO’s desk

At Infosys, our focus has always been to sustain our relevance to our clients. Over the past three decades, we have consistently evolved as an organization to respond to their changing business needs – effectively and efficiently. Infosys 1.0 pioneered the Global Delivery Model making it the de facto industry standard today. This was also the phase when we built the foundations on which this great organization was built – people, processes, technology and governance practices. With Infosys 2.0, we integrated the Global Delivery Model with Consulting, brought in vertical focus and expanded beyond Application Delivery and Maintenance. Recently, we have also put in place our organizational structure for Infosys 3.0, which aligns completely with our new strategy. Kris has already mentioned the contours and highlights of this new structure and also the investments we are making to execute our new strategy. This, we believe, will enable us to achieve our aspirations of becoming the next-generation global Consulting and Services corporation.

What are the key points in the CEO’s message?
Extensive

Extensive reading is used to obtain a general understanding of a subject and includes reading longer texts for pleasure, as well as business books. Use extensive reading skills to improve your general knowledge of business procedures. Do not worry if you understand each word.

Examples of Extensive Reading
- The latest marketing strategy book
- A novel you read before going to bed
- Magazine articles that interest you
Tips

Remember to check the purpose of your reading and then use scanning, Skimming or intensive reading—either separately or in sequence—as required so that you achieve the purpose.

<table>
<thead>
<tr>
<th></th>
<th>To check particular details of an incident reported in a newspaper article.</th>
<th>Scanning</th>
</tr>
</thead>
<tbody>
<tr>
<td>2</td>
<td>To see whether a magazine article will be worth reading.</td>
<td>Skimming</td>
</tr>
<tr>
<td>3</td>
<td>To read the instructions for booking and paying for a journey on-line.</td>
<td>Intensive</td>
</tr>
<tr>
<td>4</td>
<td>To read a text thoroughly to understand and remember what you’ve read.</td>
<td>Intensive</td>
</tr>
<tr>
<td>5</td>
<td>To read a textbook chapter to revise a subject that you know well.</td>
<td>Skimming</td>
</tr>
<tr>
<td>6</td>
<td>To check the names of the research methods the author of a research report article has used.</td>
<td>Scanning</td>
</tr>
</tbody>
</table>
Quick Quiz

- The ‘What’s On’ section of the local paper:
  The correct answer is: *Scanning*

- A novel:
  The correct answer is: *Extensive* (or *Intensive* for revision, perhaps)

- A newspaper:
  The correct answer is: *Skimming*, *Scanning* for specific information, *Intensive* if we find it.

- A text in class:
  The correct answer is: *Intensive*

- A poem:
  The correct answer is: *Extensive*
• The telephone directory:
  The correct answer is: Scanning
• A postcard:
  The correct answer is: Intensive
• A train timetable:
  The correct answer is: Scanning
• A recipe:
  The correct answer is: Intensive
• A travel brochure:
  The correct answer is: Skimming for interest, Scanning for particular resort, Intensive for detail.
Reading Comprehension Levels

One of the key attributes of possessing good reading skills will be your ability to-

• Read a variety of materials (e.g. Documents, Reports, Complex Emails, Instructional manuals etc.).
• Understand and remember what you have read.
• Effectively communicate what you've learned from your reading to others.
Levels of Comprehension

- The 3 levels of reading comprehension is based on the depth and complexity of reading to be done.
- They are arranged from the easiest to the complex level of comprehension.
- The levels are
  1. Literal
  2. Interpretive
  3. Applied
**Level 1 - Literal**

- Literal is the most obvious and simplest level of reading.
- It is called literal as it explicitly states what it means.
- It is an appropriate way to improve/test an individual's vocabulary.
- **This level of reading can help answer the ****Who**, **What**, **When**, and **Where** questions.**
- It involves only surface understanding of the written text.
Read the following passage

- In an attempt to strengthen the management competency development dimension, Infosys tied-up with Harvard Business Publishing (a wholly-owned venture of Harvard Business School, Boston) to bring high-quality learning programs from Harvard to Infoscions.

As part of this tie-up, Infoscions are entitled to access 25 titles from the Harvard Manage Mentor (HMM) suite of learning assets. These programs are available for individual contributors, middle and senior managers and mapped to competencies on behavioral / managerial competency framework.

- Which venture of Harvard Business School has Infosys tied up with?
- How many titles from the HMM are available to Infoscions?
- To what kind of competencies will the available programs map to?
Level 2 - Interpretive

• In this level the reader needs to go beyond what is said and read for deeper meaning.

• The reader needs to look for relationship of ideas, see how ideas go together and also see the implied meaning of message.

• It includes thinking processes such as drawing logical conclusions, and making generalizations and predicting outcomes.

• This level of reading can help answer why, what if, and how questions.
Methods to interpretive reading

• Drawing inferences
• Tapping into prior knowledge / experience
• Attaching new learning to old information
• Making logical leaps and educated guesses
• Reading between the lines to determine what is meant by what is stated.
There are two types of companies – some struggle with being able to offer something that clients want to buy, and many times this is compounded with disappointing customer expectations via quality-related issues. The marketing teams in those companies then have a job referred to as “polishing the sneaker”. In other words, figuring out how to make something seem better than it is. Sad but true. Then there are companies that really hit the mark in solving customer problems in new and innovative ways – with high quality – but for whatever reason not enough customers recognize all that they do.

1. According to the passage what does the phrase “Polishing the sneaker” mean?
   - Creating ways to solve customer problems.
   - Relook at how to sell the products more effectively.
   - Creating high quality products for the client.
   - Recognition and reward from the client for a job well done.
The successful retailer will get both traditional and online channels to pull in the same direction towards common goals, unified messaging, seamless customer service and multi-channel transaction portability. Tomorrow’s retailer will also be truly customer-centric – his products personalized, perhaps also co-created with the customer; with pricing being transparent and value-based. The store will open for business anywhere, anytime; listen intently to the voice of customers, engage with them in social relationships.

1. According to the passage, how is tomorrow’s retailer going to make it truly customer centric?

- By making the products customized for the customer, probably co-creating the products with the customer.
- Use the online channels rather than the traditional ones towards providing seamless service.
- Go in for restricted transaction time to create niche marketing.
- Compromising on quality and price to keep the customer happy.
Level 3 - Applied

- Applied reading is the highest and most sophisticated level of reading comprehension.

- In this level, the reader absorbs what was stated i.e. the literal meaning and then understands what was meant by that statement—which is the interpretation, and finally apply the concepts to a given situation.

- The reader should be able to go deeper in to the given text and understand the ideas and evidence provided by the writer.
Methods to Applied reading

• Differentiate between facts and figures.
• Understand the purpose behind the writing.
• Recognize the tone and the persuasive elements.
• Analyze and synthesize the given information.
• Evaluate the accuracy of the given information.
• Apply the information derived from a thorough understanding of a situation to a new one.
Group Activity


Problem statement:

• Fendara SL is a medium-sized hi-tech engineering company located near Verona in northern Italy. The company has 147 employees, of which 86 are shop floor workers. Factory work is organized in three shifts, from 6 a.m. to 2 p.m., 2 p.m. to 10 p.m. and 10 p.m. to 6 a.m.

• In recent years, they have seen their staff costs spiral due to rising salaries, higher training costs and the difficulty of recruiting and retaining skilled workers, particularly for the night shift.
Graphs

Chart 1: Fendara SL Staff Turnover per year

Chart 2: Fendara SI Recruitment costs per new worker*

Chart 3: Fendara SL Reasons given by employees for leaving the company
Questions to ponder

• What do the charts show?
• How do they illustrate Fendara’s problems?
• From the available information, what can be done by the company to ensure that this issue is resolved?
• Give a detailed plan of action to help Fendara bring down their spiraling staff costs.
Links