



VARDHAMAN MAHAVEER OPEN UNIVERSITY, KOTA



Unit - 1 Introduction to Communication

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1.0 Objectives

After completing this unit, you will be able to understand:

- Define communication;
- Know the purpose and importance of communication;
- Classify various forms of communication;
- Identify need, objectives and scope of communication;
- Understand basics of communication.

1.1 Introduction

The word communication originates from the latin word “**communis**” which means “Common”. This means that we try to establish “commonness” with some one in communication. Communication is the process of passing information and understanding the same from one person to another. Thus, communication means to understand information, facts or opinions of someone. Communication always involves two people, a sender and a receiver but unless a “common understanding” results from the transmission of ideas or symbols there is no communication. **Chester Bernard** had highlighted communication as a dynamic force in shaping the organization and behaviour in late 1930s. He called communication the ‘foundation’ of all group activity. There is no doubt that communication is so fundamental that without it, no organisation can exist and function effectively towards achieving its objectives. As sir John Harvey-Jones Says "Communication is the single most essential skill." Professional and result oriented organisations are always looking for manager who can communicate persuasively and competently. It has been pointed out that about nine tenth of a manager's time is spent in communicating, one way or the other. Powerful concepts in management, such as participation, empowerment and involvement revolve around communication.

1.2 Defining Communication

The word “Communication” has been defined differently by different management thinkers and experts. Some of these are given below:

“Communication is an exchange of facts, ideas, opinions or emotions by two or more persons.”

– **George R. Terry**

“Communication is the process by which information is passed between, individuals and/or organisations by means of previously agreed symbols.

– **Peter Dittle**

“Communication is an interchange of thoughts, opinions, or information through speech, writing or signs.”

– **Robert Anderson**

“Communication is any behaviour that results in an exchange of meaning.”

– **The Americal Marketing Association**

“Communication is the transfer of information from one person to another person. It is a way of reaching others by transmitting ideas, facts, thoughts, feeling and values.”

– **Keith Davis**

“Communication may be broadly defined as the process of meaningful interaction among human beings, more specifically, it is the process by which meanings are perceived and understanding is reached among human beings.”

– **D.E. McFarlad**

Thus, communication is the process of exchange of information, ideas feeling and understanding among human beings. It is a systematic process of conveying, listening and understanding something between two or more person through words, figures, symbols, pictures and body language etc.

1.3 Need for Communication

Today every organization small or multinational needs an effective communication. According to Koontz and Weihrich, communication is needed to:

- i) Increase employees job performance and effectiveness by updating their knowledge.
- ii) Promote employees sense of belonging and commitment.
- iii) Effect changes smoothly
- iv) Motivate and create a sense of identification with organization and its goals.
- v) Inform and convince employees about decisions and the reasons behind those decisions.
- vi) Develop employees clear understanding of future growth opportunities in the organization, and
- vii) Empower employee's with information on development and relevant activities.

1.4 Purpose of Communication

It could have many purposes depending on the context and person involved. Communication within a family, seminar, theatre, office has different purposes that have to be achieved. The basic purpose of communication in an organisation is to facilitate and lubricate the organization.

There would also be following purposes of communication:-

- i) **To inform:** The basic purpose of Communication is to keep the people informed. Various important facts and information are required to be given on time. Peter F. Drucker has stated, “The manager has a specific tool: Information”. Thus, communication may be to inform the people about ideas, views, suggestion etc. Managers need complete, accurate and precise information to plan and organise. Employees need it to translate planning into reality.
- ii) **To persuade:** Persuasion may be defined as an effort to influence the attitudes, feelings or beliefs of others. Persuasion consists of four important steps: a) Analysis of situation (b) Preparing the receiver c) Delivering the message and d) Prompting action, all these depend on effective communication. It is not enough to inform the people, along with it they need persuasion to attain common goals. Thus, communication is to pursue people so that they ensure their efforts in right direction.

iii) **To educate:** Communication may have a purpose to educate the people. It is very conscious process of communication. It involves both teaching and learning with an object to widen knowledge as well as improve skills. For the purpose knowledge, skills and attitude are developed among the people by communication.

iv) **To train:** Training is the act of increasing the knowledge and skill for a particular task, communication is an integral part of training. To achieve proficiency in a particular field instructions, lectures, demonstrations, practices and discussion are required which are part of communication.

v) **To motivate:** motivation is creating and releasing work energy within an individual. High level of morale and motivation are must to ensure high level achievements. Communication provides a mean to keep people motivated. Besides money, various factors such as job satisfaction, prestige, a sense of belonging, recognition can also motivate a person to work sincerely and effectively. Motivation as a form of communication deals with these factors.

vi) **To integrate:** where large number of people working altogether, communication helps them to work in an integrated manner. Exchange of views, problems and other information can create better understanding among them, which is resulted into integrated efforts by them.

vii) **To relate:** As human being is a social creature. They require good relationship. Communication is not only building relation but also nurturing mutually beneficial relationship.

viii) **To entertain:** communication may have a purpose to entertain. Communication also facilitates social bonding. It also helps in creating pleasure events which entertain the human being and relive them from tension.

1.5 Importance of Communication

Communication is a vital force, it is an important aspect of effective business organization. McFarland has described "The ability to communicate has enabled human to build societies, organization and other social groupings that make for survival and better living. At the same time, many of our problems - individual, organizational and social - arise from the inability to communicate clearly. Similarly Herbert say" without communication no organization could long exist." Thus, communication is the life line of modern business organisation

The importance of communication can be summarised as follow:

i) **Efficient/Smooth functioning of the undertaking:** Every type of organization whether small or big, public or private, communication plays vital role. It is said that "good communication is good business." The efficient performance of employees of an organization depends on effective communication within the organization.

ii) **Facilitates decision making:** Desired results of an organization largely depends on right decision at the right time. Communication system is a prerequisite for making sound decision. The quality of decision based on the availability of data, facts, reports discussions and other means of communication. It is also essential to communicate decision to the person concerned for effective implementation.

iii) **Proper planning:** Communication also facilitates effective planning According to Koontz and O'Donnell "Effective planning occurs when everyone responsible for it has access to complete information affecting areas of planning." Thus, communication is required not only for effective planning but also to ensure its better implementation.

iv) **Minimize organisational conflicts:** In an organisation where various employees are working at different level, the conflicts arise due to one or more reasons. Proper communication reduces the conflicts by developing understanding. Communication helps them to know the views, problems, and thoughts of others. Shobhana Khandwala writes "most of the conflicts in business are not basic but are caused by misunderstanding and ignorance of the facts, proper communication between the interested parties reduce the point of friction and minimize those that inevitably arises."

v) **Job satisfaction and higher productivity:** Effective communication promotes better performance as people are able to understand their jobs and roles in a better manner. Various sources of production such as machine, material, money does not resulted into productivity unless highly motivated men are there, and it is done with the help of communication. Communication provides job satisfaction and encourages the people higher productivity.

vi) **Democratic management:** Modern business organization are following democratic system of management. It requires good channels of communication so that employees, consumers and other stakeholders share information and participate in discussion, consultation and decision making.

vii) **To establish better labor relations:** Industrial peace is the need of the day. An effective communication creates better management and labour relationship. Labour communicates their problems, suggestion and expectations to the organizational head, on the other hand manager share their policies, programmes with subordinate and explain them that and how they are beneficial to themalso. It results into better labour relationship.

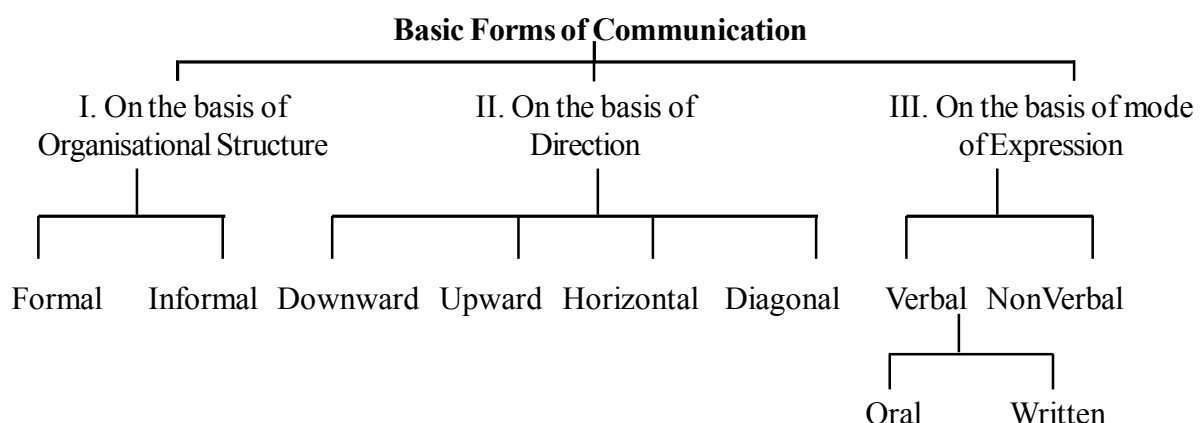
viii) **Effective organising:** Organizing involves delegation of authority, assigning liability, decentralization and establishes relationship between the members which cannot be done in absence of communication. According to Dale Yoder “Communication is at the very heart of the process of organising.” Thus, communication is important for effective organization as success or failure of organization depends on it.

ix) **Enhance motivation and morale:** Communication helps in enhancing morale of the employees, because they are aware of their role in business firm. It awakens a sense of security and encourages them to work. Effective communication plays critical role in enhancing the motivation and morale of employees.

x) **Sound human and industrial relation:** Robert D. Berth states “It is impossible to have human relations without communication.” The basic reason of disputes between the labour and management is communication gap. With the help of effective communication sound relations can be maintained as it promotes mutual understanding, cooperation and goodwill.

1.6 Basic forms of Communication

Communication implies exchange of information. It may be in various forms, it may be classified on the following basis-



I) On the basis of Organisational Structure

In the organization structure of an enterprise communication may be of two types.

- a) Formal communication
- b) Informal Communication

A) Formal Communication : Formal communication is a flow of information through formally established channels in an organization. It is mainly controlled by managers or people occupying higher position in an

organization. It is hierarchical in nature and associated with the superior and subordinate relationship. It is generally linked with formal status and positions of person in the organisation. It may be upward, downward and horizontal.



Advantages

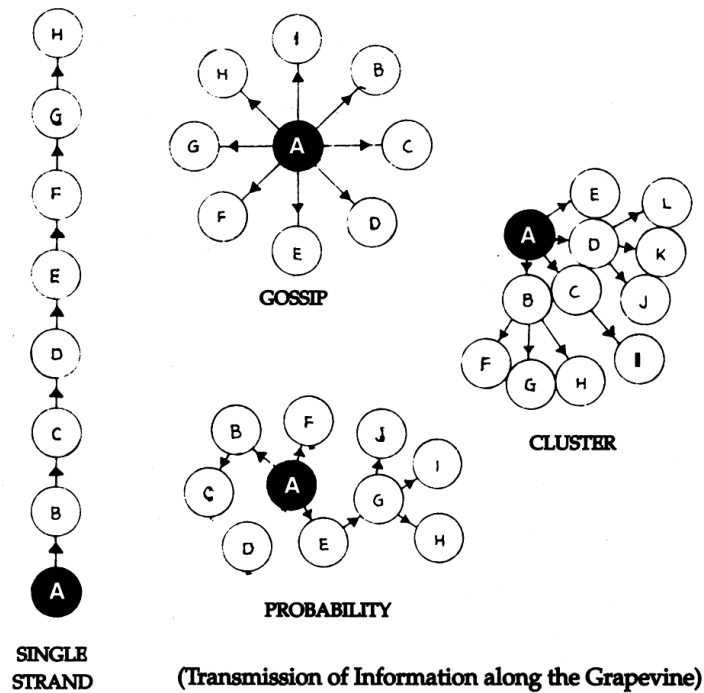
- i) It follows principle of unity of command
- ii) It is a systematic and orderly flow of information
- iii) It helps in fixing responsibilities for results.
- iv) Managers have full control on direction, nature and speed of communication.
- v) It helps in maintaining authority relationship
- vi) The flow of orders, instructions etc. are very specific, clear and definite.
- viii) It is helpful in maintaining direct contact with subordinates.

Disadvantage

- i) It is a time consuming process
- ii) It lacks personal contacts and relationship, thus does not satisfy human needs
- iii) It may be resisted and distorted
- iv) It delays the message due to formal procedure
- v) It obstructs free, smooth and accurate circulation of information.

B) Informal Communication : Herbert Simon writes, “The informal communication system is built around the social relationship of the members of the organisation”

Informal Communication refers to communication on the basis of personal relations. It is unstructured, unofficial and unplanned. It does not follow the formal channels established by the management, it often flows between friends and intimates and related with personal rather than ‘positional’ matters. It cannot be demonstrated on chart and not regulated by formal rules and procedure. Informal communication is a result of social interaction and satisfy natural desire of people to communicate with each other. Informal communication is helpful in countering the effects of work fatigue and monotony and serving as a source of job related information. It is also referred to grape wine communication. Grape wine communication carries unofficial information. It is not a reliable source of communication. Managers should be very careful about such communication.



Advantages

- It is flexible and fast channel of communication.
- It creates mutual co-operation.
- It may work as a valuable aid in communicating organizational rules, values and morale.
- It is helpful in building harmony and teamwork in the organisation.
- It provides an effective feedback to manager.
- It supplements formal communication.
- It creates successful public relations in organisation.
- It leads to success of organisation if used carefully

Disadvantages

- It creates mis-understanding and uncertainty
- Due to different perceptions of the persons involved in whispering, chain interpretations of information may change.
- It is difficult to believe on information as its source cannot be identified.
- It sometime leads to leak secret information
- The information passes through it is inaccurate and distorted.
- It is difficult to control it as its flow and direction cannot be checked.

Activity A:

Classify the following situation into one way and two way communication processes :

- | | |
|----------------------------------|------------------------|
| • Watching TV | • Group Discussion |
| • Talking to a friend over phone | • Chatting on internet |
| • Interview | |
| • Attending a lecture | |
| • Watching a cricket match | |
| • Conference | |
| • Listening music | |
| • Writing personal diary | |

II) On the basis of Direction

On the basis of directions communication may be of four types :

A) Downward Communication: When the message is flowed from top to the bottom of the organisational hierarchy it is known as downward communication, such communications may be in the form of orders, instructions, policies, programmes etc. It may be written or verbal.

The following messages are induced in this type of communication:

- a) Confirmation regarding performance
- b) Work assignment and directions
- c) Orders, guidance and responsibilities
- d) Ideological type of information
- e) Organisation Procedure and practices.

Advantages

- i) It is helpful in controlling the subordinate.
- ii) It explains the plans and policies of the organisation to employees.
- iii) It is a tool to delegate authority.
- iv) It is helpful tie among employees at different level.
- v) It encourages effectiveness of upward communication through feedback.
- vi) It helps in preparing the people to introduce change.

Disadvantages

- i) It tends to promote one way communication.
- ii) It is time consuming because information passes through various levels
- iii) Sometimes manager may filter the information or holdback some of the information due to fear that it might be unpalatable.
- iv) As the life of communication is very long, sometimes message becomes ineffective due to and some time lost significance unreasonable delay.
- v) It is often marred by either under communication or over communication.

B) Upward Communication : When message are transmitted from bottom to top of the organisational hierarchy, it is known as upward communication. The main function of upward communication is to supply information to top management. It is essentially participative in nature and can flourish only in democratic organisational environment. It may be in the form of progress report, suggestions, grievances, complaints etc.

Advantages

- i) It provides feedback of employees and make management able to find response of the procedure and plans adopted by management.
- ii) It provides opportunities to subordinate to communicate their views to top management.
- iii) This communication system encourages innovative ideas and suggestion.
- iv) There arises harmony and mutual co-operation among management and subordinate.
- v) It is helpful to formulate better future plans on the basis of subordinate feedback.
- vi) The managers are able to evaluate the impact of communication

Disadvantages

- i) Subordinate provides only that information which is favourable to upper management.
- ii) It may be discouraged due to lack of proper response of top management.
- iii) It takes a lot of time to communicate the problems at higher level due to various levels from which it has to pass,

- iv) There may be wilful manipulation of information to attain personal goals.
- v) There arise a threat that superior may react negatively

C) Horizontal Communication : When communication takes place between two or more persons who are working at same levels it is known as horizontal communication. This kind of communication takes place mostly during committee meeting or conferences. The main object of such communication is to establish interdepartmental co-ordination.

Advantages

- a) It helps in avoiding duplication of work.
- b) It solves inter-department conflicts.
- c) It facilitates in establishing co-ordination between different departments of organisation.
- d) Communication process is computed smoothly without any barrier.
- e) It helps in maintaining social and emotional support among peer group.

Disadvantages

- i) There is lack of motivation to communicate
- ii) Usually they hide information due to rivalry between them.
- iii) It lacks authoritativeness

D) Diagonal Communication : Diagonal communication is exchange of information between the persons at different level across departmental lines. This kind of communication is used to spread information at different levels of organization to improve understanding and co-ordination so as to achieve organisational objectives. Thus, where the persons who are neither working in the same department nor has similar level are communicating, it is said to be diagonal communication. It cuts across the levels of organisational structure. Diagonal communication creates difficulties but in order to take efficient decisions and to ensure their overall implementation it is necessary to use it in some circumstances.

Advantages

- (i) It increases organisational effectiveness.
- (ii) It facilitates organisational change.
- (iii) It creates integrity and harmony in the organisation.
- (iv) It helps to speed up action and save time.

Disadvantages

- (i) It violates the principle of unity of command.
- (ii) It is an unsystematic manner of communicate.

III) On the basis of Mode of Expression

On the basis of expression communication may be of two types:

A) Non Verbal Communication : Communication through expressions, gestures or posture is non-verbal communication. It refers to flow of information, through facial expressions, tone of voice and other body movements, In other words, it is a manner of communication otherwise than words. It conveys feeling, emotions, attitude of a person to another. A person can communicate his feeling to other quickly and economically by using non-verbal from of communications. This does not require the use of words as a person can express his feelings by his body language.

Some important of nonverbal communication are

- a) Body Language - Posture, Gesture, Eye Contact, Silence etc.
- b) Proximies - Space (intimate space, public space), Time, Surroundings etc.
- c) Para Language - Voice, Volume, Pause, Pitch, Proper stress etc.

Advantages

- a) It is reliable source of information
- b) Message may be conveyed quickly
- c) It is an economic way of communications
- d) It creates better understanding

Disadvantages

- i) Expressions and gestures are seen by anyone so it lacks secrecy.
- ii) It creates mis-understanding due to non understanding of the gestures.
- iii) It requires physical presence of both parties
- iv) Long and detailed message cannot be conveyed.
- v) The meaning of gesture changes according to time and place, thus it is difficult to understand universally.
- vi) There is no written proof in case of any dispute in future.

B) Verbal Communication: It is exchange of information by words either written or oral. Verbal communication consists of speaking, listening, writing, reading etc. It is most preferred mode of communication. It may be of two types:

a) Oral Communication : When message is expressed through spoken words, it may be either through face to face conversations or with the help of electronic mode such as telephone, cellular phone, etc. It may also be in the form of informal conversation, group discussions, meeting etc.

It is more effective means of exchange of information because the receiver not only hears the message but also observes the physical gestures of the speaker.

Advantages

- i) Oral communication is useful in providing good leadership.
- ii) It provides an opportunity to participate all the members in decision making.
- iii) It saves time and message reach to the receiver very quickly
- iv) It is an economic source of communications.
- v) It is more effective as body language can be observed along with the hearing of the message.
- vi) Reaction can be received easily and quickly.
- vii) The message can be conveyed clearly because in case of any confusion, the clarification can be sought immediately.

Disadvantages

- 1. It requires presence of both parties, i.e. sender and receiver.
- 2. The major drawback of this type of communication is lack of proof, thus it has no legal validity.
- 3. It is not suitable when the messages are lengthy.
- 4. It does not provide sufficient time for thinking before conveying the message
- 5. It involves high cost if both parties are at distance place
- 6. The message can be distorted.

b) Written Communication : When opinions are exchanged in written form, rather than by spoken words, it is known as written communication. It may be expressed through charts, pictures and diagrams. It includes newspapers, reports, letters, circulars magazines etc. While using written communication, words should be selected very carefully because message once sent can not be altered. It is formal in nature and cannot be overlooked.

Advantages

- i) It provides future reference. It becomes permanent record and beneficial for formulating new policies.
- ii) It is accurate. Mistakes are not likely to occur as it is open for verification and its authenticity can be checked.
- iii) It does not require physical presence of both parties.
- iv) It ensures transmission of information in uniform manner.
- v) It is useful to transmit complex information and it facilitates the assignation of responsibilities.
- vi) It usually removes conflicts and misunderstanding.
- vii) It facilitates to convey message to a large number of persons at the same time.
- viii) Written communication is acceptable as a legal document.

Disadvantages

- i) It is a time and money consuming way of communication.
- ii) It lacks secrecy, because message passes through various hands, thus, it is said to be double-edged weapon.
- iii) It is not useful in emergency circumstances.
- iv) It has no chance to alter the message ones transmitted.
- v) It is not possible to get immediate feedback.
- vi) It becomes unimpressive if drafted poorly.
- vii) It may be interpreted in wrong manner.
- viii) It requires unnecessary formalities.

Activity B:

You are a manager of an accounting Department in a medium sized company. One of the accountants has been on leave for two weeks in two months and his work is not complete on time. Would you like to speak to him or write to him or attempt both? If both, then what would you like to do first?

Activity C:

Mr. Aman of Aman International called up Mr. Satyam of Satyam Motors Pvt. Ltd. to place an order of five 100 KW motors for his company. The conversation was as follows:

Mr. Aman: "Good Morning Mr. Satyam"

Mr. Satyam: "Very Good Morning Sir."

Mr. Aman: "I want to place an order of five 100 KW motors. I want them very early. Can you send them by tomorrow?"

Mr. Satyam: "How many motors, Sir?"

Mr. Aman, "Five."

Mr. Satyam: "O.K. Fine."

Mr. Aman: "Thank you, have a nice day."

When the order was received. The next day Mr. Aman received a consignment of 5 motors of 500 KW each.

Question

1. What went wrong?
2. How?
3. Was oral communication sufficient in this case?
4. What would have been the right thing to do?

1.7 Evolution of Communication

The way in which communication has been viewed has changed considerably since it first became a subject of study. The first scholars to study and write about communication lived in Ancient Greece. The culture of the times placed heavy emphasis on public speaking, so it is not surprising that the first theories of communication—then called “rhetoric”—focused on speech. Aristotle, probably the most influential person of the day to study communication, characterized communication in terms of an orator (i.e., a speaker) who constructed an argument to be presented in a speech to hearers (i.e., an audience). The goal or effect of communication, as Aristotle viewed it, was to persuade.

Beginning with the formal study of communication by Aristotle and his contemporaries, communication came to be viewed as a process through which a speaker conveys messages to influence or persuade one or more receivers. In this paradigm, or perspective, emphasis is placed on the role of a source and on his or her intended message. Receivers are typically viewed as relatively passive recipients of messages, and thus as the endpoint in a straightforward and predictable cause-and-effect process. This foundational view of communication can be summarized by the statement that the source or sender (S) provides a message (M) to a receiver and produces an effect (E). In this Aristotelian view, the resulting effect equals persuasion.

The evolution has been toward theories of communication that emphasize the active and powerful influence of receivers as well as senders, meanings as well as messages, and interpretations as well as intentions. The sender and message are among these factors, as are others, such as the channel, situation, relationship between sender and receiver, and culture. Many scholars have also come to hold a longer-term perspective on the communication process. Rather than looking at a single sender-message-receiver-effect event, scholars are now looking at how personal identities and collective cultures are constructed through long-term communication processes that operate in relationships, and groups.

1.8 Objectives of Communication

John G. Glover in his book on ‘Fundamentals of Top Management’ has given the following objectives of communication in an organisation:

1. To keep the employees acquainted with the company’s progress and development programmes.
2. To provide employees with necessary orders and instructions in connections with their rights, duties and responsibilities.
3. To solicit information from the employees which may help the management in decision making.
4. To express the interest of management to its personnel.
5. To minimize the labour turnover.
6. To motivate the employees towards his job and to create interest in the work of the company.
7. To indoctrinate employees with the will to work and the benefits from their association with the company.
8. To instil each employee with personal prestige and pride in being a member of the corporate body.

1.9 Scope of Communication

Communication has a wider scope. It requires at every walk of life. The scope of communication can be classified under two headings:

A) External Dimension : Communication has a bigger arena which consists of building relations with various external agencies such as government, consumers, investors, competitive organisation, suppliers etc. It is required to maintain a good communication with the external environment because it affects the organisational effectiveness. Effective communication with external climate create co-operation, collaboration with the external agencies. For the purpose organisations use advertisements, publicity, press release, public relation. An organisation can't survive without maintaining a continuous communication with its external environment.

B) Internal Dimension : An organisation has its own vision, culture and concept. To attain organizational objectives it has decide its own policies, procedure, which requires communication with internal environment.

Management at upper level requires information from the various levels of the organisation to plan on the other hand they have to communicate these plans and procedure to subordinates at every level for better implementation. The managers have to remove the problems in the formulation of policies. It requires quick information of problems depend on communication with subordinate.

There are different functions to be performed by various functional departments to keep the organisation running. Within each department and across different departments functional heads have to communicate to their subordinates and co-ordinate their efforts with other departments and exchange of information plays a key role in it.

When we work at each functional department, the scope of communication further becomes very clear. For example, in the case of human resource department, the HR manager needs to communication with employees to avoid dissatisfaction, and industrial unrest in the entire organisation. Communication skills become essential to design appropriate advertisements and promotional material to conduct effective promotion.

In addition to external and internal dimensions, the scope of communication can be further expanded to include :

- Oral and non-verbal communication
- Interpersonal, intrapersonal & mass communication
- Human communication Reading, writing, speaking & listening

1.10 Nature of Communication

- i) Communication is a **process** of encoding, sending and decoding
- ii) It is the **essence of leading**, it is the basis for action and cooperation.
- iii) It is a **two way process**, there must be at least two people i.e. sender and receiver.
- iv) Communication is not a constant as it is **dynamic** in nature and ever changes as per the circumstances.
- v) It is a **universal activity** which is equally useful and necessary in politics, religion and economy.
- vi) It may be **verbal or non verbal**
- vii) It is an **exchange of facts and opinion**
- viii) It is **means, not an end** as its primary purpose is to motivate a response and the end results is understanding.
- ix) It is a **continuous process** as it does not finish after one message.
- x) It may be **formal or informal**.
- xi) It may be **oral, written** or even gestural.
- xii) It is an **interactive process**.

1.11 Communication Basics

Communication is dynamic, transactional process in which there is an exchange of ideas linking the senders and receivers towards a mutually accepted direction or goal, consisting seven basic elements. These elements are:

a) **Sender/Source/Encoder:** A sender is the person who transmits or spread the message, he conceives and initiates the message with the purpose of informing or persuading or influencing the opinion or behaviour of the receiver, for example a production manager explaining new production policy to his subordinate, a salesman explaining features of new product, an auditor submits audit report to directors are the examples of sender. He selects ideas and encodes them and then transmits them to the receiver.

b) **Encoding:** The sender must choose certain symbols or pattern of words or pictorial forms to translate his ideas into a message. It is known as encoding. For the purpose of encoding a message, sender needs to decide the contents on the basis of features of receiver. For example news about compulsory retirement requires careful encoding.

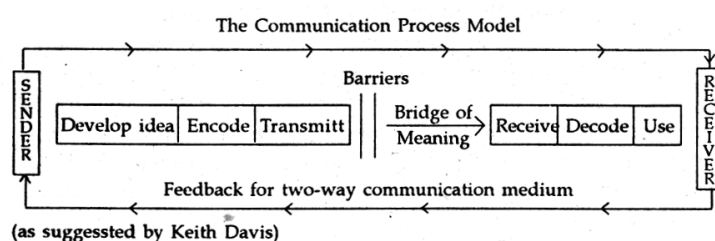
c) **Message:** Message is the encoded idea transmitted by the sender. It could be verbal or non verbal. The effective message must be well-structured well shaped and selective. A message is any signal that triggers the response of a receiver. The formulation of message is very important because an incorrect patterning can lose the interest of receiver on the other hand, a correct patterning helps the receiver to finds his goals codified in the message and attract his attention.

d) **Medium/Channel:** A Channel is a vehicle or medium which facilitates the sender to convey his message to the receiver. The choice of channel is influenced by the inter relationship between the sender and the receiver. It could be verbal (written or oral) or non verbal. The choice of channel depends on various factors such as – importance of message, urgency, cost of channel number of receivers, contents of message etc. Each channel has its own rules and regulations and merits and demerits. e.g. if quick feed back is required oral communication is suggested, where complicated and lengthy messages have to be conveyed written communication is preferred. For internal communication reports, bulletins, performance letter, manuals may be used, where as for external communication fax, postcard, news releases, press note may be used.

e) **Receiver:** Receiver is the targeted audience of the message, He receives an encoded message decode it and understand, interprets and try to perceive the meaning of message transmitted to him. To attain objectives of communication it is necessary that receiver not only receive the message on time but also decode it in right manner. For example a simple funny joke may be taken as comment by subordinate.

f) **Decoding:** The act of translating a message into their ordinary interpretation is known as decoding. It is not only translating the message but also understand in the tone and attitude of the sender. It depends on the experience, abilities, attitudes and skills of the receiver that how he decodes the message.

g) **Feed back:** Feed back is the important element of communication process because ultimate success or failure of the communication depends on it. The object of communication will be accomplished if proper feedback is there. Feedback is the response or reaction of receiver on the message. It could be based on right interpretation of the message or on the misinterpretation of the message. It may be written, oral or even non verbal.



1.12 Summary

- Communication is defined as “the process of passing information and understanding from one person to another. It serves as a bridge of meaning between people.
- All communication is essentially sharing of information or some message.
- The communication is the life blood of organisation, it facilitates all managerial functions such as planning, organising, controlling, co-ordinating etc.
- The objective of communication is to inform, persuade, train, motivate, educate, relate, entertain, rectify and so on.
- Communication may be in verbal or non-verbal form.
- Verbal communication involves oral and written communication.
- Scope of communication is wider. It contains internal as well as external dimension.
- Communication may be formal and informal.
- Informal communication refers to grape vine communication.
- Sender, message, receiver, channel and feedback are the elements of the communication process, encoding and decoding also form part of it.

1.13 Self Assessment Questions

- Q. 1 What is meant by communication? Explain its objectives.
- Q. 2 Explain basic forms of communication? Explain its functions.
- Q. 3 “The objectives of communication are many and varied” Discuss.
- Q. 4 Give the distinct features of communication.
- Q. 5 Management is the art of getting things done through others. What role does communication play in this?
- Q. 6 Write a note on the nature and scope of communication.
- Q. 7 “Communication is a bridge of meaning. It involves a systematic and continuous process of telling, listening and understanding.” Explain.
- Q. 8 Write notes on the following:-
- (i) Non verbal communication.
 - (ii) Upward communication.
 - (iii) Horizontal communication.
- Q. 9 Comment on the following statements:-
- (a) “Communication is the process of achieving ‘Common understanding’”.
 - (b) “The first executive function is to develop and maintaining system of communication.”

1.14 Reference Books

1. **Business Communication:** “K.K. Sinha, Golgotia Publishing Company.
2. **Business Communication:** “M.K. Sehgal, Vandana Khetrapal, Excel Books.
3. **Essentials of Business Communication:** Rajendra Pal, J.S Korlahalli, Sultan Chand & Sons.

Unit - 2 Theories and Types of Communication

Structure of Unit:

- 2.0 Objectives
- 2.1 Introduction
- 2.2 Theories of Communication
- 2.3 Types of Communication
- 2.4 Self-Development and Communication
- 2.5 Concept of Self-Development
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- 2.8 Communication Process and Attitude
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2.0 Objectives

After completing this unit, you will be able to understand:

- Understand the theories of communication.
- Explain the types of communication.
- Appreciate the main objectives of self-development.
- Develop an understanding about relationship exists between self-development and communication.
- Know the impact of positive attitude on the communication process.

2.1 Introduction

Communication deals with sharing of information. This is a key function of business organization. Communication can be interpreted as a two way process that aims at transmitting ideas, emotions, feelings and information with a common ground of understanding.

It is nearly impossible to limit the concept of communication in words, still it can be explained or expressed on the basis of some theories or models.

The success of organization depends to a large extent on the system of communication. Communication system is based on the size of organization or institution. When it is small, informal channel of communication prevails. However, in a large organization, where number of persons employed in large, communication system is formal. We are accustomed to use of communication by post, telephone, telegram or by messenger(s). The communication system may be written, oral, mechanical etc.

Self-development has very close relationship with communication process. Self-development and communication are inter-dependent. Self-development makes communication more effective and dynamic.

2.2 Theories of Communication

Communication has existed since the beginning of human beings, but it was not until the 20th century that people began to study the process. As communication technologies developed, so did the serious study of communication. When the World War I ended, the interest in studying communication intensified. The social science study was fully recognized as a legitimate discipline after the World War II.

Before becoming simply communication studies, the discipline was formed from three other major studies: psychology, sociology and anthropology. Psychology is the study of human behavior; Sociology is the

study of society and social process and Anthropology is the study of communication as a factor which develops, maintain and change culture. Communication studies focus on communication as a central to the human experience, which involves understanding how people behave in creating, exchanging, and interpreting messages.

Communication theory has one universal law posited by **S.F. Scudder (1980)**. The Universal Communication Law states that, “All living entities, beings and creature communicates”. All of the living communicates through movements, sounds, reactions, physical changes, gestures, languages, breath etc. Communication is means of survival. Examples – the cry of a child (communication that he is hungry, hurt, cold etc.), the cry of an animal (communicating that it is injured, hungry or angry etc.). Every living communicates in its quest for survival.

Communication theories can be best understood, if we are able to know about the atmosphere, limitation and assumptions, under which a message is sent. In other words, a communication which establishes certain values under certain assumptions and limitations for the whole society at large can be termed as communication theories.

Classification of Theories of Communication:

Theories of communication are divided into two categories:

1. Theories propounded to create socio-cultural back ground environments.
2. Theories based on the ideas of different scholars.

1. Theories Propounded to Create Socio-cultural Background Environment:

This includes communications which aim at creating and saving ideal value for universal community within certain limits. These theories are as:

(a) Communist Theory of Communication: This theory is based on principles of communism. After success of revolutionary process in 1917, in the erstwhile USSR, this theory was put to use. This theory is based on the under mentioned principles of communism:

- (i) The voice of labourers will be heard prominently, who were raising the voice against injustice and crimes against them.
- (ii) Voice will be raised against the exploitation of man by man.
- (iii) Role of public will be supreme in the construction of a strong nation.
- (iv) Interest of the nation will remain supreme.

The effect of this theory was widely felt. Lenin’s principles were followed not only in Soviet land, but in China and other countries as well. This was sufficiently strong theory. However, this theory could not achieve popularity because of narrow and impractical ideas of communism. Division of Soviet Union was one of the reasons due to which this theory could not become popular universally.

(b) Chinese Theory of Communication: Communism prevails in China too, but its philosophy is quite different. Therefore, its communication policy is also different, and is known as Chinese Communication policy. In this policy, instead of revolution, peace is the main theme of the whole communication policy. The ideas hidden in this theory are respect, dedication and faithfulness towards the nation. Communication policy of China is based on India’s principles of ‘**Panchsheel**’.

(c) Christian Theory of Communication: In this communication theory, emphasis is placed on free thinking, personal freedom and dedication toward almighty God. This theory is based on human sensitivity and service quality in a man. The theory serves as the foundation of communication system in the European countries. The theory is popular among masses because it does not believe in obstacles. Moreover, any new thing conducive to human welfare is communicated to the people. England ruled over many countries

and so this theory traveled to those countries too, wherever England had its rule. India too had adopted this theory. But due to peculiar socio-cultural background in India, this theory could not flourish.

(d) Islamic Theory of Communication: This theory is divided into two parts. As one being pure theory of Islam, which has deep insight to human rationale, scientific and love. And the other part being interpretation of some religious leaders and preachers is rigid and narrow minded. This theory is practiced mostly in the Muslim Countries.

(e) Conservative Theory of Communication: The name “Conservative” is attached to this theory because one way of communication is resorted to on the pretext of religion and caste and restrictions are imposed on public. People cannot breathe freely as was the case in Afghanistan quite recently under Laden sponsored government. Restriction is imposed on people’s movements, their education and their way of living. When this theory fails, Liberal Theory sets in better informed countries like Nepal and Thailand.

(f) Liberal Theory of Communication: This is considered to be the best theory. Under this theory, full freedom is given to communicate messages and ideas against government and society. There exists no check, control or regulation on messages being communicated.

(g) Vedic Theory of Communication: This theory is in practice since Vedic era and this is why it is known to be the oldest theory. This communication system is based on the Guru-Shishya Disciple form of education system. There was verbal communication system in our country in early times. The theory considers Indian culture and traditions as the base of traditional values. These traditional values were crushed mercilessly under British rule in India.

2. Theories based on the Ideas of Different Scholars

The ideas of different scholars on communication process have been put forward in the form of communication theories, some of which are explained below:

(a) Aristotle’s Theory of Communication: This theory was propounded by Aristotle. According to Aristotle if persuasive techniques are used, the thinking process of the receiver can be changed. Under this theory there are three components of communication-sender, message and receiver. But of these three, sender is the most important. He can change the thinking of the receiver. In other words, communication is one sided if persuasive techniques are employed by the sender.

(b) Lasswell’s Theory of Communication: This theory was presented by Lasswell and is considered as one sided theory. Alike Aristotle, sender is important in this theory too. Lasswell laid emphasis on the channel of communication. According to this theory, the sender will bring a change in the thinking process of the receiver by using appropriate channel of communication. Thus, according to Lasswell, channel of communication is more important as compared to sender of the message.

(c) Shammon and Weaver’s Theory of Communication: According to Shammon and Weaver, after receiving the message it must be encoded and then transmitted so that receiver is in a position to understand the message, and can transmit his feedback well in time. The idea behind encoding the message was to avoid the effect of noise. Thus, the message is transmitted in full and pure form.

(d) Schramm Theory of Communication: Schramm presented a wide and reformed form of the theory as was given by Shammon and Weaver. Schramm prescribed three models of his theory.

(i) Model 1: First model was more or less same as was presented by Shammon and Weaver. The difference with that theory was that message does not contain the element of noise and the message too is not wrong and is not distorted.

(ii) Model 2: In this model Schramm suggested that sender should select a channel to transmit the message in a way that receiver understands the message. Thus, he laid emphasis on receiver in this model too.

(iii) **Model 3:** In this model, Schramm considered the reaction of receiver, as an important aspect. Thus according to him, the components of communication are:

1. Sender
2. Encoding process
3. Decoding process
4. Destination
5. Response

(e) **Katz-Lazarsfeld Theory of Communication:** The theory was mainly propounded for mass communication and therefore one can call it mass communication theory also. In this theory, after encoding the message, sender transmits the message by some appropriate channel to an opinion leader. This leader relays it to the public. The theory has three components-message, sender and the group leader.

(f) **Berlo's Theory of Communication:** This theory lays stress on perception. This theory says that sender encodes the message (employing his skills and knowledge) and transmits the same using some suitable channel. How the receiver receives the message, it depends upon his knowledge and perception of receiver.

(g) **Modern Theory of Communication:** Communication process is being presented in the form of a circle in modern theory of communication. According to this communication cycle, message is dispatched to the receiver. The receiver expresses his response after receiving the message which is in real sense is the feed back.

The different stages of this process are:

1. **Input:** It means those ideas and information which the sender wants to dispatch.
2. **Message:** The actual message which is transmitted.
3. **Channel:** This means medium i.e. letter, report, telephone, fax, conference, e-mail etc.
4. **Output:** That message which receiver gets.
5. **Feed back:** Receiver's response after receiving the messages which may be positive or negative.
6. **Communication loss:** The message which was to be sent or already sent and received by the receiver may be wrong in some way or the other. This is called communication loss. The obstacles in communication process cause communication loss. These obstacles create problems in understanding the message.

2.3 Types of Communication

Communication may be classified on the following basis in any business concern:

- A. On the basis of organizational relations.
- B. On the basis of direction.
- C. On the basis of expression.
- D. On the basis of scope.

(A) On the Basis of Organizational Relations:

Communication can be classified on the basis of organizational relationships as following two types:

1. Formal Communication
2. Informal Communication

1. Formal Communication: Formal communication is associated with the formal organizational structure. Formal channels of communication are planned and established by the organization. This communication is between two positions and not between two persons. Officio-legal relations between officers and

subordinates give birth to formal communication. It is deliberate attempt to regulate the smooth, accurate and timely flow of information. Usually formal communication is in written form. These are communicated through orders, instructions, annual reports, bulletins, policy manuals and hand books of the organization. Formal communication may be upward, downward and horizontal.

Advantages: Formal communication has under mentioned advantages:

- (i) Helps to maintain the authority of line executives and he has full command on his subordinates.
- (ii) In this type of communication managers have full control on the direction, nature and speed of communication.
- (iii) Unity of message is maintained in this system of communication.
- (iv) Formal communication follows a prescribed path and achieves its goal definitely.
- (v) It is an orderly systematic and timely flow of information.
- (vi) It helps to maintain the discipline in the organization.

Disadvantages: The following are the disadvantages of formal communication:

- (i) The information passes through many hands causing distortion of communication.
- (ii) Formal communication takes much time to communicate due to formal procedures.
- (iii) It is mechanistic. It has adverse effect on personal contact and relationships.
- (iv) It creates red-tapism in the organization.
- (v) Formal communication affects the speed and accuracy of information flow.
- (vi) It also affects the performance of the task and satisfaction of the group members.
- (vii) It increases the work-load of the line managers because all communication is transmitted through them.

2. Informal Communication: Informal communication is quite reverse in nature of formal communication. When there is informal relationship between sender and receiver, then the communication happening in between them is called informal communication. Informal communication flows through unofficial and structure less channels. It is also known as “grapevine” as it flows in any direction.

The creation of informal communication takes place on many factors like personal and social relations, sentiments, religions, areas, languages, castes, reference Books, etc. These relations are not tied to any norm, law or policy. **Herbert Simon** writes, “The informal communication system is built around the social relationship of the members of the organization”. Formal and informal communication networks exist in all organizations together.

Advantages: The following advantages of informal communication are as follows:

- (i) It is fast and flexible tool of communication than the formal channel.
- (ii) Informal communication is dynamic and reacts quickly to the change in the circumstances.
- (iii) It may provide feedback to managers on possible effects of decision taken by the management.
- (iv) It helps in fostering mutual cooperation between senders and receiver. It helps developing social relations of the organization.
- (v) Informal communication builds teamwork, harmony and loyalty among the employees in an organization.
- (vi) Informal communication is supplement or fills gaps in formal communication.
- (vii) It is effective tool of transmitting organizational values, ideals, customs, traditions and history.

Disadvantages: Following are the main disadvantages of informal communication:

- (i) It very often carries half-truth, rumours and distorted information, which creates confusion among the employees.

- (ii) It is difficult to make anybody particularly responsible for false communication.
- (iii) It creates misunderstanding.
- (iv) It may promote gossips and chitchats.
- (v) It leads to leakage of secret information.

(B) On the Basis of Direction:

Communication on the basis of their direction may be classified into four parts:

1. Downward Communication
2. Upward Communication
3. Horizontal Communication
4. Diagonal Communication

1. Downward Communication: The direction of such types of communication is from high level authority to low level authority. Downward communication flows from the top of the organization authority to downwards, passing through various levels to the bottom of the organization along with the scalar chain. This communication conveys orders, instructions, rules, policies, programmes, procedures, objectives, directives etc. from the chief executive of the company to the bottom of the organization. The line in the organizational chart is followed while transmitting the directives. It specifies the extent of subordinate's authority and their responsibilities. This communication can be verbal, symbolic or in written form. This communication is of great importance for those working at lower level because these are concerned with performance of work entrusted upon them.

Advantages: The following are the advantages narrated below:

- (i) It helps in explaining the company rules, policies, plans and programmes etc. to the members of organization.
- (ii) It increases the feeling of acceptance on the part of workers.
- (iii) It is also important that communication be transmitted to workers in the language that they can easily understand.
- (iv) It is important, however that there is not communication breakdown at any level or from any source.
- (v) It is used as a means to exercise control over subordinates by intimating them their performance on the job.
- (vi) It brings satisfaction to people and helps motivate them.

Disadvantages: The following are the various disadvantages of downward communication:

- (i) It is time consuming process because the information has to pass through different level of the organization.
- (ii) The original information may reach the lowest level in distorted and changed shape and may lose the very objective of communication.
- (iii) It promotes bureaucracy or authoritative atmosphere. In which inexperience superiors are tempted to misuse their authority on subordinates.

2. Upward Communication: It is just the reverse of the downward communication. When flow of information from bottom to top or to say when messages are sent by subordinates to higher authorities, then this system of communication is known as upward communication. It includes information about progress of work, problems related to work, suggestions, ideas, opinions, grievances, complaints, appeals etc. The growing organization must encourage upward communication to have a general feeling of the employees to prevent their grievances of isolation and unheard problems. Thus, upward communication serves as a feedback to the superiors and to the management. The effectiveness of this type of communication largely depends upon the attitude of the top management.

Advantages: These are some of the advantages of upward communication:

- (i) Feedback is received such as complaints, problems, suggestions and work progress in upward communication that helps the management in the effective implements of policies and decisions.
- (ii) It encourages new ideas and suggestions.
- (iii) It promotes harmony and mutual feeling of co-operation among subordinates and managers.
- (iv) It allows subordinates to express their grievances, complaints, opinions, etc.
- (v) A healthy upward communication stimulates and motivates the employees.

Disadvantages: The following disadvantages of upward communication are given below:

- (i) Top management may be unwilling to listen to the subordinate staff in authority.
- (ii) It is very complex process and quite lengthy one, so some problem may arise due to delay of information.
- (iii) It creates bitterness in relations between the managers and the employees.
- (iv) Some employees hesitate to put their problems before the managers, with the fear that they may loose the confidence of their managers.

3. Lateral or Horizontal Communication: When communication takes place amongst employees, officers and departmental heads of equal level, it is known as horizontal or lateral communication. It may be written or oral. The main object of lateral or horizontal communication is to co-ordinate the efforts of different departments or persons. Horizontal communication develops the feeling of mutual understanding. For example, communication between sales manager and production manager; or between one supervisor (marketing) and the other supervisor (production) in the organization is known as horizontal communication.

Advantages: Some of the important advantages of horizontal communication are given below:

- (i) It helps in coordinating business activities to achieve the business objectives.
- (ii) It creates informal and congenial work environment.
- (iii) It removes duplication of work and thus minimizes the wastages of time, money, labour and other resources.
- (iv) It helps to share information between the different units or departments.

Disadvantages: The following are some of the disadvantages of horizontal communication:

- (i) Communication at the same level depends upon the desire of the members involved in the horizontal communication. They may have different approaches.
- (ii) Rivalries among work units may cause individuals to hide information which may be harmful for the organization.

4. Diagonal Communication: This is also known as line & staff communication. Diagonal communication cuts across departmental lines in between people who are neither in the same department nor on the same level of organizational structure. It takes place when member cannot communicate effectively through other channels. For example, when sales representatives send their reports direct to the controller of finance, without submitting them to the marketing department, it is called as diagonal communication.

The basic purpose of such communication is faster flow of information enhancement of organizational efficiency by cutting across department lines and minimization of red tapism.

(C) On the Basis of Expression:

On the basis of mode of expression, communication may be classified into following four parts:

- (1) Oral or Verbal Communication
- (2) Written Communication
- (3) Non-Verbal Communication
- (4) Audio-Video Communication

(1) Oral or Verbal Communication: In this process of communication, conveying message through spoken words. It may take place by face to face to contacts and may be in the form of direct talk and conversation or the public address. It also includes telephonic calls or talking on the intercom system. Oral communication includes personal talks, interviews, speeches, group discussion, announcement, committee meetings, radio and T.V. programme.

Verbal communication is the powerful and effective means of communication. **Theo Haimann** writes, “The human voice can import the message with the meaning and shading which even long pages of written simply cannot convey”.

Advantages:

- (i) It is direct, simple, times saving and least expensive form of communication.
- (ii) This mode of communication is more effective and powerful than other mode.
- (iii) Immediate feedback and spontaneous thinking.
- (iv) Oral communication helps in improving the motivation of people and generating a feeling of participation.
- (v) Oral communication is the only way out during the period of emergency.
- (vi) Any misunderstanding or doubts can be removed immediately.
- (vii) It develops a sense of belonging because of personalized contacts.
- (viii) It creates good environment in an organization.

Disadvantages:

- (i) There is a written proof of messages or formal records of transaction.
- (ii) It is not appropriate in case of long messages as it is not possible to remember lengthy messages by the receiver.
- (iii) There is every possibility that spoken words are not clearly hear or understood or may be taken in some other sense.
- (iv) Different perception of sender and receiver of the message may cause misunderstanding and confusion.
- (v) The spirit of authority cannot be transmitted effectively in oral transactions.
- (vi) If the oral message is conveyed on along the hierarchical chain of command then some distortions can occur during the process.
- (vii) It does not have legal validity, so it may create legal problems.

(2) Written Communication: When exchange of information and opinions through written words, known as written communication. Most of the communications in an organization are in written form. It includes instructions, letters, memos, formal report, rules and regulations, policy manuals, information bulletins etc. Therefore, in the process of this form of communication, simple words are used for conveying the message. If there is a need, charts, graphs, diagrams etc. are used for conveying the message. By written form of communication, it is possible to communicate with several persons simultaneously, the distantly placed parties communicated by this methods.

Advantages:

- (i) It provides a permanency of records for future reference so that suitable action can be taken against the subordinates who fail to follow the communication.
- (ii) Written communication reduces disputes, jurisdictional frictions and back passing etc.
- (iii) Written communication gives time to the recipient to think, analyze and then decide the course of action.
- (iv) It helps in determining the responsibility.
- (v) It reduces the possibility of conflicts and misunderstanding.

- (vi) It appears formal and authoritative for action.
- (vii) It can save money and time, when many persons must be contacted at the same time.
- (viii) It is clear, complete and authentic.

Disadvantages:

- (i) It is a costly and time consuming system.
- (ii) The written communication can not remain confidential because it passes through many hands.
- (iii) It is not flexible; it results in red-tapism.
- (iv) There is no feed back opportunity to be sure that the receiver has understood the message.
- (v) The chances of misunderstanding are much more because interpretation of meaning may vary.
- (vi) It leads to excessive formality and lack personal touch.

(3) Non-Verbal Communication: This is a mode of communication under which one person conveys his ideas or thoughts to the other person through signs, postures and gestures. In such a situation words are not necessary for communication because ideas can be conveyed through body language. The movement of the ears, eyes, hands and body has been used to relay certain message. It is more appealing than any form of verbal communication. Action speaks louder than words. Non-verbal communication is very useful in understanding or conveying feelings, emotions and attitudes. It includes facial expressions, movement of lips, nodding of head, tone of voice, clothes, postures, body movements etc. In non-verbal communication to express happiness smiling, anger, frustrations, shyness, fear, intimacy and to express unhappiness faces are made.

Advantages:

- (i) Non-verbal or gestural communication is a supplement to oral communication.
- (ii) It immediately conveys the feelings, emotions, attitudes, reactions and responses.
- (iii) It helps to motivate the subordinates in an organization.
- (iv) Non-verbal communication makes communication much faster and easier.
- (v) Non-verbal or gestural communication saves a lot of money for the organization. It doesn't require any expenses.

(4) Audio-Video Communication: The growth of information technology in the field of communication is intricately linked to the growth of business and industry. As business grows, new and advance techniques and technology of communication are developed and with that there developed further growth of business. Importance of audio-visual (video) means of communication is increasing very fast in the present times. Today, films, video cassettes, tape recorders, movie cameras, projectors, L.C.D., T.V. and computers are being used at a large scale in various industrial activities like meeting, conference, symposium, training programmes, surveys and advertisements.

(D) On the Basis of Scope:

On the basis of scope, the communication process may be classified into following two parts:

1. Internal Communication
2. External Communication

1. Internal Communication: Internal communication means that communication which takes place within the organization, among different departments, between superiors and his subordinates. It includes upward, downward and horizontal communication between top officials and their subordinates. Information, rules, orders, directions, work reports, organizational charts, suggestions from subordinates, complaints, requests, grievances etc. are included in this type of communication. Internal communication plays an important role in the operation of the business.

2. External Communication: There are so many groups in the external environment of the business like—consumers, suppliers, government, society, investors, professional bodies, public etc. Communication

between all these groups is called external communication. As the external environment has become more dynamic turbulent, business organizations are required to make a regular exchange of information with outside groups and individuals.

2.4 Self Development and Communication

Self-development has a very close relationship with communication ability and skill. Awareness for knowledge and excellence is essential for perfect communication. Listening to something attentively, studying seriously, creative writing and using effective language all helps in self-development. Thus, self-development and communication processes go hand in hand.

The dialogues between people living in a society are possible through communication only. Self-development and communication are inter-dependent. The self confidence of sender and receiver influences their style, nature and level of communication. On the other hand effective communication affects the need of self-development.

2.5 Concept of Self-Development

Self-development differs from person to person. It is a subjective and relative concept. The word “self” here means total personality which includes total personal qualities of a person like, physical, intellectual, materialistic, spiritual and behavioral qualities. Self-development thus implies that these qualities should develop in a person in a balanced way. Thus, it can be concluded that “self-development is the process of development of the physical, intellectual, materialistic and spiritual qualities in a person”.

2.6 Objectives of Self-Development

The main objective self-development is to make the personal and social life. So happy and successful that he lives a joyful life. The main objectives of self-development are as follows:

- 1. Personality Development:** One of the important objectives of self-development is the development of the favourable and balanced personality. According to social psychologists personality is cluster of different attributes or qualities which reflect a person’s nature and behavior.
- 2. Development of Positive Attitude:** Attitude may be positive or negative towards certain persons, objects or situations. Self-development saves a person from negative feeling and develops his positive traits. A person having positive attitude is usually cheerful and optimistic in life.
- 3. Development of Self-respect:** Self-development develops self-respect. What we think and feel about ourselves, are a subject of self respect. Self-development creates the qualities such as courteousness and politeness in a person.
- 4. Development of Knowledge:** Self-development develops in a person the tendency to learn, understand and analyze things, thus making him more enterprising courageous and dynamic.
- 5. Development of Self-confidence:** Self-development brings self-confidence in a person. It also develops good leadership qualities and he becomes in a position to bear risks of life.
- 6. Development of Thoughts:** Self-development is helpful in the development of intellectual power. A thinking mind is able to take rational decisions.
- 7. Development of Organization Efficiency:** Self-development helps in the development of total personality which enhances his organizational efficiency also. This brings progress in his business.
- 8. Development of Cultural Harmony:** A person with wide vision and liberal attitude has a respect for other cultures and religious beliefs. This tendency brings cultural harmony of a nation.
- 9. Overall Development:** Self-development develops physical, intellectual, materialistic, religious and behavioral traits of a person. All these things help in overall development.

2.7 Interdependence between Self-Development and Communication

Self-development and communication process are inter-dependent. While on one side, self-development brings the elements of effectiveness and dynamism in communication, an effective communication, on the other hand helps in self-development to grow fast.

Improvement in Communication by Self-development: The present processes of communication as well as means of communication are helpful in the development of self-development. Self-development helps the communication in becoming effective by improving process of communication. The relationship between self-development and communication is described here below:

1. Improvement in Communication Skills: Self-development brings improvement in communication skills like, speaking, listening, writing, and gesture skills. A person, with need for self-development, becomes more educated and able to perform well his duties. An educated person can read and write as well. His style of writing is more creative and appealing.

2. Improvement in Analytical Power: Analytical power sets a boost with self-development. A self-development man is able to find solutions of problems even in tiring circumstances. He is able to communicate with competence even in difficult situations. He can analyze audience well. Therefore he can contribute effectively in the communication process.

3. Improvement in Critical Skills: Self-development nurtures critical skills of a person. Self-developed person can easily plan, revise and edit any communication. He can express his reactions by analysis the message correctly.

4. Widens the Vision: Self-development widens the vision of a person. Such a person can easily analyze his audiences.

5. Enhances Other Skills: Apart from the qualities mentioned above, self-development brings other abilities too in a person like completeness, conciseness, clarity consideration etc.

Improvement in Self-development by Communication:

An effective communication is an important tool of self-development. The main channels of communication like non-verbal and verbal help in the growth of self-development. Many elements like effective writing, eloquence of speech, body language, attentive listening, help in self-development. Self-development gets big look by effective business communication in the following ways.

1. Non-verbal Communication & Self-development: Non-verbal channels of communication increase self-development. Such channels are body language, gestures, postures etc. The intellectual power of a person increases if he understands body language and gesture. These channels are not only interesting, but directional too. So these are helpful in enhancing self-development.

2. Oral Communication and Self-development: Different channels of oral communication like speech, group discussion & public speaking are also helpful in raising the self-development. If a speaker speaks with facts and figures supported with appropriate logics, then his speech becomes very effective for audiences.

3. Written Communication and Self-development: Written communication plays an important role in the self-development. We resort to writing, when an idea flashes in our mind. Writing helps in raising the creative and imaginative qualities in a person. All these elements are helpful in self-development.

4. Listening and Self-development: Listening is an important component of effective communication. A successful businessman listens attentively to every talk of his clients. For self-development it is necessary to listen to useful suggestions.

2.8 Communication Process and Attitude

Attitude is the best of one's mind toward an object or subject. It involves liking or disliking people, work and objects. Attitude is developed through learning, although the family, society and nation exert great influence in the attitude formation of people. Attitude is the combination of popular belief and interest.

According to **Morgan & Icing**, "An attitude is a tendency to response either positively or negatively to certain persons, object or situations. Attitude has a feeling component, a cognitive component and an action component".

Attitude helps in making forecasts concerning people's behavior. Once an attitude is developed in relations to a particular thing or object then it becomes the permanent mental attitude towards that thing or object.

For building a positive attitude towards things, a person should have the desire to become a successful person, to have the knowledge of ways and become a successful person, and have the determination and necessary discipline to follow those ways and means. Personal positive attitude is developed through persuasion. Persuasion means building of attitude and change in it, its reestablishment, or its reconstruction through communication. This whole process is not an automatic one. How seriously a receiver is taking the message, depends on the success or failure of communication.

Real or unreal change of outlook consists of three elements – change bringing agent or sender, message and receiver. Communication is very important in bringing change. Who says what and to whom with what effect, all these questions, helps us in understanding the change of attitude in a person.

A company advertising its suitcase or its cigarette usually shows a specific person in its advertisement. Such advertisements are based on the assumptions that channel of communication plays an important role in the change of attitude.

Another important aspect regarding attitude is reliability of communication. If the people have faith in the person, communicating with them, change of attitude becomes fast. This fact was revealed in the studies conducted by **Horland** and **Weiss**. They asked people's opinions on four such problems on which there were divergent views. People were also informed about the views of a respected writer of a newspaper and another writer of a book on those problems. It was found that people agreed with those views which were expressed by the respected writer belonging to a newspaper, because they were influenced by him more.

Sender's prestige, reliability and attractiveness on one hand enhance his effectiveness in changing attitude and on the other it also shows as to what sender intends to say.

2.9 Summary

Communication is the very essential nerve for the entire society. Without which nothing could be expected. Communication has been defined by various numbers of authors in their own meaningful way, known as the communication theory. Theories are classified on the socio-cultural backgrounds like-Communist theory of communication, Christian theory of communication, Islamic theory of communication, Vedic theory of communication etc. and theories based on the ideas of different scholars, like-Aristotle's theory of communication, Lasswell's theory of communication, Shammom and Weaver's theory of communication, Modern theory of communication etc.

Communication is also classified like on the basis of organizational structure (formal and informal communication), on the basis of direction (downward, upward, horizontal and diagonal communication), on the basis of expression (oral, written, audio-video and non-verbal communication) and on the basis of scope (internal and external communication). Each of the particular types of communication has its own advantages and disadvantages, depending on the situation and the variables used.

In the last, communication has a strong bond with the self-development of an individual. Self-development lays the foundation of overall personality development, increase in the knowledge & confidence, betterment

of an organizational efficiency, increases the intellectual horizon of an individual and formation of a positive attitude towards objects, events, persons and society as a whole.

2.10 Self Assessment Questions

- Q.1. Briefly explain the various theories of communication.
- Q.2. Explain in brief the various types of communication along with its merits and demerits.
- Q.3. What is informal communication? Distinguish between formal and informal communication.
- Q.4. What do you mean by self-development? Explain its objectives.
- Q.5. What relationship exists between self-development and communication? Is self-development possible through communication?
- Q.6. What is attitude? What relationship exists between attitude and communication?

2.11 Reference Books

- 1. Goyal, Singh, Dev: "Business Communication", Ramesh Book Depot, Jaipur.
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Unit - 3 Process of Communication and Barriers in Communication

Structure of Unit:

- 3.0 Objectives
- 3.1 Introduction
- 3.2 Process of Communication
- 3.3 Different Models of Communication
- 3.4 Indian Models of Communication
- 3.5 Concept of Communication Barriers
- 3.6 Classification of Communication Barriers
- 3.7 Avoiding Misunderstanding in Communication
- 3.8 Suggestions for Improvement for Removing Communication Barriers
- 3.9 Summary
- 3.10 Self Assessment Questions
- 3.11 Reference Books

3.0 Objectives

After completing this unit, you will be able to understand:

- Understand the main elements of communication process.
- Know the different models of communication.
- Explain the common barriers in the communication process.
- Know how to remove or overcome the barriers of communication.

3.1 Introduction

Communication is the foundation of group activity. It is an important factor contribution to the success of managerial functions. If communication is a social need for an individual, it is the life blood for an organization. If we as individuals, communicate more than 70% of our working time, an organization communicates 90% of its working time. If individuals communicate for their personal purpose, communication in an organization can be seen as a job of bringing all aspects of the business together-suppliers, employees, customers, intermediaries, public and so on. Communication is a dynamic process which involves the exchange of ideas, opinions, feelings, facts and information in order to create mutual understanding. The process of communication is a complex one. There are number of barriers in communication which affect the process of communication.

3.2 Process of Communication

Communication process carries various sequence steps that are essential to complete exchange of information, ideas and understanding among two or more persons. Thus, it has various phases. The first phase starts when the sender encodes his message and transmits it to the receiver. The second phase begins when the receiver decodes the message in accordance with his own frame of reference.

In other words, the process of sender transmits the message to the receiver through an appropriate channel is called a communication process.

Thus, to understand the process of communication, it involve the following five questions–

1. Who?
2. Says what?
3. Through which channel?

4. To whom?
5. With what effect?

According to **Ernest Dale**, communication process involves the following factors:

1. A sender
2. A receiver
3. A message
4. A climate of motivation

The basic steps or elements involved in communication process are as follows:

1. Source of Communication: A communication has its own source. An idea, opinion, thought, information and plan are the sources of communication. In the communication process, a person, who sends or dispatches the information, is a source of information for the receiver.

2. Sender: The sender is a person who initiates to communicate. He is the person who wishes to convey a message or information to some other person or persons. The sender's attitudes, perceptions, knowledge, experience and culture influence the message. Sender decides the channel or media, communication symbol and the time for sending the message according to situation in which communication takes place.

3. Message: It is information or subject matter, written or spoken, which is to be conveyed by the sender. The most important feature of a message is that it is organized, shaped, structured and selective. It exists in the mind of the sender. It may be in the form of an idea, thought, information, opinion, plan etc.

4. Encoding: Message or information is usually invisible or in abstract form. Therefore, encoding is necessary to give it a clear shape when ideas or thoughts are converted into symbols or language. This process translates the ideas or thoughts into the coded message that will be communicated. The symbols can take on numerous forms such as languages, words and body languages. These symbols are used to encode ideas into messages that others can easily understand.

5. Channel of Communication: This is a vehicle and medium which is used for the transmission of the message. Such channels may be in oral or written form e.g. personal meeting, radio, speech, conference, bulletin or notice board etc. For communicating effectively the suitability of channel to message is a prerequisite. For example, a telephone call may be inappropriate to communicate complex figures or graphs.

6. Receiver: Receiver is the person who receives the message or information from the sender. The message should be drafted with keeping in view the receiver's viewpoint. The receiver gets the message, understands, interprets, responds and tries to perceive the total meaning of the message as conveyed by the sender.

7. Decoding: The receiver of the message decodes the message and tries to know the meaning of the message received. The receiver begins to interpret the symbols sent by the sender, translating the message to their own set of experiences in order to make the symbols meaningful. Good communication takes place when the receiver correctly understands and interprets the sender's message.

8. Re-action and Feedback: The main object of communication is to manipulate the receiver to act in a desired manner. A receiver's re-action shows that he has understood the message. Feedback is the important part of communication process wherein, it is necessary to know whether or not the receiver has received the sender's message in its original form. In communication, feedback allows the sender to evaluate the effectiveness of the message. It helps the communicator know if there are any corrections or changes to be made in the proposed action. When the sender receives the feedback the process of communication is said to have been completed.

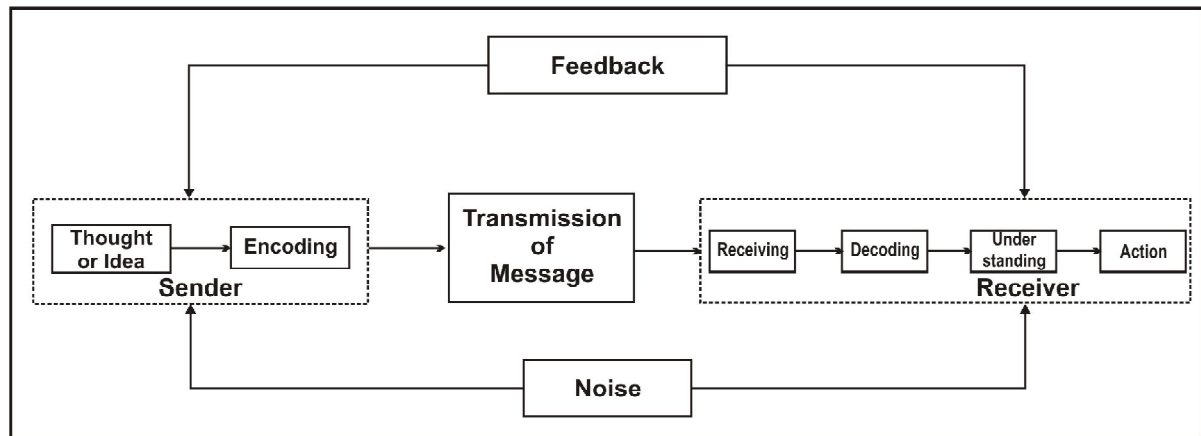


Fig. 3.1: A Communication Process Model

3.3 Different Models of Communication

The communication process is the guide toward realizing effective communication. The communication change at every stage according to changing situation and therefore it is difficult to frame rules and regulations for it. The experts from various countries have given some models pertaining to certain specific conditions yet they are not universally accepted.

On the basis of knowledge and experiences certain experts have brought forward communication models. Some of the models of communication are given below:

1. Shammon-Weaver Model : This is universally accepted model in the communication process. This model was formulated by the famous scientist CE Shammon and W. Weaver in 1947. This model was based on the mathematical or mechanistic view of communication process in which the basic problem is that the message received is not equal to the message sent. He attributed the loss to noise. Weaver introduced feedback as a corrective to noise.

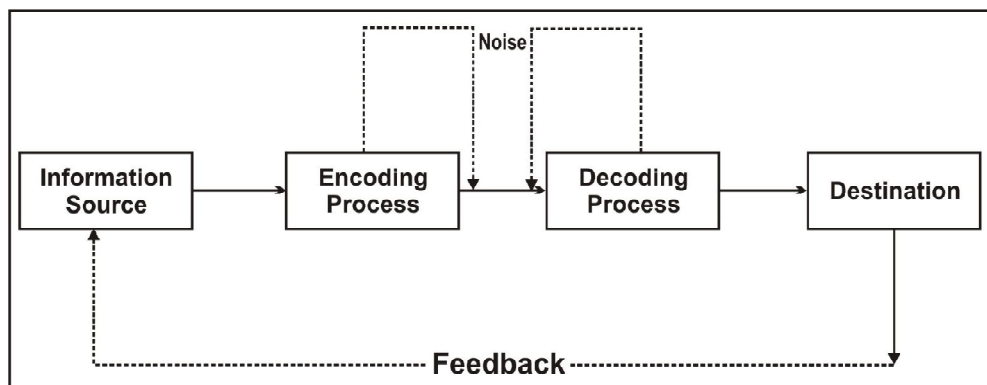


Fig. 3.2 Shannon-Weaver Model

2. Linear Model: In this model of communication involved the following five basic questions:-

1. Who?
2. Says what?
3. Through which channel?
4. To whom?
5. With what effect?

Communication was considered a one-way process marked by the flow of information from a sender to a receiver.

3. Berlo's Dynamic Process Model: The model was propounded by David Berlo. According to Berlo events do not occur in a certain determined order, but order of their occurrence remains changing. He was of the opinion that all elements have interconnections in communication process.

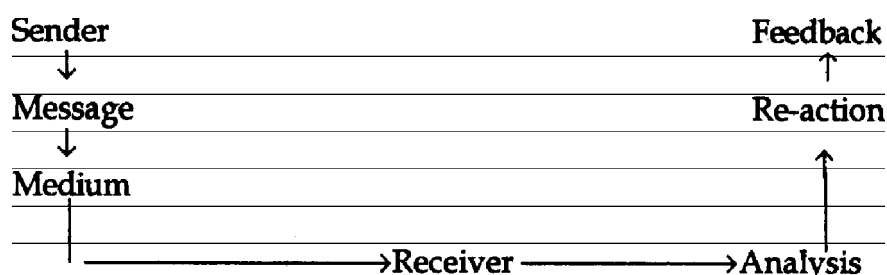
The main factors in this model are as follows:

- | | | |
|------------------|---|-------------------------------------|
| (1) Source | - | Ideas, Thoughts, Information. |
| (2) Message | - | Encoding, Symbolic Form |
| (3) Channel | - | The Way, Medium |
| (4) Communicator | - | Sender, Communication Art. |
| (5) Receiver | - | Decoding the message received. |
| (6) Re-action | - | Acknowledging the message received. |

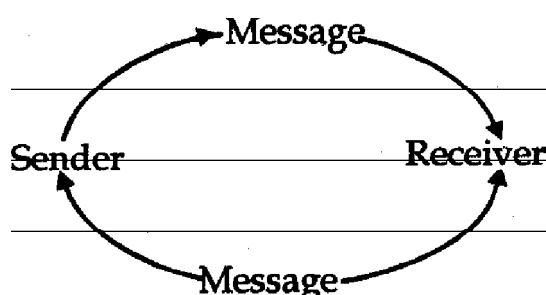
4. Aristotle's Model: Aristotle's Model, explains three elements in communication process. Communication process gets completed with coordination of these three elements which are:



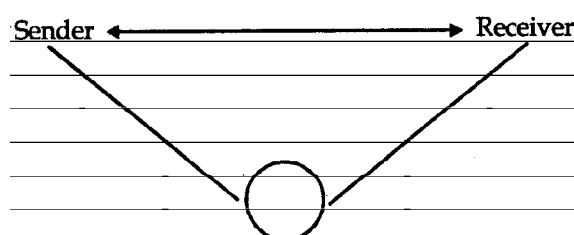
5. Losswell Model: This is popularly known as verbal model which was popularized by American scientist Losswell. According to him, there are many elements which are inter-connected with each other in the process of communication. This is clear from the diagram given below.



6. Osgood & Schramm's Model: This model came into existence in 1955. According to this model, communication process is continuous and includes sender, message and receiver in an interconnecting fashion. The cycle of this interplay is given as under:



7. Dance's model: This was formulated by a scientist Dance in 1967. He was of the opinion that communication process revolves in the form of a circle having no beginning or end points. This can be visualized as under:



8. Murphy's Model: The writer H.A. Murphy formulated this model with the active cooperation of his colleagues - Hiedebrand and Thomas. According to his model, the different organs of communication process march forward of each other. Communication process goes on from context to feedback. The other components of this model are described as follows:

Context ® Sender ® Message ® Medium ® Receiver ® Feedback

Therefore, Murphy Model explains the sorts of events in communication process. Feedback is generally in verbal or non-verbal form.

9. Joseph's Model: Joseph choose the under mention areas (sources) to explain his model.

- (i) Source.
- (ii) Guideline
- (iii) Medium
- (iv) Utility
- (v) Receipt and Analysis
- (vi) Reaction

(i) Source: In the Joseph's model, the first task is to find out the different sources of information from where information is collected.

(ii) Guideline: Guideline is prepared as to how the information is to be sent as well as choice of words is considered in this connection.

(iii) Medium: After preparing the guidelines, the best medium is chosen so that message could be sent efficiently and quickly.

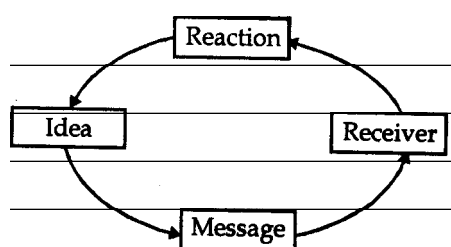
(iv) Utility: It is also considered as to how the message is of any use to receiver and whether information is to be treated as secret for the receiver.

(v) Receipt & Analysis: Along with the information received, it is being analyzed so as to know the real meaning and significance of the message.

(vi) Reaction: The receiver sends this feedback to sender and tells as to how the information is beneficial for him.

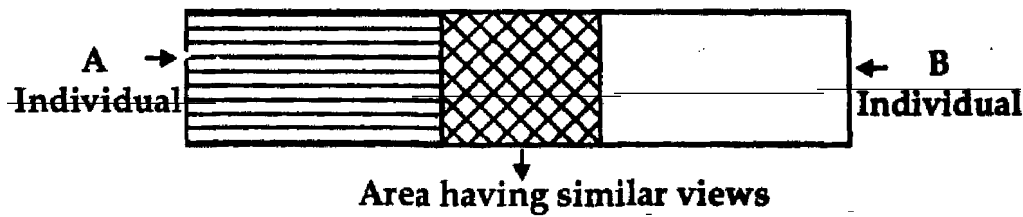
(vii) Mass Communication Model: This model was formulated in 1980 by different scientists which also explains the inter-connection of different components such as source, sender, message, receiver & reaction. These components are linked with each other during the process of communication.

10. Thill and Bover Model: This model occupies an important place amongst different models of communication process. According to the model communication process starts from the idea and moves upto reaching the reaction level. When an idea emerges in the mind of somebody, it changes into message. Then it is sent to the receiver, who after analyzing it, sends it alongwith his reaction to sender in the form of feedback.

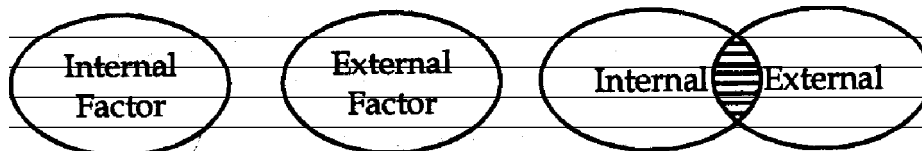


This model resembles with that of Murphy's model and is practical in nature.

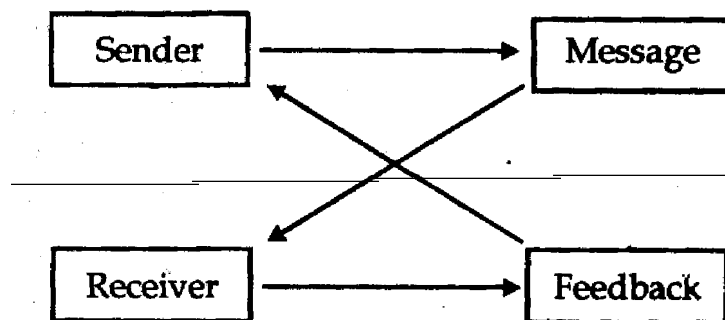
11. Inter-personal Model: The model believes that at least two individuals are involved in communication process and both have different opinions. However, they have similarity of views on certain subjects which is visible from the following chart.



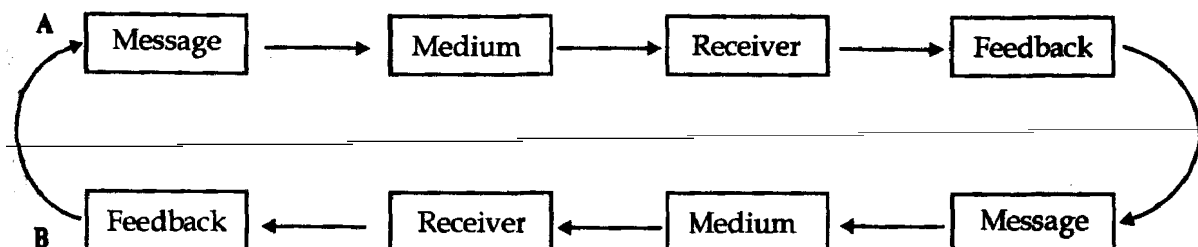
12. Transper Model: This model is based on internal and external elements. Both these elements are mixed with each other in communication process. There effect is clearly seen when these are separated from each other. The external elements is usually is relatively independent over which a communicator is having low degree of control.



13. Gerbner Model: This model was presented by a American scientist George Gerbner in 1956, In this model it is made clear that a person first thinks about any idea and after analyzing, he has to find out the medium in which the message is to be transmitted. Then he sends the message to the person who is linked with that message in one way or other.

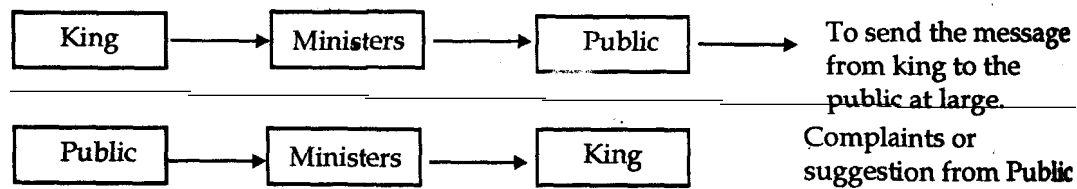


14. Lesiker Model: In Lesiker model too, communication process starts with sending of message, but it does not finished with feedback but, it goes on with a new frequency. For example, when a person sends a message, the receiver sends his reaction to the sender. Afterwards, if the receiver sends any message to the sender, then the sender (first person) will dispatch his feedback to the second person in the following manner:



3.4 Indian Models of Communication

Information is power and therefore, many time information was suppressed or presented in distorted form. For this, a particular process has to be followed. Some useful to king and ministers were separated and the other were communicated.



The most important communication process model of the era demarks one framed by ‘Manu’ in his creation known as ‘Manu Smriti’. He established a social system and gave special directives for its execution. Manu divided the society in four classes. This was a very powerful communication model at that time. We find many communication models in volumes like Kautilya’s Arthshastra, Samhita, Brahmanas, Upnishads, Puranas etc. Kautilya’s Arthshastra analyze on the various models of communication.

Indian Models before Freedom: Indian thinkers propounded different communication models prior to freedom because messages were to be flashed to different parties with the sole purpose of getting freedom. There were many revolutionaries who were having alliance with different political parties and they were using different channels of communication for sending the messages. Liberal parties believed in mutual talks and exchange of opinions while strong minded parties resorted to other methods like.



However, liberal party’s modus operandi included discussion also:



Indian Models After Freedom: After freedom, Indian thinkers started searching for new communication models. This responsibility was entrusted to Ministry of Information and Broadcasting. Although number of models was experimented to suit the Indian needs but none were found so appropriate and Indian communication system continued to be the same. Even today we rely on the western system of communication.

3.5 Concept of Communication Barriers

The process of communication is complex one. When a message is sent by sender to the receiver, it may be possible that it is not effectively understood by the receiver in the same sense as the sender intended to. There may be several causes for its ineffectiveness. These are known as barriers to communication. These include problems in encoding and decoding, wrong or defective communication channel, noise in the channel or several personal reasons.

Barriers to communication are obstacles to effective conversation or good interpersonal interaction. They are high risk responses having impact on communication is frequently negative.

3.6 Classification of Communication Barriers

On the basis of nature we can classify barriers of communication into following groups:

1. Physical and Mechanical Barriers
2. Semantic / Language Barriers
3. Organizational Barriers
4. Socio-psychological or Personal Barriers
5. Other Barriers

1. Physical and Mechanical Barriers:

Physical and mechanical barriers are usually born out of faulty mechanical arrangement. These barriers include the following :

(i) Noise: Noise is a major physical and mechanical barrier. The flow of communication is usually blocked by noise. There are many reasons for noise, like human noise, noise due to traffic, the typewriters sound, coolers' noise, noise in factories, noise due to faulty telephone line or noise due to people coming and going.

Thus, in short, noise is an agitator that disturbs the concentration of the sender or the receiver and prevents them from focusing on the message.

(ii) Poor Lighting: Written or gestural communication is sometimes hindered by poor lighting.

(iii) Time and Distance: Time has a valuable influence on communication. The manager must know when to communicate. The manager in a few words explains all the points quickly due to paucity of time. The employees may not understand them properly. Other than time the distance between the sender and the receiver is also a barrier. The facilities of telephone and internet are not everywhere. In such a situation if the postal service is also poor then the messages are received late and this can be the cause of miscommunication. Sometimes the form of communication is altered due to time and distance. Thus, time and distance is physical barriers that influence communication.

(iv) Inappropriate Channel: If the medium or channel that has been selected for communication is having problems than communication barrier is created e.g. a snag in the telephone line, telex machine malfunctioning or the mike not working are examples of communication barriers.

(v) Excessive Message: According to scientists the human brain's capacity to take message is limited. If a message is heard beyond this limit then effective listening is not possible and tiredness, anxiety might be created, which is turn harm communication.

(vi) Disturbance in Privacy: If a meeting is going on and suddenly a strike, a bomb blast takes place or the telephone rings or some sudden disturbance takes place then privacy is harmed and communication is blocked.

(vii) Incomplete Message: If the message is taken in very less quantity then it is difficult to understand the inherent message and physical barrier in communication is created.

(viii) Limited Financial Resources: Limited financial resources also create obstacles in the flow of message in a communication process. It is not possible to get all the written material at the communication centre due to financial constraints. Expensive modern techniques also create obstacles in the transmission of messages.

2. Semantic or Language Barriers:

Of all the mediums of communication, language is the most powerful. Its careless use creates communication barriers. These barriers occur due to differences in individual interpretations of words and symbols. Different people may derive different meaning from the same words or symbols. The main semantic barriers are:

(i) Different Comprehension of Reality: Sometimes the receiver will have a problem comprehending the message. There are number of reasons for this. One is that he may not understand some of the words being used. This is a common problem when a company or industry uses technical terms that have special meaning for them. For example, in information technology field the term, "burn", often means "to make a photocopy"; in medical science "OB" refers to "Obstetrics", while in management studies it means "Organizational Behavior".

(ii) Use of Multiple Meaning Words: Mostly communication takes place through words whether written or spoken. Words have different connotations in different contexts. It is very easy that the receiver gets a different meaning of a word than what the sender's intension was. This creates miscommunication.

Murphy and Peek say that a small word like 'RUN' can have 110 meanings. Words can have different meanings in different contexts.

(iii) Wrong Interpretations of Directions: Words make sentences sometimes careless use of words creates problems for the receiver. In a political rally a leader was saying, “We have setup a system which has no place for poverty. Poor people will not like in our state.” After this announcement the voters thought that the poor people will be expelled from the state.

(iv) Use of Administrative and Technical Words: People related to some special techniques or those who work in the administration sometimes use technical and administrative words while communicating which are difficult to understand. Similarly people in judiciary profession understand legal language better and those who are doctors understand their language better. If the sender and receiver belong to different fields then the use of technical words can create communication barriers.

(v) Un clarified Assumptions: The sender sometimes assumes that the receiver is aware of the message background while the receiver does not know it. Therefore, it is necessary that the receiver should have prior knowledge of the subject matter or field of the message.

(vi) Use of Idioms and Phrases: Sometimes, to make the message more interesting, the sender uses idioms and phrases. If the receiver is unable to understand their meaning then a communication barrier is created. It is because if the idioms are translated literally then their real meaning is lost.

A manager while addressing the worker remarked, “There is cut throat competition, so we will have to work harder.” Some new labourers thought that throats were actually being cut and were scared. In this way the use of idioms and phrases can sometimes be a communication barrier.

(vii) Language Barriers: Sometimes the language of the sender and receiver of message is different. Both cannot communicate with each other effectively.

(viii) Faulty Translation: Communication barriers are created because of carelessness or errors in translation. The manager often requires translating the message into a form suitable to their superior, peers or subordinates as per their level of understanding and perception.

3. Organizational Barriers:

Organizational Barriers in the communication are those barriers which are born out of faulty organizational structure, due to faulty rules and policies or due to lack of communication facilities at the organizational level. The main organizational barriers are following:

(i) Complicated Organizational Structure: More the number of levels of management, large span of control, confusing relations between line and staff organization etc. creates distance between the sender and receiver of the message. In this situation communication of message gets delayed and the chances of message getting distorted are more.

(ii) Selection of Wrong Medium: Wrong choice of medium for communication creates barriers and the message loses its effectiveness. If a marketing officer has to send a report on demand then telephone or any other oral medium will be unsuitable.

(iii) Organization Policies and Rules: Strong discipline, policies and rules can create barriers in communication. If there is a policy of written communication then immediate work is delayed due to this policy. This is a reason that sometimes informal communication proves to be effective. Workers tend to hesitate in sending message due to definite policies and rules.

(iv) Lack of Communication Devices and Other Material: If there is a lack of communication devices in the organization like telephone, computer etc. and material like stationary then this is a big barrier in communication.

(v) Status Relationship: Status or position is a barrier of communication in a formal organization. An executive in superior position sometimes does not give attention to the thoughts of his subordinates. The subordinates thus become reluctant to communicate anything which their superior does not like. In these situations, ultimately communication becomes less effective.

4. Socio Psychological or Personal Barriers:

Actually effective communication takes place only when sender and receiver have a favourable mindset towards each other because the source and destination of a message is brain. But the mind is also related to knowledge, experience, feelings, viewpoint, behaviour, concentration, trust acceptance etc. therefore, when the mindsets of sender and receiver are not favourable then barriers are created in communication between the two. Main social psychological barriers in communication are:

(i) Behaviour and Attitudes: Behaviour and attitude are big barriers in effective communication. Every person has a different behavior and attitude. If the receiver of the message has a similar behaviour and attitude to that of the sender then the response will be positive.

Similarly if there is some change of policies in an organization and it is contrary to the attitude and behaviour of the workers then they will give a negative response.

(ii) Emotions: If the sender is angry, tense, excited or afraid, he will not be able to send the message properly. Similarly effective communication will also be affected by the mood of the receiver. If his mood is not normal, he will not be able to take the message properly.

(iii) Less Grasping Power: Some persons have less grasping power and therefore, the message goes on losing its original meaning. Lack of good grasping power, particularly due to carelessness is also responsible for the continuous loss of the original message in communication.

(iv) Status Consciousness: The organizational status of the person also affects communication. Senior officers do not like to discuss things with junior officers as they think it will be like begging of them and junior officers do not discuss things with their seniors or they think that the seniors may get unhappy.

(v) Closed Mind: A person who is affected by prejudices and works with a closed mind is very difficult to communicate with such a person can never think that any other person can also give a good idea.

When his juniors give opinions he would say, I know what needs to be done and I don't want to know anything else. Do you think you know more about my business, than me? Mister, I have been in this business for 25 years. Hey, what can you teach me?

(vi) Inadequate Attention: Inattention may arise because of the message being contrary to his expectations and beliefs. The simple failure to read bulletins, notices, minutes and reports is a common feature. So, inadequate attention to the message makes communication less effective and the message is likely to be misunderstood.

(vii) Selective Perception: People having different perception view a message differently. They hear what they like to hear and do not bother about the whole message. They conclude the meaning of the message according to their perception. Selective perception is visualized when communication includes role, identity, mood and motives.

(viii) Information Overload: Overload occurs when individuals receive more information than they are capable of processing. The result could be confusion in processing of information or some important information may be laid aside for the purpose of convenience.

(ix) Poor Retention: Scientific factor reveals, that human have limited ability to remember. Also, it is common knowledge that every person is different from the other. Some people can remember 70-80 percent of the things while other can remember only 30%. This poor retention is one major barrier in communication and gives birth to mis-communication.

(x) Distrust: In a business if an officer distrusts his subordinates or doubts their ability then they can not discuss matters with their subordinates. This distrust thus becomes a reason for communication barrier.

(xi) Self-Interest: If some idea is not in favour of the employees, then they will not accept it whole heartedly or will not accept it at all. Therefore, this resistance to change among employees is also a communication barrier. This habit is borne out of selfishness.

(xii) Over and Under Communication: Excess of anything is bad. Over communication will create tiredness and uninterest and under communication will not provide all the facts and thus will create uninterest. In both the situations there will be communication barrier.

5. Other Barriers:

- (i) The social and cultural differences can adversely affect the communication effectiveness.
- (ii) When sender has no high credibility in the eyes of the receiver, then the receiver will scrutinize the message heavily.
- (iii) Lack of mutual trust between sender and receiver.
- (iv) The receiver prematurely interprets the message according to his/her convenience. Thus, the message gets distorted.
- (v) Computer network has become an important tool of communication, but it is not so easy for everyone to operate.

3.7 Avoiding Misunderstanding in Communication

A misunderstanding is the inability to effectively communicate in a clear manner. but the more effective the communication, the more likely misunderstandings can be resolved, when they arise. With that said, there are ways to develop better communication, which can help avoid misunderstanding.

Communication is meant for conveying the right message to the right person. The message conveyed should be well understood and accepted. The receiver should understand it correctly so that he may be able to carry the message effectively. No function of management is possible without the effective communication. Many operations have failed because of poor communication, misunderstood message and unclear instructions. "Failure to communicate" is many time the cause for lost friendships, divorces and distances between parents and children. "My father does not understand me." is the common cry of a teenager. According to **Allen Louis** says "communication is the sum of the entire things one person does when he wants to create understanding in the mind of another, it involves a systematic and continuous process of telling, listening and understanding". Effective communication eliminates misunderstanding, confusion, and distortions.

The following guideline can help to avoiding misunderstanding in communication:

- (1) The first step toward eliminating misunderstanding is to realize that we are all both different and the same. Because of our different backgrounds, we have different points of view. Yet, we are the same in that we have a need to be understood and appreciated. Knowledge of these simple facts is necessary to end misunderstanding.
- (2) For good communication, the idea to be transmitted must be absolutely clear in the mind of the communicator.
- (3) The communicator must plan carefully what to communicate and how to communicate.
- (4) Communicator and the recipient should participate in the communication so that co-operation may increase and mis-understanding is not developing in communication process.
- (5) Feedback helps to reduce misunderstandings. In the feedback process, the receiver may ask questions to clarify any doubt.
- (6) Good listening habits lead to better understanding and good relationships with each other.
- (7) Do not be brief at the cost of completeness, but express your thoughts, opinion sand ideas in the fewest number of words.
- (8) Vagueness destroys accuracy which leads to misunderstanding of the meaning or intent of the message. Accordingly be specific and to the point.

- (9) In a communication process, the language used in the communicated message should be simple and easily understandable to the recipient.
- (10) Information should be communicated at the proper time. An important message delivered at the wrong time or in a non-conducive environment may lose its effectiveness.
- (11) Two-way communication brings two minds together. So that, it leads good understanding between senders and receivers.

3.8 Suggestions for Improvement for Removing Communication Barriers

In present time business communication has become very important. For continuous progress of an organization, communication has to be made effective at every stage. To achieve this objective, it will assume that the entire communication barriers have been removed. To improved communication process and to make it more effective, the following suggestions / measures are given so that barriers in communication may be removed:

- (1) Message should be Clear and Brief:** The success of communication depends largely on the fact that the, message is meaningful, clear and brief. The message can be clear only when the sender himself has complete knowledge of the message. Misleading, multi-meaning words, idioms and technical words should not be used in the message. They should be used only when absolutely necessary. As long as possible the message should be written or typed. Other than this the message should not be lengthy.
- (2) Ideal Behaviour:** For effective communication it is necessary that the senior officers have the behaviour that is expected of the subordinates. First they should set an example. For example, if the officers were on time, the workers too will come on time.
- (3) Clear Objective:** To make communication more effective it is very essential to have some objectives behind. In a communication process, the sender must clearly define his objectives. It means, the receiver should be well informed about the subject matter, its context and regulation etc. of the message being communicated.
- (4) Appropriate Language:** The language used for communicated message should be simple and easily understandable, so that receiver perceives the original form and real meaning of the message.
- (5) To Develop Good Communication Network:** A well designed, well-planned and flexible communication network helps in making the communication well-understood, properly attended and effectively complied.
- (6) Use of Seven C's:** The seven C's should be used to remove the communication barriers. There should be completeness, clarity, consideration, courtesy, concreteness, conciseness and correctness in the message.
- (7) Continuous Communication:** To get full benefit from the exchange of ideas it is necessary that there is continuous communication between the related parties so that there is no break in communication.
- (8) Well Plan of Communication:** Communication is a well planned process that conveys message and information from one to another. The sender should keep in mind when, whom, how and what he wants to say, communication can be successful only if these point are well planned.
- (9) Good Co-operation:** Proper co-ordination and co-operation between the sender and receiver are necessary for good communication. For this it is necessary that the personalities of the workers are respected. Decisions should be taken after a lot of thinking keeping in mind all the factors.
- (10) Cordial Relations:** Cordial relations are necessary between the management and workers to remove the communication barriers. The better the relations in the organization the lesser the barriers in communication will be.
- (11) Adequate Size of Scalar chain:** The scalar chain should be just long enough so or not to create barriers in communication.

(12) Mutual Trust and Confidence: Mutual trust, faith and confidence should be the goals of any good communication system. Senior officers should trust and have confidence in their subordinates and both parties should hold discussions.

(13) Choose Proper Channel / Medium: The right message through proper channel to reach the receiver. Therefore, in order to remove communication barriers the right channel or medium should be chosen.

(14) Open Mind: We should not form airy opinions, have any prejudices or habits before and so that we can take the message in an unbiased way.

(15) Attentiveness: The sender should be attentive while preparing the message and the receiver should be attentive while taking it.

(16) Flexibility: There should be room for changing policies and rules as required by the organization.

(17) Availability of Modern Communication Devices: Modern Communication devices like telephones, computers, photocopiers, fax machines, LCD projectors, etc. should be available adequately within the organization. This will ensure effective communication possible.

(18) Effective Listening: Effective listening is essential for both communicator as well as audience, so that the message retains its original form and meaning.

(19) Feedback: Feedback or reaction is a source to know and understand the receiving of the message and its correct analysis or interpretation. It is clear that feedback is a specific technique of making communication more effective by making necessary modification in the message.

(20) Effective Use of Body Language: Proper application of body language makes the atmosphere of a business unit or organization more favourable and effective. Body language is the easily acceptable visual aspect of communication. It is helpful in receiving and decoding of a message.

In short, there are some barriers which can be removed by us and there are some others over which we have no control. The first step in removing communication barriers should be to remove the internal barrier within ourselves and our surroundings and then about the external barriers which are difficult to remove. Above mentioned suggestions can help in providing completeness to the communication process, and the possibility of errors can be reduced.

3.9 Summary

Communication is the transfer of message / information from sender to receiver, with the information being understood by the receiver. The basic elements or steps involved in communication process – source of communication, sender, message, encoding, channels of communication, receiver, decoding and feedback.

On the basis of experiences certain experts developed communication models. They are Linear Model, Shannon-Weaver Model, Berlo's Dynamic Process Model, Aristotle's Model, Lasswell Model, Osgood & Schramm's Model, Dance's Model, Murphy's Model, Thill and Bover Model, Gerbner Model etc. and Indian Models before independence and after independence.

Communication is hindered by barriers and breakdowns in the communication process. Some of the most common and important barriers may be classified into five main groups-physical and mechanical barriers, semantic / language barriers, organizational barriers, socio-psychological or personal barriers and other barriers.

3.10 Self Assessment Questions

- Q.1 What is communication process? Explain various steps involved in the process of communication.
- Q.2 Explain different models of Communication process.
- Q.3 Explain Indian models of Communication.
- Q.4 Explain in brief the barriers of Communication. Also suggest measures for overcome these barriers.

Q.5 Explain the physical and mechanical barriers of Communication.

Q.6 What are the semantic barriers to Communication? Explain.

3.11 Reference Books

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Unit - 4 Making Communication Effective

Structure of Unit:

- 4.0 Objectives
- 4.1 Introduction
- 4.2 Factors Affecting Communication
- 4.3 Importance of Effective Communication
- 4.4 Essentials for Effective Communication
- 4.5 Effectiveness in Managerial Communication
- 4.6 Miscommunication
- 4.7 Strategies for Improving Organizational Communication
- 4.8 Summary
- 4.9 Self Assessment Questions
- 4.10 Reference Books

4.0 Objectives

After completing this unit, you will be able to understand:

- Know what makes communication effective,
- Appreciate significance of effective communication,
- Recognize what makes managerial communication result oriented,
- Identify what leads miscommunication.

4.1 Introduction

To make communication effective it must be interpreted and understood in the same manner as it was meant to be sent by the sender. If it is not so, it will not achieve the desired results and communication breakdown will occur.

Some external hindrances to effective communication like noise, poor timing, incomplete, inadequate or unclear information, poor choice of channel of transmission of message etc., can affect proper reception of the content.

Further, some personal factors may also result miscommunication, depending upon the stimuli present, emotions or prejudices for or against an individual, idea or concept.

The communication effectiveness is always influenced by our very natural tendency to judge, to evaluate, to approve or disapprove the statement of the other person or other group. This tendency may give a different shape to the entire communication. Therefore, the management should understand to eliminate all external road blocks, so that communication is unambiguous and side by side try to know the perceptions and attitudes of the receiver, so as to ensure desired impact of communication.

4.2 Factors Affecting Communication

Communication in today's circumstances is undoubtedly a complex process involving human beings as well as instruments and gadgets. Physical and people related barriers tend to adversely affect the process of communication. Moreover, the process of communication is also influenced by several other factors, which both the sender and the receiver of the communication should recognize. The prominent factors which affect the process of communication are described in the following paragraphs:

(1) Clarity of Ideas: In the beginning of every communication, there exists an idea or a concept. It is this concept that gets translated into a message and gets transmitted to the receiver. Conceptual clarity is, thus,

an important factor for effective communication. Whatever be the method adopted, the communication must be clear about what the sender wants to share with others. The communicator has to give proper shape to his thoughts, and should develop the idea meaningfully. When someone is not clear about his/her thoughts and ideas, the message formulation also gets affected. Communication is all about transmission of information and ideas that seek to translate thoughts into action. Improperly conceived ideas translate into poor messages. Well conceived and well organized thoughts make for a good beginning of the communication process.

(2) Vocabulary: Communication may be both oral and written. People, however, speak and understand different languages. For both oral and written communication, vocabulary being used becomes the vehicle of thought. Therefore, the sender should ensure that the message reaches the receiver in a language that he can understand. When the sender and the receiver of the communication speak, write, read and understand the same language, there is direct communication. When it is not, the communicator will have to resort to translation through a translator. The translator may be an interpreter. When the translation or the interpretation is not done properly, the message received would be distorted.

Hence, vocabulary is the vehicle of thought for oral and written communication. In written communication, the literacy level of the recipient becomes important. In verbal communication too, the depth of understanding of the spoken language makes a difference. When vast difference is there between the sender and the receiver in terms of mastery over the language, and if the sender does not take into notice of it while sending the message, communication gets affected. Every language has its own vocabulary and the quality of communication is influenced by the word power of both the parties. When the knowledge and level of understanding of the speaker/communicator and the listener/receiver varies a lot, it results in a difference in the wavelength. This leads to overhead transmission, i.e., the message goes beyond the comprehension level of the receiver. An example of this is the usage of technical jargon or phrases in addressing people who are not ornamental.

(3) State of Mind and Receptivity: To make communication purposeful the communicator must show enthusiasm and the receiver shows receptivity. Both of them are influenced by their moods. The mood of the communicator and the listener thus affect the process of communication. The mood refers to the person's state of mind or the inclination and willingness to send or receive the communication. If any one of the parties is disinclined, the purpose of communication will be suffered. These factors are particularly relevant when the message to be communicated is something important, somewhat complex and not of a routine nature. Moreover tired speaker, an overworked writer and a bored listener cannot do justice to the process of communication, so however good their intentions may be. For smooth communication the conditions to communicate must be appropriate.

(4) Time Value: Some messages have a time value. Effective execution can follow only if the communication reaches in time. This is pertinent to individuals as well as to business. For example, an invitation card received after the event is of no use. Likewise an intimation or notice received after the meeting is over, does not of any use. Timeliness, therefore, is an important factor affecting communication. Appropriate choice of the mode of communication—courier, telex, fax, sms, telephone, e-mail, etc. assumes importance as it helps in ensuring timeliness in communication.

Several physical, psychological, cultural and mechanical factors affect communication. They may prove as facilitators or barriers to communication. These include power of expression, clarity, coherence, attentiveness, distance, voice or sound levels, relationship and hierarchy, type and quality of the modes of communication and the skill involved in using them. Prevailing organizational climate and the communication policy are significant factors affecting communication. When there is a need to communicate with media, several organizations and institutions designate spokespersons. Others are not allowed to speak with press or media. Hence the policy that encourages confidentiality, withholding of information, suppression of ideas and other controls would naturally mars the purpose of communication. To conclude organizational climate and communication policy also influence communication effectiveness.

4.3 Importance of Effective Communication

Effective communication is important to all managers, and it is needed by all employees. Way back in 1964, readers of the Harvard Business Review chose ‘the ability to communicate’ as an executive’s most essential qualification for promotion to higher levels. According to Bernard, the first executive function is to develop and maintain a system of communication. It pervades everything managers do. In fact, a large part of the manager’s time is spent in some form of communication—writing, reading, speaking or listening. Effective communication persuades, informs, motivates and leads employees towards organizational goals. Effective communication is important because of the following reasons as well :

(1) Basis of Action: Effective communication is important because unless employees know the company objectives, they cannot associate them with their own. The transmission of information from one person to another is necessary for an organization’s well-being. Getting the right information to and from the correct sources is necessary for an organization to function properly. Communication keeps the people working in accordance with the desires of managers.

(2) Facilitates Planning: If communication is effective it helps the planning process in a number of ways: (i) it helps executives to interact and provide vital inputs to plans, (ii) it helps executives to strike rapport with subordinates, seek their opinions and provide realistic information, on which sound plans could be prepared, (iii) it helps executives to communicate what is contained in the plans in a clear way and secure their acceptance.

(3) Helps in Decision-Making: The quality of decisions made in an organization depends largely on the amount and quality of information available to the decision maker. Communication provides the right type of information to a manager and enables him to consider the pros and cons thoroughly before arriving at a decision. It helps him to move closer to subordinates, identify their problems and solve them amicably.

(4) Means of Coordination: Effective communication is the basis of all group activities. In an organization, the work is done at various levels and processed by different departments and individuals. For best results, communication between these internal units is essential. It permits upward, downward and horizontal interaction between members at all levels of authority. In the absence of effective communication, members may fail to realise the importance of working united towards and common goal. It is only through effective communication that people can attain a common viewpoint and understanding and cooperate to achieve organizational objectives. In the words of Hicks, “when communication stops, organized action comes to an end”.

(5) Improves Relationships: Good communication builds better relationships among employees working in an organisation. It binds individuals to a common purpose. Exchange of facts, opinions, feelings and sentiments and interchange of information concerning work would enable employees to understand each other. Communication thus, improves understanding between people. It cements the superior-subordinate relationships. In short, it serves as the ‘lubricant fostering the smooth operation of the management process’.

(6) Improve Motivation and Morale: Effective communication improves morale and motivation by keeping people informed. Good communication induces people to give their best to the organization. Employees can communicate their grievances, troubles, problems to the management. Managers, in turn, can explain the importance of organizational rules, policies and procedures properly. Without facts, understanding and acceptance, efforts to promote productivity are doomed. According to Glueck, “effective managers rely on words—words clearly and persuasively communicated—to motivate subordinates, peers, and superiors to do as they wish”.

Activity A:

In your personal life when you interact with your friends, relatives or outsiders, how communication skills enables you to gain support and favour:

- (i) _____
- (ii) _____
- (iii) _____
- (iv) _____

How lack of good communication skills hinders you to make an impact over others:

- (i) _____
- (ii) _____
- (iii) _____
- (iv) _____

4.4 Essentials for Effective Communication

Effectiveness of communication requires coordinated efforts. Good communication like any other quality output is very much the outcome of dedicated efforts. Effectiveness of communication does not occur accidentally. It calls for proper planning, understanding human behaviour, choice of physical facilities along with mechanical or electronic devices and the organizational context. Therefore it is worth while to know the essentials of good communication and work towards achieving them. The first essential for effective communication is to be clear about the purpose of communication.

All communications should be purposive. It is a means to an end. One should understand about what one wants to achieve through the process of communication. The objective of any communication is not just to pass on or receive messages. The communicator has to ensure that the message reaches the audience. A message not backed by a clear and well-developed idea becomes non-purposive, entailing wastage of time and effort. The need to communicate should be preceded by clarity of purpose. One should know what he wish to achieve or accomplish by the communication: is it to impart information, express concern, enlist support, express displeasure, or imbibe skills ? The objectives may not be single, but are multiple, which are given as under:

(1) To know the process of communication: This essential for effective communication describes the need to understand how the process of communication works, i.e., the principles and tools of communication. To appreciate the various steps involved in communication in terms of encoding, decoding, transmission, comprehension, feedback, etc., it is necessary to have a good understanding of the mode, channels, types, instruments, methods and barriers relating to communication and the factors affecting it.

(2) Know your target audience: Messages cannot bring about the desired results unless they reach the right person or group of persons. The message should address the target people. For the communication to be effective, it should properly be focused. Be it a letter, a speech, a film or a presentation, make sure the receiver is connected with or is relevant to the purpose of communication. Quite often, communication loses its effectiveness because it reaches an unintended audience. Good ideas and messages reaching the wrong persons will end up as an exercise in futility. The next essential step is to develop good communication skills. Effective communication presupposes the ability to communicate under varied circumstances. The skills of communication that need mastering are reading, writing, listening, speaking, body language, presentation, etc. One must be clear about the merits and demerits of communication, and which of them is to be used under a given set of circumstances. Each of them is a different skill and requires a deliberate effort to master it.

(3) Better informed: Often communication relates to providing information. The initiator of the communication process should, therefore, be well informed about the message he wants to pass on. The initiator should also have the right perspective about the message and be in a position to appreciate the

context in which the message is being communicated. Limited information or limited understanding by the sender naturally limits the sender's ability to communicate. This happens in an organizational context when the sender of the message is doing so based on incomplete information. People receiving the message often have their expectations about it and the person giving the message should take cognizance of the fact that their expectations are met with.

(4) Plan adequately: In order to be effective, any communication is to be well planned. The messages to be conveyed, the words to be chosen, the action to be sought, the feedback to be obtained, are all the areas that need to be carefully considered. These aspects will have to be evolved properly before deciding on the right choices. While some routine messages can be communicated without advance planning, all important communication in organizations/businesses need organized effort. Inadequate planning can, and often does, result in ineffective communication. Good planning should take note of the target audience and pay attention to their attitudes and expectations, as well as timings.

(5) Remain Positive: Yet another requirement for effective communication is a positive approach and the right mental attitude. The communicator should have faith in the process. One should develop confidence through learning and practice. One should take responsibility for making the communication work. The communicator should learn to overcome barriers and look for positive signals. One should not bring in a bias of his own. Moreover, it is required to recognize the power of communication and strive to achieve results through the process.

(6) Overcome Strong Feelings: Extreme and strong feelings are not conducive to effective communication. Anger, depression and frustration adversely impact the thought process and thereby distort what is intended to be conveyed or what needs to be conveyed. A disturbed mind brings out disturbed thoughts, and thus distorts communication. While addressing important communications, and reacting to provocative remarks, it is essential to wait till the mind regains its balance and the severity of feelings subsides. It is absolutely essential to realize that, quite often, the process of communication is irreversible. A word spoken or a letter written in a fit of anger can do considerable damage. This is particularly true in work situations, market places, organizations and business, Restraint always pays and one should try to practice it.

(7) Remain Sincere: Effective communication demands a certain degree of honesty and sincerity on the part of the parties involved in the communication. It is necessary that the messages are given with sincerity and truthfully. There should not be a deliberate attempt to mislead or manipulate the recipient of the message. If the receiver of the message loses faith in the communicator, the process of communication suffers in terms of credibility. Effective communication, therefore, presupposes sincerity.

(8) Be Consistent: Communication is mostly a regular process, rather than a one-time affair. In personal dealings, in organizational settings and business places, communication takes place almost all the time. The parties involved in the communication, quite often, are the same. When communication takes place on a regular basis, it is necessary to be consistent. It is necessary not to contradict one. There may be scope for modification or correction, but not for contradiction. Further, when different methods of communication are used in conveying a particular message, contradictions have to be consciously avoided. The spoken message should be in tandem with the body language. Non-verbal communication should supplement oral messages.

(9) Focus on Timeliness: Speed and timeliness contribute significantly to the effectiveness of communication. In present context the value of time is well recognized. Organizations and businesses set goals, which have to be achieved within a given time frame. Tasks have to be completed before the allotted deadlines. All communications concerning such goals and tasks will have to appreciate the time factor. Quite often the messages which are delayed are wasted. Therein lies the significance of the choice of the channel of communication. The channels selected should be such that the message is delivered within the time frame.

Another dimension to the time-factor in communication is that the process of communication should take just and the right time. Long speeches that stretch well beyond the allotted time, lengthy written communication

and unusually long films not only test the patience of the listener/reader/viewer, but also tend to lose their force and get diluted in the process.

(1) Proper Methods and Instruments: The modes or the channels of communication to be used will vary from situation to situation. Effectiveness of the communication will depend on the right choice of methods and instruments. There are times when the written communication cannot convey as forcefully as oral communication. There are occasions when a telephone call would be more appropriate than a letter. There may be messages which are important enough to be conveyed through a fax rather than by regular mail. Similarly, some messages can go by ordinary mail, some by telex and some others by fax or even e-mail. Make the right choice and repeat the message, if very essential.

(2) Cost Effectiveness: The passing of communication quite often involves costs. These are direct and indirect costs involved in sending messages. These costs vary depending upon the method of communication and the means of transmission. Since communication in an organization is ongoing, such costs can add up to a substantial amount. The results achieved by the communicator should justify the costs incurred in the process. If not, there is no effectiveness in such communication. Organizations should, therefore, make conscious efforts to make their communication systems not only efficient, but also cost effective by utilising and appraising available choices.

(3) Meet for follow up: Feedback is an important component of the process of communication. The person communicating the message calls for feedback to reassure himself that the message has reached the target as envisaged. Feedback provides valuable information relating to the time-factor, quality of the message, understanding of the receiver and the action initiated. Such Feedback helps in evaluating the efficacy and reliability of the types, methods and channels of communication used. Feedback helps in understanding the mistakes committed in encoding and decoding the message and losses in transmission. Mistakes, if any, can be dealt with by effective corrective actions.

(4) Avoid single dose of Messages: To ensure letter communication it should always be in small doses. The communicator should take care not to overdo or overstretch the communication. Communication is essentially a participative process, and if not within reasonable limits, the efficacy will suffer. Imagine receiving a 30-page newspaper everyday, or sitting through a non-stop 4-hour speech by a single speaker, or participating in a technical workshop from the morning till late in the evening. Whatever be the merit in terms of context, the response is more than likely to follow the principle of diminishing returns. Effective communicators learn to limit their communication in line with receptivity and avoid excesses.

In above points and explanation attempts have been made to list out the essentials for effective communication. Since communication is essentially a two-way process, both the sender and the receiver of the message will have to conform to well-defined principles and norms. The spirit of communication is as important as the modalities. When we talk about leadership qualities and other people-related dimensions in the organizational context, it is the role model type of communication that is being emphasized.

4.5 Effectiveness in Managerial Communication

Communication is the basis of managerial work. It is, therefore, necessary for a manager to study its many aspects and educate the staff about the importance of good communication. The following ten commandments may help a manager to improve the effectiveness of managerial communication:

1. Clarity: Think and plan before communicating. Be clear about what you want to communicate. The more systematically a problem or idea is analysed, the clearer it becomes.

2. Purpose: State the purpose of each communication, obtain information, initiate action, change another person's attitude. Don't try to accomplish too much with each communication. The sharper the focus of your message the greater its changes of success.

3. Physical and human setting: Be sensitive to the total setting in communication. Sometimes, meaning

and intent are conveyed more than words alone. For example, your sense of timing should be appropriate. Workers should be reprimanded for reporting late as soon as they arrive in the workplace—it is of no use to issues memos to them after two or three months. The physical setting—whether the worker should be reprimanded openly or in private should also be considered. The manager should also analyse the social climate governing work relationships before issuing orders and directives. The tone of communication should change accordingly. The communication should also conform to the expectations of subordinates.

4. Participation: Invite others to participate in planning communication. Allow them to participate fully and develop the facts upon which appropriate communications can be built. Participation helps to tend additional insight and objective to your message.

5. Word choice and body language: Select simple words and use them carefully so that they do not take on different meanings to different people. Physical actions such as motions, gestures and facial expressions convey thoughts and emotions to subordinates. The body language should support the written communication. A frown, a sarcastic smile or even a blank stare may be wrongly interpreted even though the words were positive in nature. Employees grasp at these small symbols to determine what the ‘boss’ means.

6. Empathy: Empathy is the ability to identify with the various feelings and thoughts of another person. When managers are emphatic, they create a climate that encourages subordinates to communicate often and honestly with them. They would be in a much better position to understand why people act as they do. They would be able to appreciate the feelings of the subordinates and respond with messages that take the interests of the subordinates also into account.

7. Actions: Managers should support communications through good supervisory efforts, clear assignment of duties, fair rewards for effort, sound policy enforcement etc. Such practices serve to communicate more than all the gifts of oratory.

8. Use of feedback: The manager should provide feedback, which provides an open channel, so that he can check as to how the messages are being perceived. He should create an environment that encourages feedback. For example, after communicating a job assignment, he might ask. ‘Do you understand?’ or ‘Do you have any questions?’ and find out whether the message has been understood or not. At the same time he should allow the subordinates to express their reactions.

9. Communicate for tomorrow as well as today: Communications must be planned with the past in mind so as to support company policies consistently. They must also take into account the short-run as well as long-run interests of the organization.

10. Be a good listener: Listening is one of the most important, most difficult and most neglected skills in communication. Poor listening techniques plague many managers. Often they are not prepared to listen to what subordinates say. To improve listening, we need to become more than passive receivers. We should not only concentrate on the explicit meanings another person is expressing, but on also the implicit meanings, unspoken words etc. Effective listening is emphatic listening. It requires an ability to listen for feeling as well as for words.

Keith Davis has developed 10 guides to effective listening:

Stop talking. You cannot listen if you are talking.

Put the talkers at ease. Help a person feel free to talk.

Show the talker that you want to listen. Look and act interested.

Remove distractions. Don’t doodle, tap, or shuffle papers.

Emphathize with talkers. Try to put yourself in the other person’s shoes and understand the problem from his point of view.

Be patient. Allow plenty of time. Do not interrupt a talker.

Hold your temper. If you are angry, you fail to understand and appropriate the meaning of words.

Go easy on argument and criticism. Do not argue. Remember you cannot win arguments, even if you win, you lose.

Ask questions. This encourages a talker and shows that you are listening. It helps to develop points further.

Stop talking. A person who is constantly talking is not listening or learning. Listening requires two ears, one for meaning and one for feeling.

Activity B:

Due to effective managerial communication how organizations are benefitted:

- (i) _____
- (ii) _____
- (iii) _____
- (iv) _____

In case managers are lacking effective communication skills what adverse effects are visible in organizations:

- (i) _____
- (ii) _____
- (iii) _____
- (iv) _____

4.6 Miscommunication

There are many reasons of miscommunication. For the purpose of analysis, they can be placed into four categories: problems caused by the sender, problems in message transmission, problems in reception, problems in receiver comprehension and perception.

1. Problems Caused by the Sender: The sender is the individual who encodes the message. A number of barriers can prevent this individual from properly handling a communication task. One is the amount of information the individual has about the subject of the message. If the sender is asked to write a memo explaining the company's new pension program, but the finance committee has not made some of the final decisions regarding how the program may be implemented, the sender will be unable to provide a full explanation.

Too much knowledge about the subject can also be a problem. The sender may over explain the message or make it so detailed and complex that it is confusing. A third reason of miscommunication is regarding selection of information. What should be included? What should be left out? Until the sender can answer these questions, he will be unable to complete the message.

A fourth reason is the order of presentation. What should be presented first? What should come next? It is often a good idea to present some general material first to set the stage for the material to follow. For example, if a series of productivity improvement recommendations are being presented to the manager, they should be preceded by a discussion of the current productivity situation and an analysis of the causes of low productivity.

A fifth cause of miscommunication is a lack of familiarity with the audience. A sender who does not know the audience very well may use an inappropriate approach. For example, if the audience does not know much about the subject, a brief discussion is justified and advisable. The message should also be conveyed in a carefully structured format that presents the information in a easy-to-understand manner. On the other hand, if the audience is knowledgeable about the subject, the sender should more immediately move to the heart of the matter and present the important information up front. A sender who is unfamiliar with his audience is likely to confuse the first group and bore the second.

A sixth reason is a lack of experience in speaking or writing. When senders have limited education or training

in communication, they often have difficulty in expressing their ideas. Their vocabulary is limited, their word choice is poor, there is punctuation and spelling errors and the overall presentation style is ineffective.

2. Problems in Message Transmission: Communication can also break down because of problems in transmission. One major problem is the number of transmission links. When a verbal message is transmitted through three or four different people before reaching its final destination, the message will most likely be altered or changed through the stages in communication. This distortion of message occurs often in upward and downward communication.

Another major problem is the transmission of unclear or conflicting messages. When a message contains two conflicting parts, the receiver may have trouble in dealing with the communication. Consider, for example, a memo to the head of the Shipping department that directs him to immediately reduce shipping costs while ensuring that all deliveries are made in an expeditious manner. The message appears to be contradictory. How can the manager cut costs and still ensure that all deliveries are made quickly? After all, a reduction in shipping costs is likely to result in goods being sent by a slower route. To which part of the message should the department respond? Or should the manager try to address both messages by reducing the shipping costs for those goods that do not have to arrive quickly while continuing to send “rush” items by overnight delivery?

3. Problems in Reception/Noise: Sometimes there are communication problems because of problems in reception. Communication scholars use the term “noise” to refer to factors that interfere with the exchange of messages. “Physical noise” - external sounds that distract communicators falls into this category, but there are other types of external noise that don’t involve sound. For example, an overcrowded room or a smelly cigar can disrupt concentration. A second kind of interference is caused by “physiological noise.” Hearing disorders fall into this category, as do illnesses and disabilities that make it difficult to receive messages. The third type of interference is “psychological noise,” consisting of forces within the receiver that interfere with understanding. Egotism, defensiveness, hostility, preoccupation, fear - all these and more constitute psychological noise.

4. Problems in Receiver/Understanding: Communication involves both information and understanding. It takes place only when the receiver understands what the sender means to convey. If the idea received by the receiver is not the one which was intended miscommunication has taken place. Usually the background of the receiver and sender of message differs. In such cases additional efforts are required by the receiver and sender to ensure understanding.

4.7 Strategies for Improving Organizational Communication

Organizational development specialists suggested various strategies and tactics for smooth and better communication. Some of the important strategies are given as under:

1. Objectivity: The communicator should be fully impartial while sending a message. He should not allow his emotions, attitudes or bias to distort the message. He should communicate unpleasant facts in such a way that the feelings of the receiver are not hurt. Similarly, one should not allow his emotions and prejudices to distort understanding and interpretation of information received from others. Self control is essential for effective communication.

2. Use Grapevine Strategically: According to this principle, informal channels of communication should be used judiciously to supplement the official channels. Information communication or grapevine can be fruitfully utilised particularly when the official channels are slow and insufficient. However, one should make sure that no orders are given through the grapevine.

3. Feedback: Feedback should be used carefully in planning and executing communication. Where feedback is not automatically available, the sender should ask questions, request reply and encourage the receiver to give his reactions to the message. Communication is complete only when the receiver understands the message and the sender comes to know that his message has been understood.

4. Elimination of Noise: Noise is the greatest barrier to communication. Every possible effort must be made to eliminate noise caused by machines, equipment, communication devices, disturbance in the transmission lines, etc.

5. Clarity: Effective communication never “happens”. It does not take place in a random fashion. It is an outcome of advance thinking and planning.

The process of communication begins with the generation of a thought in the mind of the sender. Just as a clear photograph cannot be obtained from a blurred negative, a clear message cannot be sent from an unclear idea. Clarity of thought communicate (the message), why he wants to communicate (the objective of communication) to whom he wants to communicate (the receiver) when he wants to communicate (the timing), and how should he communicate (the most suitable media).

Once the idea is clear in the sender’s mind, it must be expressed in clear and simple language. Clarity of expression requires proper encoding of the message and choice of appropriate words.

In order to ensure clarity in communication the following steps are required:

- (a) Use simple and familiar words
- (b) Use verbal and nonverbal symbols that are familiar to both the sender and the receiver.
- (c) Avoid technical jargon that is understood only by a limited group.
- (d) Avoid all ambiguities and words having double meanings.

6. Completeness: Every communication must be complete and adequate. Incomplete messages keep the receiver guessing, create misunderstanding and delay actions. Every person should, therefore, be provided with all the required facts and figures. For example, when the factory supervisor instructs workers to produce, he must specify the exact size, shape, quality and cost of the product. Any assumptions behind the message should also be clarified. When you answer a letter, reply all the questions raised in the letter. In order to ensure completeness of message, we should check for the “five W” questions— What, Why, When, Where and Who. For example, while announcing a meeting specify - What is to be discussed in the meeting, Why it is being held, When the meeting is to be held, Where it is to be held, and who is to attend the meeting. Thus only a complete message can be an effective message.

7. Conciseness: Brevity is the soul of good communication. Therefore, we should use only relevant details in our message. Ruskin said, “**say all you have to say in the fewest possible words**”. Brevity saves the time of both the sender and the receiver of the message. Besides saving time, brevity provides grace to speech and a force to what you write. More words do not lead to clarity, rather they obscure the meaning and tire the reader. Irrelevant or superfluous words cloud the meaning. Avoid irrelevant words and repetition. Organise your message well by using simple words and short sentences. Trite and wordy expressions should not be used. For example, “we welcome you” is preferable to “we extend a warm welcome to you”. Similarly, “often” is better than “in considerable number of cases”. An effective message has to be concise and crisp.

8. Correctness: If employees forward incorrect information to managers, decisions based on such information may be wrong. Similarly, transmission of incorrect information to outsiders may spoil relations and reputation. Give correct facts and send your message in the correct style. Timeliness is also useful to ensure correctness. Transmit and respond to all messages at the right time. Delayed and outdated messages cause loss of time and money.

9. Consideration: In order to communicate effectively, think and look from the receiver’s angle. The sender should adopt a humane approach and understand the emotions and sentiments of the receiver. He should understand and focus on the needs of the receiver. The socio-psychological background of the receiver must be understood. The golden rule “First understand then be understood” should be followed.

10. Attentiveness: While sending and receiving a message, you must pay full attention. While transmitting information, attention is necessary to ensure that all the relevant details are included in correct and clear

manner. Undivided attention to all incoming messages is required to ensure that the messages are fully understood and no point is missed. In the absence of full attention misunderstanding and confusion arise. This results in miscommunication and inefficiency. Communication cannot be effective unless the receiver listens, reads with full attention. Active listening is essential for success in communication. This indicates that communication is the joint responsibility of the sender and the receiver.

11. Courtesy: Courtesy means a friendly and helpful behaviour towards others. Polite manners facilitate communication. Politeness begets politeness and encourages participative communication. The following guidelines should be observed to ensure courtesy:

- Thank generously for a favour. When someone does a favour to you acknowledge it promptly and thank the person generously for being kind to you.
- Apologise for an omission. If you have committed a mistake, express your regrets promptly and sincerely.
- Avoid irritating expressions. Words and expressions having negative connotation should not be used in the message. 'You ignored', 'you failed', 'you leave us', 'no choice' are examples of such words and phrases.
- Answer all letters promptly. In case you need time to send a full reply, acknowledge the letter you have received.
- Use empathy. Ask how you would feel if you were to receive this message.

4.8 Summary

Through this unit you came to know that how effective communication makes difference. All communications are not effective. Often the message receiver does not get the message as meaningfully and as thoroughly as the communicator intends to pass it. Communication effectiveness affects our lives and influences the success of our corporate entities. This unit explained how meaningful and good communication can take place and describes the various factors which affect communication.

This also describes the essentials of effective communication, the significance of good communication and the strategies to make organizational communication better.

4.9 Self Assessment Questions

- Q.1.** Do you agree that most organizational problems arise due to ineffective communication? Discuss.
- Q.2.** State the guidelines of effective communication.
- Q.3.** What is the importance of effective organizational communication?
- Q.4.** List out and explain the various factors that affect effective managerial communication.
- Q.5.** "Meanings are in people, not in words." Discuss this statement with reference to men related variables that influence effective communication.
- Q.6.** Explain the importance of clarity in communication.
- Q.7.** Explain the essentials of good communication system.
- Q.8.** What do you mean by miscommunication. How to overcome it.?

4.10 Reference Books

1. K.K. Ramchandran, Lakshmi K.K., K.K. Kartaik, M. Krishna Kumar, Business Communication
2. Dr. K.C. Goyal, Dr. Ummed Singh, Dr. Kapil Dev, Business Communication.
3. M.J. Mathew, Business Communication
4. Kitty Locker, Business and Administrative Communication.
5. Murphy, Effective Business Communication
6. Francis Chandler, Fundamentals of Business Communication.

Unit - 5 Business Communication

Structure of Unit:

- 5.0 Objectives
- 5.1 Introduction
- 5.2 Business Communication of Nature
- 5.3 Objectives of Business Communication
- 5.4 Scope of Business Communication
- 5.5 Importance of Business Communication
- 5.6 Strategies in Business Communication
- 5.7 Emerging Issues in Business Communication
- 5.8 Summary
- 5.9 Self Assessment Questions
- 5.10 Reference Books

5.0 Objectives

After going through this unit, you will be able to :

- Know the nature and scope of business communication.
- Identify the purpose of business communication.
- Recognize the significance of communication in business.
- Appreciate the strategies required for business communication.
- Identify the changing patterns of business communication in the new millennium.

5.1 Introduction

For survival and success of a business, communication is important. No one can visualize the existence of an organization without communication. The need of communication is felt in every field whether it is to promote sales; financial dealings or hearing a dialogue with colleagues or employees of a business concern. When an entrepreneur is explaining about his products to his customers or praising about the efficiency of his employees, pointing his financial requirements to his banker and bringing to the notice of his colleagues all the management problems; all these activities need communication. Business organization is a group of various organisms and it is formed to achieve certain objectives, which are difficult to realize in the absence of efficient communication. Therefore, it becomes necessary to know the meaning of “business communication”.

Communication term is derived from the Latin word “Communis” or “Communicare” which means to make common. In other words, it implies to know or understand. Thus, communication means to understand information, facts or opinions of someone. At the same time, it means to let others know your ideas. Therefore, communication is sharing of information and ideas to create better understanding and harmonious relations. Communication takes place when a person explain his opinion to others and understand others’ ideas. Therefore when expression of one’s ideas leads to better exchange of opinions, it becomes communication. Communication can be oral or in written form and sends signals accordingly.

5.2 Nature of Business Communication

Business communication is a part of communication. Every enterprise works towards earning profits. All small or large scale enterprise (whether sole proprietorship, partnership or company) owners or managers have to remain in contact with their customers and at the same time have to communicate continuously

with employees of the establishment. This process of communication is known as business communication. Different factors of production such as raw material, machine, labour etc. are arranged by the owner so as to produce goods and services and then sell them to earn profit. All the business activities like purchase and sale or exchange of services involve different groups of people like traders, employees etc. The owner has to communicate with them during this business process. Facts, information and ideas are exchanged. This continuous process of communication is termed as Business Communication. Proper operation seems difficult in the absence of business communication.

C.G. Brown opined that “Business communication is a process of messages and persons which are associated with business. It consists of channels of communication.”

Business communication is that part of communication which is related to business activities and which helps to make business dynamic.

It is clear that business communication is that is form of communication where the exchange of ideas, information or facts between two or more persons takes place in business environment. In day to day use ‘Communication’ and ‘Business Communication’ terms have been used for the transfer of ideas, facts and information for the fulfillment of business objectives.

Features business communication are following:

1. Profit Objective: Business organization is known by its commercial character, i.e., the profit motive. At the end of the day, every business looks at its net earnings. It looks for reasonable profits, and generally not exorbitant profits. There may be times when it incurs losses and will have to live with such losses. While seeking profit is a necessary feature for any business, profiteering or seeking exorbitant profits from the customer is not advisable to any business. Customers are the essence of any business and when there are no customers, no business can function. Customers are the source of income and profits for any business. Business communication should, therefore, aim at keeping the customer base intact and ever-expanding. To accomplish this aim several measures are taken and implemented.

2. Business networking: Like any individual who has personal relationships, a business has its business relationships. These relationships are with customers, buyers, suppliers and others with whom the business has to interact on an ongoing basis. It is these relationships which sustain the business in the long term. Every business strives to make such relationships not only profitable, but also mutually beneficial. An important objective of any business communication would be to establish, nurture and sustain such mutually beneficial long-term relationships. This helps in achieving win-win situation.

3. Competitive: The modern business world is an intensely competitive. Competition means that there are many players in the market offering similar products and services. As a result, customers have a substantial choice of products, services, markets and sellers. In a competitive scenario, the producer or the service provider has to focus on the quality, price, durability and such other features which the product or service provides in order to attract and keep customers. The competitive situation is in contrast to the monopolistic situation where there is only one seller and hardly exists any choice. Business communication has to necessarily take note of the nature of the market and evolve strategies appropriate to the state of competition.

4. Pragmatism: No business can afford to remain static in a fast-changing business environment. In order to sustain themselves, businesses also will have to be ever-changing and dynamic. They have to adopt and respond to changes. Progressive businesses recognize the inevitability of change and make every effort to anticipate the changes in their business environment. To that extent, they try to lead change and be proactive.

5. Ethical values: Every business has its set of principles or code of ethics. This code often outlines the do’s and don’ts of its approach to business and customers. The code also articulates its duties and responsibilities, as well as expectations. Every profession, similarly, has ethical values governing its business conduct. There are also well laid down and generally accepted fair practices for any business. Again, effective communication aims to practice business ethics and other qualitative aspects.

6. Sustainable outcome: Generally speaking businesses operate, with a long-term objective. Barring some types of players and services that are short-term in nature, most others are in business on a sustainable basis. Those players who are in business to make fast money and disappear are referred to as ‘fly-by-night’ operators. They are distinct from the majority of the players who wish to be in business today, tomorrow and the day after.

5.3 Objectives of Business Communication

The main objectives of Business Communication are given below. These can be divided into “internal” and “external” objectives:

I. Internal Objectives:

The main objectives of Business Communication are to make available commercial facts, information and messages to those working inside the business firm. Some of these functions are:

(1) Information to management: The function of Business Communication is to convey to the management various important facts and information pertaining to business so that they are in a better position to take appropriate and timely business decisions; which ensure the progress of enterprise. Now a days management information system is required in all organizations as it supports managers to take accurate and timely decisions.

(2) Information to employees: Communication creates harmonious business environment. It is helpful in developing better relations between management and staff. Communication is instrumental in conveying the feelings, sentiments and attitudes of one party towards other party. This helps in reducing wrong feelings about each other and helps in development of cordial work atmosphere in the organization.

(3) Co-ordination: Communication helps in creating co-ordination among different groups of people operating within the business. Individuals and groups come to know, what others are expecting from them with the help of communication. Thus, creates mutual trust among different groups in a business firm. Communication helps in establishing synergic relationship.

(4) Improvement in morale: Every business formulates its own policies and programmes. The information regarding these policies and programmes is conveyed to employees through communication. Employees are made to realize their responsibilities by communication. Communication helps in improving the morale of the employees, once they are made aware of their role in business firm. This also awakens the sense of security and provides work satisfaction to employees. Therefore Business Communication helps in enhancing efficiency of workers and lowers absenteeism.

II. External Objectives:

Business communication helps in linking management of business firm with the outsiders. Some of the important objectives in this connection are as follows:

(1) Sale of goods or services: Most of the profit earned by any business firm is earned through purchase and sale of goods or services. These activities take place because of business communication. The owner is in a better position to communicate to the customers the quality of the products. Advertisements, correspondence or encouraging customers at personal level are not possible without business communication.

(2) Relations with Suppliers: In any case when goods are produced in the firm or sale is effected the firm needs raw materials or manufactured goods. Communication helps in conveying the suppliers the requisite information about the kind of raw materials, its quantity, time of supply, conditions, payment and other terms of supply.

(3) Information to other parties: An important function of Business Communication is to provide information to other parties. Business firm has to establish rapport with banks, government authorities, telephone staff, researchers and other business establishment during the course of its business. All this is possible with the help of business communication. If business is being run as a company, then all functions pertaining to shareholders and debenture holders come under the purview of business communication.

5.4 Scope of Business Communication

Apart from different forms and types of communication (non-verbal, verbal, written, audio-visual) one can also look at scope of business communication. In modern business the quantum and nature of communication is changing. Business communication is utility oriented. Today business is being influenced and influencing various segments, such as its clientele, society and other interest groups. On the other hand communication is also needed at individual and intra-organizational level. Some of the prominent areas describing the scope of business communication are as follows:

I. Hierarchical communication:

Every organization has a built in hierarchical system that can be compared to a pyramid. This normally flows from upper levels to downwards. However, the direction may not always so. In practice, within a business entity communication is multidimensional and multidirectional. Following may be the directions:

(1) Downstream: Traditionally hierarchical communication was downwards. Usually in a conventional system, authority holders communicate to the people working under them. The communicators must ensure that their directions/instructions are being understood by subordinates. This requires a system of feedback. Downward communication strengthens the authority structure.

(2) Upstream: In a participative organisation subordinates are given enough opportunity to interact with their supervisors in terms of information, grievances, suggestions etc. Modern managers having professional base are encouraging this communication resulting in democratization of work environment.

(3) Lateral: This communication is needed to coordinate between people with similar status. Interaction amongst equals is very much essential for smooth working of a system. Functional managers occupying similar position in the organization, through their mutual intercourse present a good example of lateral communication. For development of team spirit peer group communication prove very useful.

(4) Crosswise: When people at various levels interact beyond the boundaries of their reporting relationship is treated to be the crosswise or diagonal communication. For example when Assistant Manager - Finance Division is making contact with Deputy Manager-Production Division is a case of this form of communication.

II. Personal and Business Communication:

When communication takes place between any two individuals belonging to a family, group, community or an organisation is a personal communication. This is a one to one communication which is being entered into personal capacity with informality character. This may be in the form of face-to-face meeting, on telephone, personal letters, e-mails, conversation and a meeting.

However business communication aims to accomplish business goals. This is found amongst business units, market places, employers and employees, vendors and customers, service providers and beneficiaries, liaison officers and various agencies supporting business. Through this communication business get support and favour from various stake holders. By making intelligent use of this communication, business interests may be promoted and protected. On the other hand, in case business communication is improper, the organization face survival crisis.

III. Internal Communication:

This communication is taking place between the people working within an organisation or members of a

common group. It may be in a verbal, written, audio-visual, informal or formal form. It may serve varied purposes such as, to educate, inform, direct, stimulate, provoke, inspire, instruct, order, caution and control. This communication is being used to share understanding and skill.

IV. External Communication:

Under this communication people belonging to a particular organisation interact people beyond the organization, such as, suppliers, government agencies, competitors, commercial organizations, media, prospective buyers and community at large. This channel enables the organisation to know expectations of the outside groups and also to communicate to respond from organisational efforts.

External communication may take shape in various ways, like face-to-face meetings, written messages, brochures, audio-visual effects, telephone calls, internet, visual presentations, press conferences, advertisements, road shows etc. Through this communication organisation make liason with outside groups and create its favourable public image.

V. Formal and Informal Communication:

Formal communication is used by management to dictate who should talk to whom to get a job done. Upstream, downstream and parallel communication may take place under formal communication. Formal Communication network is deliberately established to control the flows of communication so as to avoid any confusion and make it more useful, well in time and systematic. Contrary to it, informal network of communication is not deliberately formed. This supplements formal communication and fulfills the need of added interaction. People always tend to make personal and social relationships. Informal communication assists them in developing intimate relationships. Grapevine channel is associated with this form. This communication permit employees to fill the gaps caused due to formal channels. This communication is free from the rigidly woven hierarchical layers and commonly entered through conversations, informal chats, body language etc.

VI. Interactive Communication:

This communication provides enough opportunity to both the parties (communicator and communicatee) to discuss at length and in an in depth fashion. It takes place through meetings and conferences, telephonic talk, teleconferencing or small group presentations. In case of large number of communicators someone may be given a role of moderator of facilitate smooth flow of ideas and information.

VII. Mass communication:

It is a broad based communication addressed to a large number of individuals. Now a days this communication is developed as a distinct skill. Mass communication is meant for people at large placed at distinct places, vast in number and with varied temperaments. For main stream media the government too has a separate department. Under this communication public relations, journalism, television, radio, advertising and publicity are the prominent streams. News letters, research studies, press releases, promotional strategies are used to reach a large, varied, well spread out audience mix.

VIII. Business Process Outsourcing:

This is a form of communication that makes beneficial use of advancement in technology. Under this computer and modern messaging systems are being used to provide value added services to the customers. The time lag exist between user and provider country prove to be a benefiting factor in enlarging the scope of this service. Developed countries, particularly European Countries and USA outsource varied services to countries like India and China. Without waste of time almost real time services are given to the clients. Knowledge of English, Franch, German with appropriate accent is a basic necessity for providing required services. The manpower involved must have technical, soft, teleselling skills with accent neutralisation, telephone etiquette, culture orientation and knowledge of customer relationship management.

Activity A:

Identify the four ways in which business communicate with its prospective buyers and with its employees:

Prospective Buyers:

- (i) _____
- (ii) _____
- (iii) _____
- (iv) _____

Employees:

- (i) _____
- (ii) _____
- (iii) _____
- (iv) _____

5.5 Importance of Business Communication

Business Communication facilitates effective job performance in an organization. One of the critical managerial skills is the skill of communication, i.e., to interact, to explain, to describe, to clarify, and interpret matters in a credible and persuasive manner, as part of the job of a business manager. A large amount of businessmen's time is devoted to the activity of communication. It is estimated that managers spend on an average 60 to 70% of their time in communication - oral, written, formal or informal. Business managers communicate with their superiors, subordinates and colleagues on several aspects of organizational activities. One of the measures of job performance of top management is the efficacy with which it designs the communication system and ensures that it remains effective.

An effective business communication system enables to get timely information from the relevant external environment with regard to economic trends, behaviour of resources market for materials, manpower, finance etc., governmental thinking on industrial and economic development, technological changes, competitive conditions, demand factors and so on. Such information from the external environment is always critical to business managers for making decisions on organizational goals, strategies, policies and plans of action.

In the course of day-to-day working, business managers are called upon to tackle problems, resolve crises, make decisions and get them implemented. For this purpose, managers discuss matters, get ideas and clarifications and explore alternative courses, in co-operation with their superiors, subordinates and colleagues through the business communication system.

The importance of business communication in business has been widely accepted in recent years and this can be judged from the following description:

1. Timely and accurate decisions: Communication facilitates business management to take important decisions at the right time. Effective communication is the sin-qua-non for the quick and systematic implementation of business decisions. It is the basis of direction and leadership. The management communicates the organizational policies, rules and procedures to the lower levels and get feedback about the performance.

2. Facilitate proper planning and coordination: Business Communication facilitates effective planning and coordination of activities. One of the important preconditions in planning is to get the things done and this can be possible through exchange of ideas, plans and policies. Similarly, coordination between various groups and activities are very essential for efficient functioning of the enterprise. Coordination and cooperation depends upon adequate and effective system of communication at all levels of a business entity.

3. Overcoming Organizational conflicts: Shobhana Khandwala in Communication in Industry opined "Most of the conflicts in business are not basic but are caused by misunderstanding and ignorance of the facts." Proper communication between the interested parties minimizes the point of friction and reduce those that inevitably arises. Management at every work level is primarily charged with the responsibility of seeing that proper procedures are established for interchange of information between various business interest groups.

4. Uninterrupted working: Effective channel of communication ensures smooth functioning of the undertaking. In every type of organization, whether big or small, private or public, effective communication plays a vital role. Efficiency of subordinates depends on effective communication from the superiors right time, to right persons and through right source.

5. To encourage action and to earn employee loyalty: Ernest Dale and Michelon were of the view that the purpose of communication is to induce action to overcome inaction. It is also meant to increase employee morale and to promote employee loyalty, cooperation and dedication. It is the method of persuading people towards the achievement of common objectives of business.

6. Helps in decentralization and delegation of authority: Communication is the means by which the act of delegation is accomplished. Decentralization needs an increase in the communication system. Employees working in an organization must have clear understanding of their objectives and responsibilities. People must know clearly the limits of their job and how it relates to the job of others working in same organization. This requires an effective system of communication on both way that is top down and from bottom to top level.

7. Participative working: Democratic functioning of management requires frequent communication so that the problems and grievances from the workers, consumers, shareholders, suppliers of materials, and other categories of the people who have direct interests in the activities of the organization could be solved in time and their valued suggestions could be incorporated in the organizational policies, programmes and procedures.

8. Binding force: Business Communication is the force that binds the people of an organization together since it attains a common view point and understanding among the people to work together. It creates a together feeling among the workers that holds them for achievement of common goals of the organization.

9. Cordial Union-Management relations: Effective business communication can play useful role in establishing better industrial relations. It will do important work in interpreting and explaining the workers about the management policies, future programmes, the company and its products, history and welfare activities available.

10. Helps in molding attitudes: It is the effective business communication that helps in molding the attitudes of the workers in order to persuade, convince and influence behaviour. Business Communication helps to increase cooperation of employees. Which results in attitudinal change in the interest of the organization.

11. Means to achieve end: Communication assists in achieving business goals through inform, connect, educate, stimulate, persuade, reassure and integrate. By enabling above activities organizational goals may be accomplished through team effort and with togetherness spirit.

12. Helps in accomplishing result: A business organization is an economic entity. It is different from social, religious and charitable organizations and is influenced by profit motive. This reveals that the organization would like to ensure that it should accomplish its objectives through efficient and optimum utilisation of its resources like efforts, money, materials, machine, time etc. Without communication no organization can make good use of resources as through communication efforts and resources are integrated in such a fashion so as to accomplish the desired results.

13. Provide needed decision support: Organisations achieve desired results through rightful and timely decisions at various levels and in various functional areas. Managers make good use of opportunities through novel decisions. However, for all kinds of decisions availability of adequate and timely inputs in terms of data, figures, facts, reports, discussions, clarification, consensus building and analysis is a must. Oral and written communication provides needed support for decision making.

14. Enables organization to become dynamic: In today's business environment organizations must develop ability to cope with change. Within turbulence nothing remain static. Business organization work

through mergers, acquisitions, pools, combinations in an environment where customer loyalty is ever changing, employees turnover is increasing and capital is moving fast. Business process outsourcing, corporate governance and larger social concerns are to be handled with positive spirit. All these changes can be addressed only through effective business communication.

15. To face emerging challenges: Organizations facing new situations that ever require a need for new approach to communication. Due to emerging knowledge, creativity, innovation and learning- new situations and opportunities are developing. Hence there should be matching of communication processes so as to get advantage of new happenings.

5.6 Strategies in Business Communication

Simply put, an organization's productivity is linked with effective communication strategies. It states what the company expects from the employees and what the top management will be doing in return. It provides people with a specific direction that they can work towards principles that they need to stick to and clearly defines the process required for accomplishing the job.

Every business has to spend time, money and effort on effective communication strategies toward their employees, when launching a new management system for performance, a new program for payment or just to share the company's values, mission, vision and goals.

Align communication with goals: Strategies are all about the alignment of communication with the goal of the business. Companies do not have a visible face, but they do have an image, which they need to maintain by consistently delivering to their customers. A company's employees are the means by which its services and products are actually delivered; therefore it is vital for employees to know what the company wants to achieve. It is necessary for them to be aware of what they need to accomplish in terms of both the brand image of the company and goals.

In addition, a good communication strategy is not just about addressing employees. Guidance should be provided to the people who are responsible for the implementation, along with tips which they can use in sharing the message. It should be focused on all the levels of the company from top to bottom.

Delivery is Critical: Of course, the method of delivery is also critical. Utilising all the channels of communication to the full extent is essential. Whether these are executive forums, newsletters to employees, the intranet, employee surveys or business meetings, one needs to ensure that intended recipients get across the right message in the most efficient way. Especially if someone holds a leadership position he should ensure that messages are properly spread within the organization. It is quite clear that core message of the organization, like strategies, goals and performance can never be over communicated. While the quality of the communication is indeed important, the quantity is also vital.

In a nutshell, the best communication strategies for any business should incorporate the following:

1. Integration: Connecting the present communication with what is happening in the business unit and the other modifications that employees are being effected by. The strategy in business communication ensures linking of internal stakeholders as well as outside interest groups.

2. Keep it simple: Make sure that your message is not over complicated. Keeping it simple makes for clarity. The message being conveyed should be designed as per the recipients knowledge and understanding level. It is suggested that the symbols and language of content of communication should be as simple so that even layman can understand it.

3. Be straight forward: Don't be ambiguous about what you want to convey. Honesty is really often the best policy to adopt. If messages are conveyed without any kind of manipulation the channel and source develop credibility in long run.

4. Address your target: Just as it is required for marketing your products externally, you need to segment

your audiences and target your message according to the requirements of each group of employees. For targeting a particular segment classification may take place on demographic basis.

5. Make it personal: Help your employees to understand how they are affected personally. When people know exactly what is in it for them, they respond more effectively. A message is taken positively and executed by the audience if it is designed looking into the interest of the recipients.

6. Make it memorable: Ensure that your message is striking enough to stand out from the many communication employees receive everyday. It should be crispy and with a difference.

7. Use multimedia: Utilize various media and methods to get your message across. Take the help of your marketing department to identify about the various means you can employ. The modern means of communication must be judiciously used.

8. Focus on being results oriented: Make an assessment of how effective your communications are and devise follow - up strategies according to the results. Incorporate successful measures as a part of the overall strategies of communication.

Business these days are constantly looking for ways to grow their brand image, using new ideas and initiatives in the market, creating innovative ways for building their business and publishing boundaries. And as they go about doing all that, having effective strategies for communication is growing in importance. By communicating effectively, business leadership ensure that their employees are with them all the way to achieve the goals they want.

5.7 Emerging Issues in Business Communication

Communication is as old as human beings. It has evolved over centuries and refined overtime in line with the progress of civilization. It took centuries for human beings to learn to speak and develop languages as a vehicle of thought. At next milestone, printed word became a reality. Printed messages facilitated a wider reach and more importantly could be shared and kept as record. The advent of the 20th century ushered in tremendous technological advancements, which in turn gave a whole new dimension to the world of communication. With advent of scientific and technological innovations, human communication gained speed and refinements. Now we are on the threshold of realizing an exciting new range of possibilities in the world of communication.

Yesterday, communication was through sounds, gestures and pictures. Modern civilization saw the utility of languages and the better use of the spoken world. The use of the print facility and the extensive use of printing technology in written communication gave a jump to business communication. New scientific aids helped better transmission and amplification of written and spoken messages. Visual and audio visual aids provided a further leap to the process of business communication. Side by side, development of new storage and retrieval facilities added further to the better use of communication. Mass media in terms of newspaper, radio and television provide extensive reach and take business messages into rural and urban masses. During second half of 20th century, in particular, has seen the widespread use of business letters, business reports, interactive communication such as meetings and conferences, and internal communication such as circulars, memos and office notes. As these gained importance, typewriters, stenographers and communication formats too assumed particular relevance. Good business letters and skillful and innovative letter-writers commanded a well deserved premium. Elegant, accurate, focused and appealing letters, circulars, reports and statements counted for a lot in business communication. Students of business communication spent much time on learning and practicing the essentials of effective business writing. The recent years, however, have ushered in new methods and approaches, and thereby underlined the relevance of new skills. Today, when we talk of “excellent skills in business communication”, we have to take note of both conventional skills and new era skills. While the communication skills, both written and oral, have certainly not become irrelevant, the new technology-oriented skills are becoming increasingly relevant.

Additionally, one must learn skills that would be appropriate in tomorrow's business conditions. While retaining the time-tested principles, formats and approaches, especially relating to in person and interactive communication, familiarity with new gadgets and patterns are very much necessary.

Today's and tomorrow's business will be operating in highly IT-enabled environment. The new millennium person will be speaking more of the global language as the global village becomes a reality. We are already seeing the slow demise of the manuscript and the handwritten letters and memos, with e-mail messages and machine printouts taking their place. Speed and cost factors and the need for extensive reach and penetration have given a big push to the electronic gadgets and new media. Access to knowledge and information has become easier and speedier. Business messages will have to be conveniently accessible and efficiently retrievable. With more and more reliance on internet, websites, online connectivity, Automated Teller Machines (ATMs), customer terminals, Short Messaging Services (SMS) etc. human intervention, which has been so much an essential part of the communication till today, will decline. All this means a certain dehumanization and relatively greater mechanization of the approach to communication. Technology will certainly play a crucial role in future business communication.

The professional managers managing the business communication systems and strategies of tomorrow will have to necessarily become familiar with following core strengths relating to organizational communication which will be of equal significance internally as well as externally :

- Pace** : Need for swift, online, real time communication across all target groups.
- User friendly** : Need for convenient access, retrievable at the users' convenience.
- Economic** : Need for communication to reach across vast sections at affordable prices.
- Techno-savvy** : Communication systems in tune with the new IT enabled environment.
- Universal relevance** : Need for developing skills and languages of global relevance as well.

Emerging Scenario : The features and dimensions of business communication are changing at greater speed. The methods and channels of communication used yesterday are replaced by speedier and more efficient ones today. Telecommunications and computers are driving this change globally. Varied technology driven developments towards the end of the last century have brought about new dimensions to the range, speed, methods and modalities of personal and business communication. Internet, laptop, mobiles, modems and computer based messaging systems are impacting very sphere of activity.

Old ways of doing business are substituted by the new and more sophisticated ones. Telecommunications have seen an enormous growth, thereby impacting the lives of people around the world. In telecommunications we are moving to a single world-wide information network, just as economically we are becoming one global market-place. Due to globalization and cross-national flow of ideas and resources, development taking place at one place rapidly reaching other parts of the world. The technology revolution has impacting rural business as well.

More and more business ventures world over have started investing in networks and e-mail for communications. For business communicators, all these developments bring in new opportunities as well as challenges. Messages have to be precise, swift and focused. Transmission losses have to be brought down to a minimum level.

Now a days much greater choice of channels and instruments is available. It has become necessary to maintain familiarity with such developments, appreciate their advantages and use them for improving the effectiveness of business communication and relationship with internal and outside groups.

The new concepts of significance to the business communication involves E-mail, E-commerce, E-business, Internet, Communication Networking Systems, Data Warehousing, Teleconferencing, Video conferencing, Short Messaging System etc. However, with the advent of modern means of communication in business there is fear of information overload which have its own drawbacks.

Activity B:

Identify the impact of technology on business communication:

- (i) _____
- (ii) _____
- (iii) _____
- (iv) _____

5.8 Summary

The process of business communication pervades in all those persons life that are directly or indirectly linked with business entities. It exerts influence on the success or failure of our business ventures. This unit deals with the concept, objectives, scope and significance of business communication. In addition it describes the strategies to be kept in mind while practicing communication in business. Business communication changes as changes are taking place in other areas. At the end, this unit describes how tomorrow's business communication will be different as compared to the practices of yesterday and today.

5.9 Self Assessment Questions

- Q.1.** How is business communication different from personal communication?
- Q.2.** What are the various objectives which communication strives to achieve in big business units?
- Q.3.** Discuss the significance of communication for business in integrating its internal and external stakeholders.
- Q.4.** Why communication is important for a business organization?
- Q.5.** Write a note on 'Impact of Information Technology' on business communication.
- Q.6.** Discuss with examples suitable communication system for larger and progressive business organization.
- Q.7.** "Communication is the life blood of any business organization." Elucidate.
- Q.8.** How is business communication defined? Also discuss the nature of business communication.
- Q.9.** Explain the scope of business communication.
- Q.10.** Write a note on "Strategies in business communication."

5.10 Reference Books

- 1. K.K. Ramchandran, Lakshmi K.K., K.K. Kartaik, M. Krishna Kumar, Business Communication.
- 2. Dr. K.C. Goyal, Dr. Ummed Singh, Dr. Kapil Dev, Business Communication.
- 3. M.J. Mathew, Business Communication.
- 4. Kitty Locker, Business and Administrative Communication.
- 5. Murphy, Effective Business Communication.
- 6. Francis Chandler, Fundamentals of Business Communication.

Unit - 6 Communication Skill

Structure of Unit:

- 6.0 Objectives
- 6.1 Introduction
- 6.2 Humor in Communication
- 6.3 Interpersonal Communication Skills
- 6.4 Skills Needed for Dialogue
- 6.5 Role of Communication Skills in Group Dynamics
- 6.6 Summary
- 6.7 Self Assessment Questions
- 6.8 Reference Books

6.0 Objectives

After completing this unit, you will be able to understand:

- The Concept of Communication Skills
- Humor in Communication
- Soft Skills and the Importance of Interpersonal Communication.
- Skills Needed for Dialogue
- Role of Leadership and Communication Skills

The most powerful agent of growth and transformation is something much more basic than any technique is a change of heart.

- John Welwood

6.1 Introduction

We communicate by exchanging symbols to describe our ideas and experience. Language is a common symbol system which we use for sharing our experience with others. We can also use other symbol like pictures, colours, signs and sounds to communicate. We do communicate a number of things by our facial expressions, movements, clothing, and so on, whether we speak or not.

6.2 Humor in Communication

Body language is an important factor in oral communication. In face to face situations, an important message is communicated by a number of factors like clothing, appearance, voice, posture, facial expressions, gestures and other body movements. Much of body language is involuntary or unconscious but it makes a powerful impact. Body language can make or make a presentation.

The study of body motion as related to speech is called kinesics.

Voice : The voice has characteristics like tone, volume, and pitch. Tone is the quality of the voice. Volume is the loudness or softness, which is modified according to the number of person addressed and the distance between speaker and listener; speaking too loudly for the situation may betray lack of self-command. Pitch is the high or low note of the scale; a high note is usually louder and heard at a longer distance than a low note; a high -pitched voice is often unpleasant, and suggests immaturity or emotional disturbance the voice becomes high-pitched when a person is struck with fear.

Speed of speaking is another aspect of the voice. Rapid speech indicates excitement, But if we have control, we deliberately increase speed of speaking to tell an interesting story, and reduce speed to create suspense, and to explain a difficult idea. Other qualities like rhythm, clear pronunciation, good accent, all have an effect on the listener,

Stress on a particular word can change the meaning and implication of the sentence. Try saying the sentence, “Were you there last night?” in different ways, putting stress on a different word each time, and note the difference in the meaning implied.

Just one word and a look can convey what might take several sentences for example and explosively uttered What? could mean, “What are you saying Do you really mean that? I just can’t believe what you’re saying!”

These non-verbal aspects of the spoken word are known as paralanguage.

Silence : Silence can be a very effective way of communication. Silence is not a negative absence of speech but a positive withdrawal or suspension of speech,

In a face to face situation silence may indicate several things. It may be that the person is not sure what to say, or is so full of feeling as to be unable to speak. Silence can be used deliberately to convey certain feelings like anger or displeasure. Sympathy with someone who has suffered loss is often best expressed by keeping silent. Facial expression and posture may indicate the feeling behind the silence.

Silence can be very embarrassing if it is not possible to interpret it. It can be awkward in a group, when no one knows how to break it. On the telephone, it can cause much discomfort, as one cannot see the other and therefore has no clue from facial expressions as to the reason for the other’s silence.

The terms “dead silence”, “stony silence”, “embarrassing silence”, show that silence has a quality that communicates itself.

Short silences are very effective in giving emphasis to words. A pause before or after certain words makes the words stand out from the rest. A skillfully placed pause has the listener more alert. In presentations silence can be used effectively to emphasize a point; it is often far more effective than wild gestures or table-thumping.

Facial expression : Facial expression is an obvious communicative factor. A cheerful face or a gloomy face influences most people who see it. A happy or appreciative smile, a displeased frown, a look of surprise, and several other expressions of the face can convey, with or without words, the attitude and reaction of the communicants. Expressions accompany the speaker’s words and indicate the listener’s reactions. An alert speaker can judge the listener’s reaction by the facial expressions which act as a constant feedback. You can learn to use facial expressions for effect.

Eye Contact : Eye contact is a difficult, disconcertion communicative factor. The comfort level for eye contact is for three seconds; if extended beyond that, it can amount to invasion of another’s space. People who are aggressive try to fix others with a stare; if you are angry you might express it with extended eye contact. If you give full eye contact for too long together with an angry expression, the other person may describe the experience as “shooting darts at me.”

A person who blinks and avoids eye contact; unblinking eye contact could mean that the person is lying and watching to see your reaction. Persons with lack of self-confidence often avoid eye contact.

Gestures : Gestures are movements of hands or body; they are a natural accompaniment of speech; a person who does not make any movement while speaking appears somewhat stiff and mechanical. Gestures may not have specific or definite meaning; a clenched fist may emphasize an important point or convert determination or indicate defiance and opposition. As gestures are closely related to personality, no two persons make exactly the same gestures; yet the general meaning is easily recognized.

The occasion and the size and nature of the audience influence the speaker’s gestures. On very formal occasions, like an employment interview or a conference, the speakers would naturally use fewer gestures. TV news readers keep gestures and even head movements under strict control. In a more relaxed situation, however, gestures are used more freely. Wild, sweeping gestures can be distraction or comical, and suggest that the speaker is excited.

Posture : Posture is the way we hold ourselves. Though difficult to interpret, it contributes much to communication. The way we hold body, the way we stand or sit indicates something about our feelings and thoughts, attitudes and health. Sitting stiffly, may show tension; comfortably leaning back conveys a relaxed mood, eagerly leaning forward shows the listener's interest in the speaker. Posture can indicate disregard or disrespect for others who are present; polite and well-bred persons are usually careful of how they stand or sit in the presence of visitors and in formal situations.

Graceful posture is a great asset in any profession.

Space : The way we use space plays a subtle role in body language. The study of space as a communicative system is called **proxemics**. It is the study of the degree and effect of the spatial separation that individuals naturally maintain in various social and interpersonal situations. It is the way people structure the space around them.

A manager can use space to create an impression of status. A spacious office, a large office desk, a large car suggest a position of importance.

The distance we keep from the other person while speaking, indicates the relationship; we keep a longer distance from a slight acquaintance and get closer to persons with whom we have a closer relationship; we maintain a respectful distance from and allow more personal space to our superiors.

Time : Our use of times is an even more subtle non-verbal factor in communication. Time given to listen and speak to people creates a sense of self-esteem in them; it is equated with care and concern for them.

On the other hand a person, who uses her/his own and other's time wastefully, creates an impression of being inefficient and disorganized.

A sense of timing in conducting meetings (formal and informal) in conveying good or bad news, in making a presentation, generates respect and goodwill.

Energy : Energy as an aspect of body language is hard to describe; but we have all experienced the impact of a person who has a high level of energy. Some impress with high level of physical energy which is almost infectious; some energy conveys competence and inspires respect. State of physical and mental health plays a large part in body language.

Clothing : What we wear conveys something about us. It requires good taste and judgement to make a subtle impression by what you wear. The colour the design, the cut and fit, combine to make up the dress. In India we have several choices as it is acceptable to wear clothing of national style or of Western style. Appropriateness for the occasion is essential; the formality of the occasion, the time of the day, the season, the cultural background of the people who will be present, and the conventions of your own organization should provide guidance. Many organizations have a dress code for occasions in order to ensure that its representatives convey the desired impression.

Appearance : A person's general appearance depends on several things. Besides the clothing, other factors that contribute to appearance are grooming, and accessories. Good personal hygiene and neatness, care of skin, nails and hair are expected standards and their neglect conveys an unpleasant impression. Accessories like tie, footwear, jewelry need careful selection and comfortable wearing. Handbag or briefcase is included in accessories; so is an umbrella if it is necessary to carry one. Whatever you carry on your person or in your hands ought to look comfortable and gracefully carried; or else it will shout for attention and communicate before you have opened your mouth.

6.3 Interpersonal Communication Skills

"People skills" or interpersonal skills are an essential ingredient for success in any career. These skills create a positive communication climate in which people feel valued. The key factors to building a positive environment in all areas of one's life are intelligence which convey respect for the other person and varied

point of views ; which during a conflict focus on solving problems not imposing solutions; are honest, concern for the other party, demonstrate an attitude of equality, and reflect the communicator's open-mindedness.

Principles of Interpersonal Communication : Interpersonal communication differs from other forms of communication. In that there are few participants involved, those interacting are in close physical proximity to each other, there are many sensory channels used and feedback is immediate.

The following principles are basic interpersonal communication:

(a) Interpersonal communication is inescapable: The very attempt not to communicate communicates something. Through not only words, but through tone of voice and through gesture, posture, facial expression, etc, we constantly receive communication from others. Remember that: people judge you by your behavior, not your intent.

(b) Interpersonal communication is irreversible: A Russian proverb says, "Once a word goes out of your mouth, you can never swallow it again." You cannot really take back something once it has been said. The effect will inevitably remain..

(c) Interpersonal communication so complicated: No form of communication is simple. Because of the number of variables involved even simple requests are extremely complex. Actually we don't exchange ideas, BUT symbols that stand for ideas. This complicates communication. Word (symbols) do not have inherent meaning; we simply use them in certain ways, and no two people use the same word exactly alike.

(d) Interpersonal communication is contextual: In other words, communication does not happen in isolation. There is: psychological context which is who the communicators are and what they bring to the interaction. Their needs, desires, values, personality, etc. all from the psychological context.

(e) Relational context: This concerns reactions to each other.

(f) Situational context: deals with the "psycho-social- where" one is communicating. For example, an interaction that takes place in a classroom will be very different from one that takes place in a Board room.

(g) Environmental context deals with the "psycho-where" one is communicating. Furniture, location, noise level, temperature, season, time of day, all is example of factors in the environment context.

(h) Cultural context includes all the learned behaviours and rules that affect the interaction. If you come from a culture (foreign or within your own country) where it is considered rude to make long, direct eye contact, you will out of politeness avoid eye contact. If the other person comes from a culture where long. Direct eye contact signals trustworthiness, then we have in the cultural context a basis misunderstanding.

Function of Interpersonal Communication : Interpersonal communications is important because of the following:

Gaining information: One reason we engage in interpersonal communication is to gain knowledge about another individual. We attempt to gain information about others so that we can interact with them more effectively. We can predict better how they will think, feel, and act if we know who they are. We gain this information passively, by observing them; actively, by having others engage them; or **interactively, by engaging them ourselves.**

Building Understanding: Interpersonal communication helps us to understand better what someone says in a given context. Words can mean very different things depending on how they are said or in what context. **Content Messages** refer to the surface level meaning of a message. **Relationship Messages** refer to how a message is said. The two are sent simultaneously, but each effect the meaning assigned to the communication and helps us understand each other better.

Establishing Identity: We also engage in interpersonal communication to establish and identity based on our relationships and the image we present to others.

Interpersonal Needs: We also engage in interpersonal communication to express interpersonal needs. Willian Schutz has identified three such needs inclusion, control, and affection.

- Inclusion is the need to establish identity with others.
- Control is the need to exercise leadership and prove one's abilities. Groups provide outlets for this need. Some individuals do not want to be a leader. For them, groups provide the necessary control over aspects of their lives.
- Affection is the need to develop relationship with people. Groups are an excellent way to make friend and establish relationship.

Tips for Improving Interpersonal Skills : Lines of communications must be open between people who rely on one another to get work done. Poor interpersonal communications skills (which include active listening), result in low productivity simply because one does not have the tools needed to influence, persuade and negotiate - all necessary for workplace success.

1) Congruency in communication elements: If the words used are incongruent with the other interpersonal communication dynamics interpersonal communication is adversely affected. Since communication is shared meaning, words must send the same message as the other interpersonal communication dynamics - body language, facial expression, posture, movement, and tone of voice to help emphasize the truth, sincerity, and reliability of the communication. A consistent message ensures effective communication.

2) Listening Effectively: Effective or active listening is a very important skill to enhance interpersonal communication. Listening helps to build strong personal relationships. The process of communication completes when the message as intended by the sender is understood by the receiver. Most assume that listening is natural trait, but practically very few of us listen properly. One needs to give the communicator of the message sufficient attention and make an effort to understand his viewpoint.

Active Listening & Critical Thinking

Active Listening: Most of us assume that listening is natural trait, but practically very few us listen properly. What we regularly do is - we hear but don't listen. Hearing is through ears and listening by mind. Listening happens

If one does not learn to listen, a great deal of what people are trying to tell you would be missed in addition, appropriate response would not be possible, Active listening is important for several reasons. First, it aids the organization in carrying out its mission. In addition, it helps individuals to advance in their careers. It provides information that helps them to learn about important in the organization, as well as assisting them in doing their own jobs well. It also helps build strong personal relationships. Despite these advantages, most workers are poor listeners for a variety of reasons, physiological, environmental, attitudinal, socio-cultural, and educational.

This chinese symbol that is used for our English "to listen" is composed of four elements: ear, eye, undivided attention, and heart.

Guidelines for Active Listening

- (1) Look at the person and suspend other things you are doing, Otherwise, your brain will be distracted from its main goal - understanding the other person's concerns and intentions.
- (2) Be interested in what the person is saying. Everybody is interesting in some way. If you just can't make yourself interested you will lose important information, so try taking notes. Doing so will keep your mind active.
- (3) Listen to the tone of voice and inflections; look at gestures and body language - these may carry an unspoken message.
- (4) Restate what the person said. Restating their meaning is a way for you to make sure you understand the person clearly.

(5) Ask question once in a while to clarify meaning. Doing so will keep you alert and let the other person know you have been listening and are interested in getting at the facts and ramifications.

(6) Be aware of your own feelings and opinions. They may cloud your perception of what is being said. Being aware of your own preconceptions is a type of critical thinking that prevents bias your judgment about the other person.

Critical Thinking : Critical thinking is the discipline of rigorously and skillfully using information, experience, observation and reasoning to guide your decisions, actions and beliefs. Critical thinking means questioning every step of your thinking process: Have you considered all the facts? Have you tested your assumptions? Is your reasoning sound? Can you be sure that your judgment is unbiased? Is your thinking process logical, rational and complete? This kind of rigorous logical questioning is often known as Socratic questioning, after the Greek Socrates who is considered to be the founder of critical thinking. By developing the skills of critical thinking, and bringing discipline to your thinking processes, you stand a better chance of being “right”, likely to make good judgments, choices and decisions in all areas of your life. This is an important part of “success and wisdom”.

By thinking critically, you aim to ensure that the thinking processes you choose and follow are rigorous and complete. To do this effectively, you need to develop skills to:

Analyze Cause and Effect: you must be able to separate the motive or reason for an action or event (the cause) from the result or outcome (the effect).

Classify and Sequence: You must be able to group items or sort them according to similar characteristics.

Compare and contrast: You must be able to determine how things are similar and how they are different.

Infer: You must be skilled in reasoning and extending logic to come up with plausible options or outcomes.

Evaluate: You must be able to determine sound criteria for making choices and decisions.

Observe: You must be skilled in attending to the details of what actually happened.

Predict: You must be able to find and analyze trends, and extend these to make sensible predictions about the future.

Rationalize: You must be able to apply the laws of reason (induction, deduction, analogy) to judge an argument and determine its merits.

Prioritize: You must be able to determine the importance of an event or situation and put it in the correct perspective.

Summarize: You must be able to distill a brief report of what happened or what you have learned.

Synthesize: You must be able to identify new possible outcomes by using pieces of information that you already know.

Qualities of a Critical Thinker : By combining the skills of critical thinking with the appropriate mindset, you can make better decisions and more effective courses of action. To develop as a critical thinker one must be motivated to develop the following attributes.

1. **Open-minded** - is willing to accept and explore alternative approaches and ideas.

2. **Well-informed** - Know the facts and what is happening on all fronts.

3. **Experimental** - Think through “what if” scenarios to create probable options and then test the theories to determine what will work and what won’t.

4. **Contextual** - Keeps in mind the appropriate context when thinking things through. Apply factors of analysis that are relevant or appropriate.

5. Reserved in Making Conclusions - Know when a conclusion is “fact” and when it is not. Only true conclusions supports decisions.

Emotional Intelligence : Every day, emotions shape the path of our lives and influence our decision-making. Our emotional actions and reaction affect who we are and control whether or not we are able to achieve our goals. Each days news comes to us with emotional disquiet showing an increase in incidents of aggression - teens with guns in schools, freeway mishaps ending in shootings, disgruntled employeeskilling colleagues. Such reports of the collapse of civility and safety, reflects out of control emotions in our own lives and in those of the people around us. No one is insulated from this erratic tide of outburst and regret. Our passions, when well exercised, have wisdom; they guide our thinking, our values, our survival. But they can easily go awry, and do so all too often. As Aristotle saw, the problem is not with emotionality, but with the appropriateness of emotion and its expression. The question is, how can we bring intelligence to our emotions- and civility to our streets and caring to our communal life? The last decade, despite its bad news, has also seen an unparalleled burst of scientific studies of emotion. Most dramatic the glimpses of the brainat work, made possible by innovative methods such as new brain-imaging technologies. This mapping offers a challenge to those who subscribe to a narrow view of intelligence, arguing that IQ is a genetic gift that cannot be changed by life experience, and that our destiny in life is largely fixed by these aptitudes. The difference quite often lies in the abilities called emotional intelligence, which include self-control, zeal and persistence, and the ability to motivate oneself.

“Emotional Intelligence” refers to the capacity to recognize your own feelings and those of others, for motivating yourself, and for managing emotions well in yourself and in your relationships. “It describes abilities distinct from, but complementary to, academic intelligence, the purely cognitive capabilities measured by IQ. Many people who look smart but lack emotional intelligence end up working for people who have lower IQs than they but who excel in emotional intelligence skills.”¹ The basic flair for living called emotional intelligence is being able, for example, to rein in emotional impulse; to read another’s innermost feelings; to handle relationships smoothly as Aristotle put it the rare skill “to be angry with the right person, in the right way.” “Intelligence” puts emotions at the centre of our abilities. These abilities can preserve our most prized relation-ships, or their lack erodes them; the market forces that are reshaping our work life are putting unprecedented premium on emotional intelligence for on-the-job success; and toxic emotions put our physical health at much risk as does chain-smoking, even as emotional balance can help protect out health and well-being. Our genetic heritage bestows each of us with a series of emotional set points that determines out temperament. Drawing on groundbreaking brain and behavioural research, Daniel Goleman shows the factors at work when people of high IQ flounder and those of modest IQ do surprisingly well. These factors, which include self-awareness, self-discipline, and empathy, add up to a different way of being smart-one the terms “emotional intelligence.” While childhood is a critical time for its development, emotional intelligence is not fixed at birth. It can be nurtured and strengthened throughout adulthood with immediate benefits to our health, our relationship and our work. A view of human nature that ignores the power of emotions is sadly shortsighted. The very name Homo sapiens, the thinking species, is misleading in light of the new appreciation and vision of the place of emotions in our lives that science now offers. As we all know from experience, when it comes to shaping our decisions and our actions, feeling counts every bit as much and often more than thought. We have gone too far in emphasizing the value of the purely rational of what IQ measures in human life. For better or worse, intelligence can come to nothing when the emotions hold sway. Emotional Quotient inventory is designed to measure a number of constructs related to emotional intelligence. A large part of our success in life is base on our EQ, emotional quotient. How we manage our emotional and the way e relate to others determines how successful and satisfied we are at work, home, and with friends. Our EQ is the ability to make connections at three levels: with ourselves (personal mastery), with another person (one-to- one), and effectively recognizing and managing our own emotions and those of others. Emotions have the potential to get in the way of our most important business and personal relationships.

Competencies Associated with Emotional Intelligence²

I. Personal Competence - How You Manage Yourself

Self-Awareness

- (1) **Emotional self-awareness:** Reading your own emotions and recognizing their impact; using ‘sense’ to guide decision
- (2) **Accurate self-assessment:** Knowing your strengths and weaknesses
- (3) **Self-confidence:** A sound sense of your self-worth and capabilities
- (4) **Self-Management**
- (5) **Emotional self-control:** Keeping disruptive emotions and impulses under control
- (6) **Transparency:** Displaying honesty and integrity; trustworthiness
- (7) **Adaptability:** Flexibility in adapting to changing situations or overcoming obstacles
- (8) **Achievement:** The drive to improve performance to meet inner standards of excellence
- (9) **Initiative:** Readiness to act and seize opportunities
- (10) **Optimism:** Seeing the upside in events

II. Social Competence - How You Manage Relationships

Social Awareness

- (1) **Empathy:** Sensing other’s emotions, understanding their perspective and taking active interest in their concerns
- (2) **Organizational awareness:** Reading the currents, decision networks, and politics at the organizational level
- (3) **Service:** Recognizing and meeting follower, client, or customer needs

Relationship Management

- (1) **Inspirational leadership:** Guiding and motivating with a compelling vision
- (2) **Influence:** Wielding a range of tactics for persuasion
- (3) **Developing others:** Bolstering others abilities through coaching, feedback and guidance
- (4) **Change catalyst:** Initiating, managing, and leading in a new direction
- (5) **Conflict management:** resolving disagreements
- (6) **Building bonds:** Cultivating and maintaining a web of relationships
- (7) **Teamwork and collaboration:** Cooperation and team building

According to John Kotter of Harvard Business School, because of the furious pace of change in business today, difficult to manage relationships sabotage more business than anything else - it is not a question of strategy that gets us into trouble, it is a question of emotions. The wonderful thing about EQ unlike IQ which stabilizes when a person is around 18 years of age, is that it can change. A person today with a low EQ score on “empathy” can have a higher “empathy” Score in the future -- if that person recognizes his/her limitation, changes attitude, adopts a learning strategy, and practices key listening and empathy skills.

Successful organizations nurture their people with outstanding EQ. The future will belong to those who have excellent relationship skills.

Interpersonal Communication : Interpersonal communication emphasizes on behaviour change. It includes psychological process like understanding, motivation, and notice etc. together with language. This communication emphasizes on listening and non-verbal factors. Feedback has its special significance in this communication.

6.4 Skills Needed for Dialogue

Dialogue:

Dialogue is a conversation between two or more persons. The word dialogue is also used to mean the conversation between characters in a novel or a play or a film. In business, dialogue means an exchange of ideas and opinions between two persons or groups or countries, on a particular issue with a view to reaching a friendly and amicable agreement.

Dialogue in business is not the traditional skill of debate that teaches you how to defend your position effectively. A debate has a “win-lose” spirit; one can win only by making the other side lose. Losing gives rise to unhappy and bitter feelings in the loser. The objective of business dialogue is to win and ;this can be done only by creating comfortable and happy feelings on both sides; both sides must feel that they gained something.

Dialogue as a business communication skill requires inter personal skills. Both parties need to tune to build rapport, have a clear goal, and focus on the goal; they have to aim at reaching a closure which is satisfactory to both.

If the subject of the dialouge is agreeable, it is not difficult to carry on a conversation. But sometimes, the subject of the dialogue may be controversial issues, there may be hostile feelings; there may be fear and discomfort. In such conditions, the conversation can be difficult; it requires a great deal of skill

Persons who are good at dialogue can create an atmosphere of friendliness, by being inclusive and having empathy with others. Being inclusive means making the other person feel that his contribution, views, ideas are as important as your own; it means including the other person’s point of view fully in the discussion. Empathy is having and showing a sense of understanding of how the other person feels; it does not mean agreeing; it means showing that you understand and appreciate and respect the other person’s point of view. This can set the stage for a fair consideration to both sides and give both a chance to gain something from the discussion. If a win-win atmosphere is created. the dialogue becomes more fruitful and leads to a comfortable closure.

The success of a dialogue may be measured by the comfort level of the participants and how pleasant they feel at the end of it.

Situations in which Dialogue skills are needed

Dialogue skills are needed in any oral communication situation, whether face-to-face or over the telephone.

Meeting is an oral communication situation in which there may be only two or several persons. The communication goes on with one person speaking and the others listening and responding. Even if it is only a briefing or an information meeting, dialogue skills are useful for the convener as well as the participants. There may be clarifications required and given, questions asked and answered, dissatisfaction expressed and pacified. The same skills have to be exercised. A group discussion is like a meeting; but it is more disciplined and all have the same goal of reaching a conclusion within a given time.

Interview does not appear to be a dialogue situation most people think of it as a question and answer session. But a well conducted interview in which the parties assess each other and intend to come to certain conclusions and decisions, is a dialogue. There is sure to be some negotiation of terms and conditions between the two parties that plan to work together. And dialogue is an excellent way to get to know each other and to assess the possibilities of working together.

Counseling appears to be a session in which one side, the counselor, advises the other. For this a good dialogue is necessary; a counselor needs the skills to engage the other in a dialogue. Many people tend to make judgement but they form it mentally. The dialogue gets affected by this. A counselor and a good conversationalist have to practise suspending judgement of the other person and deal with the issue being discussed and try to reach a good conclusion.

Negotiation is the most difficult type of dialogue. There are clearly opposing interests (especially in employer employee negotiations) and most often hostile feelings as well. All the dialogue skills are needed to a high degree for those who engage in negotiations.

Skills Needed for Dialogue

It is worth cultivation the skills needed for controlling and carrying on a successful dialogue. You cannot control how or what other people talk, but you can control what you do. The only way to control other's talk is to control your own. The first thing to do is to clarify to yourself, the purpose of the dialogue and be sure of what outcome you desire, so that you can aim at it and work towards it.

Speaking Clearly and Pleasantly

This is a primary requirement. It takes practice to be clear in one's purpose and ideas and to state them clearly. For a scheduled meeting, you can think through the points and prepare what you want to say; with practice it should be possible to speak clearly without prior preparation. It may take time to develop a pleasant, cheerful, congenial way of speaking, pleasant appearance and friendly body language, is a great advantage. Here some tips to make others listen to you: (a) make eye contact; (b) vary the voice to avoid a monotone; (c) be brief and to the point; (d) ask questions - they help to keep the listeners involved.

Self - Control

Gaining self-control takes time often, people speak without thinking of the effect of one's words on others. In a business dialogue situation, it is important to control one's impulse to talk. It is particularly important to control the impulse to interrupt another person whose statements you do not agree with. A great deal of self- confidence is required to remain cool and composed when your own views are attacked in an unmannerly style. After all, you cannot control the other person's manners or style; you can only control your response. Holding one's tongue is difficult, but if you have the ability to maintain peace, and keep silent till you reach the right moment to speak, you will save yourself a great deal of energy.

Listening

The skills of listening have been discussed in detail in an earlier chapter. A broad mind to tolerate various styles of speaking, thorough knowledge of the topic of conversation, genuine desire to reach satisfactory conclusion, will help in exercising listening skills.

In a dialogue, there is nothing more boring than having one party constantly using their own frame of reference, talking about their own needs and experiences, -imposing their own frame of reference on everything. It frustrates the other person. It leaves the other person's purpose and need unconsidered and does not lead to a good dialogue.

A good listener concentrates on the speaker's line of interest, tries to understand the speaker's framework and uses nouns and verbs in the same construction and in the same tenses, and uses the same terminology. This wins the goodwill of the other party.

Understanding Non-verbal Behaviour

When people speak, they say a great deal by body language. Ability to sense the feelings behind the words with the aid of body language develops with practice. Listen with eyes as well as ears. And, be aware that your own body language is being watched by others.

Feedback

A business dialogue can go on peacefully and usefully only when both parties clarify their points of view. If something that one party has said is not clear, or is not acceptable, to the other, it is better to say so immediately and calmly, so that clarification or alternatives can be worked out.

Relationship between person is important for any group effort, and communication forms the relationship and good feeling. Feedback on emotional reaction of the other person helps to achieve the most suitable style. In face to face communication, you can catch glimpses of the feelings of the receiver from the expression on the face.

Asking Questions

The question is a powerful tool in dialogue. The style and way of asking questions must be carefully cultivated. Questions can make people uncomfortable. Think of the tones of voice in which a question can be asked. A simple question like "What can I do about it?" may be shrugging off of responsibility or a request for advice, or an offer of help. Question must be asked for clarification in a non-threatening tone, showing genuine desire to understand better.

Assertiveness without Aggression

Being assertive is sometimes confused with being aggressive. Stating your views directly and honestly, while taking others needs into account is being assertive. Talking all the time and hurting others is aggressive, when both persons engaged in dialogue are assertive, they respect each other, listen to each other and seek a mutually beneficial conclusion. Being assertive achieves "win-win" result in most business situations.

Expressing Disagreement without Being Offensive

It is easy to become aggressive if you disagree with someone's statement. If you learn to be positively assertive you have an effective way to respond when you do not agree with someone. An aggressive response like, "I don't agree with you," can provoke those who hate it. An artificially polite statement like, "I beg to differ," does not create any friendly feelings. It is more effective to first summarize or restate the other's point of view and then state your own position without attacking. This involves careful and attentive listening.

Summarizing

It is important to summarize the previous speaker's view, especially when you disagree with it. Summarizing must be done in your own words; it is a restatement without any comment and must be spoken in an objective tone and manner without indicating any opposition by tone of voice or facial expression. It demonstrates that you have understood the statements and also helps you to be objective and clear.

Closure

Ending on a pleasant note is always beneficial for relationships. The main points and conclusions should be summarized. If there are any unsettled issues are also mentioned and may be scheduled for another dialogue. Thanks are due from each side for the time given and contribution made towards reaching the conclusion.

Feedback Skills

You need skills as well as to give feedback.

Getting feedback

The other person's reaction or response to the message the sender important information about the effectiveness of the communication and greatly improves communication. Seek and arrange for feedback by giving adequate time and opportunity.

Giving Feedback

If you are a receiver, you have the responsibility to give feedback. You can check your own understanding by offering to summarize, by asking for clarifications, and whenever possible, by stating your own views and feelings and response to the communication. It requires skills to express your response honestly and non-emotionally, and without giving offence.

Receiving Feedback

This is different from getting feedback which means arranging for and making effort to find out now your communication has been received by the audience. You need to be able to receive and accept feedback without feeling threaten.

Dialogue by Modern Electronic Media

As electronic media offer more efficient and faster means of two way communication, persons using them will have to develop skills to think fast and clearly and to use the voice to convey expressions. It has developed its own set of rules called “Netiquette.”

Messaging systems, chats voice e. mail, etc. add another dimension to the oral communication skills that a person in business has to acquire.

6.5 Role of Communication Skills in Group Dynamics

Group Dynamics

Groups are the basic building blocks of organizations. It is now very common for groups of employees to make decisions to solve difficult problems that were once the domain of authoritarian executives. Today workers and manager are experienced in participating in different kinds of groups. Members of any group get many opportunities for interaction. These interaction and processes take place in team or Group. This is a direct manifestation of what is known as group dynamics. The word dynamics has come from a Greek word meaning force so group dynamics refers basically to the study of forces operation within a group. Group dynamics deals with internal nature of groups, their formation, structure and processes and the way they affect individual members other groups and the organization as a whole. It implies in the words of an expert continuously changing and adjusting relationship among members of the group. The core of group dynamics is interaction among members. Interaction in the broad sense is any means of communications between people. Thus communication plays an extremely important role in group dynamics. The means of communication can be both verbal and non-verbal. Without interaction the group will become static or defunct. Just as an individual has personality a group also develops what we may call its group personality. Given below are the characteristics of group personality:

(a) Spirit of conformity: Individual members soon come to realize that in order to gain recognition, admiration and respect from others they have to achieve a spirit of conformity. Our beliefs, opinions, and actions influence more by group opinion than by individual’s opinion, even if it is and expert’s opinion. If the members conform to the accepted standards of their group relationship they feel happier and better adjusted.

(b) Respect for group values: Any working group is likely to maintain certain values and ideals which make it different from others. In order to deal effectively with a group we must understand its values which will guide us in foreseeing its programmes and actions.

(c) Resistance to change: It has been observed that a group generally does not take kindly to social change. On the other hand the group may bring about its own changes, whether by of its leader or by consensus. The degree to which a group resists change serves as an important index of its personality. It helps us in dealing with it efficiently.

(d) Group prejudice: Just as hardly any individual is free from prejudice, groups have their own prejudices. It is a different matter that individual members may not admit their prejudiced attitude to other's race, religion, nationality etc. But the fact is that the individual's prejudices get further intensified while coming in contact with other members of the group holding similar prejudices.

(e) Collective power: It needs not be said that group are always more powerful than individuals, howsoever influential the individual may be. That is why individuals may find it difficult to speak out their minds in groups. There is always the risk of the one-against-many situation cropping up. All of us are in need of people who adopt a friendly attitude towards us, not really those who are out to challenge us in a group. The group as a whole always rules. The old man out is always at a disadvantage.

Types of Groups in Organisations

1. Self directed teams - Autonomous and self regulated groups of employees are empowered to make decision.

2. Quality Circles - Is a recent group dynamics technique representing a significant development in the fields of human relations and organizational behavior to improve productivity and work life in organizational settings. Quality circle has been defined "as a group of workers from the same area who usually meet for an hour each week to discuss their quality problems, investigate causes, recommend solutions and take corrective actions when authority is in their purview, In other words, Quality circle is a small group to perform voluntarily quality control activities within their work area.

3. Committees - Are of various types (a) Standing Committees which are permanent in nature and highly empowered. (b) An advisory Committee comprises of experts in particular fields (c) An adhoc committee is setup for a particular purpose and after the goal is achieved, it is dissolved.

4. Task Force - Task force is like committee but it is usually temporary. Task force has wide power to take action and properly fix responsibility for investigation, result and proper implementation of decisions. Task force groups are very important in govt. Organization to tackle specific administrative problems.

Team Roles

Whether the task is to write reports, give oral presentations, produce a product, solve a problem, or investigate an opportunity, team members must communicate effectively among themselves and with people outside their team. Thus, companies are looking for people who can interact successfully in team and make useful contributions while working together. Studies show that teams contribute to an organisation's performance. Teams encourage creativity in workers through participative management - involving employees in the company's decision making. At kodak, for example, using teams has allowed the company to halve the amount of time it takes to move a new product from the drawing board to store shelves. Each member of the group plays a role that affects the outcome of the group's activities. Some teams are more effective than others simply because the dynamics of the group facilitates optimum input from each member and quick resolution of differences. To keep things moving forward, productive teams also tend to develop rules that are conducive to business. Often these rules are unstated, they just become standard practice, or norms - informal standards of conduct that members share and that guide member behavior. For example, member may have an unspoken agreement that it's okay to be 10 minutes late for meeting but not 15 minutes late, or that it's preferable to use e-mail to communicate with other team members rather than using the phone. When a team has a strong identity, the members observe team rules religiously. They are upset by any deviation and feel a great deal of pressure to conform. This loyalty can be positive, giving members a strong commitment to one another and highly motivating them to see that the team succeeds.

Member of a team can play various roles, which fall into three categories. Members who assume self-oriented roles are motivated mainly to fulfill personal needs, so they tend to be less productive than other brings valuable assets, knowledge, and skills to the team. They are willing to exchange information, examine issues, and work through conflicts that arise and assume **team-maintenance roles**, help everyone work well together.

Activity A:

Have you observed group discussion? Attend one or organise one among yourselves. Study the group dynamics.

You may consider topics like

1. Privatisation of National Bank.
2. Are Industrialisation and pollution two sides of the same coin?

Ingredients of Group Discussion

Given below are ingredients of group discussion:

Purpose: The first ingredient of an effective discussion is purpose. Unless there is a clear purpose there will not be any discussion. Just sitting together and indulging in aimless talking is not discussion. No organisation can afford to waste its precious time in aimless talking, unless there is a clearly stated purpose the participants are likely to skip from one topic to another, and that will defeat the very purpose of group decision-making.

Planning: Planning in advance is the second essential ingredient of discussion. We cannot rely on any random or on the spot expression of feelings or ideas. A leader or some members of a group have to initiate the process of decision making. It, therefore, becomes necessary to carefully prepare the agenda, give thought to what is to be discussed, inform the members in advance, fix the date, time, venue and so on. Nothing can be achieved without planning.

Participation: Participation is the very meaningful and effective discussion. It means that each individual member of a group is supposed to contribute to the deliberation of the group when it is meeting for a discussion. That is why a group discussion has been defined as “The cooperative pooling of all available information”. It is quite possible that not many members contribute to the discussion. Often a discussion is dominated by a handful of members. But, then, other members can at least actively listen. In this way they also participate in the discussion. Active listening is also participate in the discussion.

Informality: Informality and cordiality are essential to encourage the fullest possible participation. It does not mean that whole exercise should become informal. On the hand, decision making in an organisation is formality.

Leadership: Every group discussion has to be piloted by a leader. Groups need effective leadership to achieve their goals. They help in establishing a cooperative climate that encourages group interaction, helps the discussion to follow smooth and keep the planned agenda on track. In absence of a leader the whole activity may run haywire. If the group is large it may also become chaotic, it is role of the leader to steer the discussion like ship through troubled waters. Hence a leader is indispensable for a group discussion. It is however, to be pointed out that leader has to be assisted by a secretary.

Activity B:

Many Companies conduct group discussions in addition to written test and personal interviews. What do you think are the qualities they observe in order to select their staff?

6.6 Summary

Powerful communication skills are most needed in today's diverse workplace and, hence the importance of these skills can never be overlooked. Achieving success in workplace is closely associated with the ability to communicate effectively, both in the workplace and with outsiders and it very difficult to achieve without proper communication skills.

To achieve effectiveness in communication, one needs to understand the concept of various communication skills. A clear comprehension of the communication skill, its importance, role of soft spoken skill through

which communication flows in an organization etc. is essential to become a successful communicator in the professional setting. One can enhance communication effectiveness by adhering to the characteristics of effective communication and also by adopting certain strategies for improving communication skills.

6.7 Self Assessment Questions

1. What do mean by communication skills?
2. Why are strong interpersonal relationships important to business?
3. What skills does a person need to carry on a satisfactory dialogue?
4. Why is a leader necessary for a discussion?

6.8 Reference Books

1. Dr. K.C. Goyal, Dr. Ummed Singh, Dr. Kapil Dev, Business Communication.
2. M.J. Mathew, Business Communication.
3. Kitty Locker, Business and Administrative Communication.
4. Murphy, Effective Business Communication.
5. Francis Chandler, Fundamentals of Business Communication.

Unit - 7 Written Communication

Structure of Unit:

- 7.0 Objectives
- 7.1 Introduction
- 7.2 Forms of Written Communication
- 7.3 Advantages and Disadvantages of Written Communication
- 7.4 Purpose of Writing
- 7.5 Mediums of Written Communications
- 7.6 Guidelines for Effective Writing
- 7.7 Qualities of Effective Writing in Business
- 7.8 Summary
- 7.9 Self Assessment Questions
- 7.10 Reference Books

7.0 Objectives

After completing this unit, you will be able to understand:

- The concept of written communication
- Forms of written communication
- Advantages and disadvantages of written communication
- Purpose of writing
- Guidelines for effective writing

7.1 Introduction

Communication plays an important role in developing harmony as well as understanding between sender and receiver. It is a process of transferring information and understanding one person to another person.

In the present era, all the person use communication channels of their own choice. It may be written or oral. Written communication includes letters, pamphlets, notes, and handbook whereas oral communication includes speeches, lectures, meetings etc.

Written communication is comparatively an expensive method and takes more time but it has a proof of record. According to **Shirley Taylor**, “*Communication refers to us giving, receiving or exchanging information, opinions or ideas by writing, speech or visual means, so that material communicated is completely understood by everyone concerned.*”

Communication transfers information from one place or person to another place or person. These information are transferred through several channels of Communication. Communicators can select the channel of media taking into account their own requirements as well as prevailing circumstances.

Newman and Summer stated that, “*Communication is an exchange of facts, ideas, opinions or emotions by two or more person through effective media.*” Thus, media of communication play an important role in communicating information and making it effective and thought-provoking. The important media of communication are classified into the following five broad categories:

- | | |
|---------------------------|--------------------------------|
| 1. Written Communication. | 4. Audio Visual Communication. |
| 2. Oral Communication. | 5. Modern Media Communication. |
| 3. Visual Communication. | |

(1) Written Communication : Written communication is an effective way of communication. In written

communication, sender passes his ideas, views, opinions and information in a written form. Written form of communication includes letters, reports, notices, pamphlets, fax, newspaper, brochures etc. Various forms of written communication are represented in the following diagram:

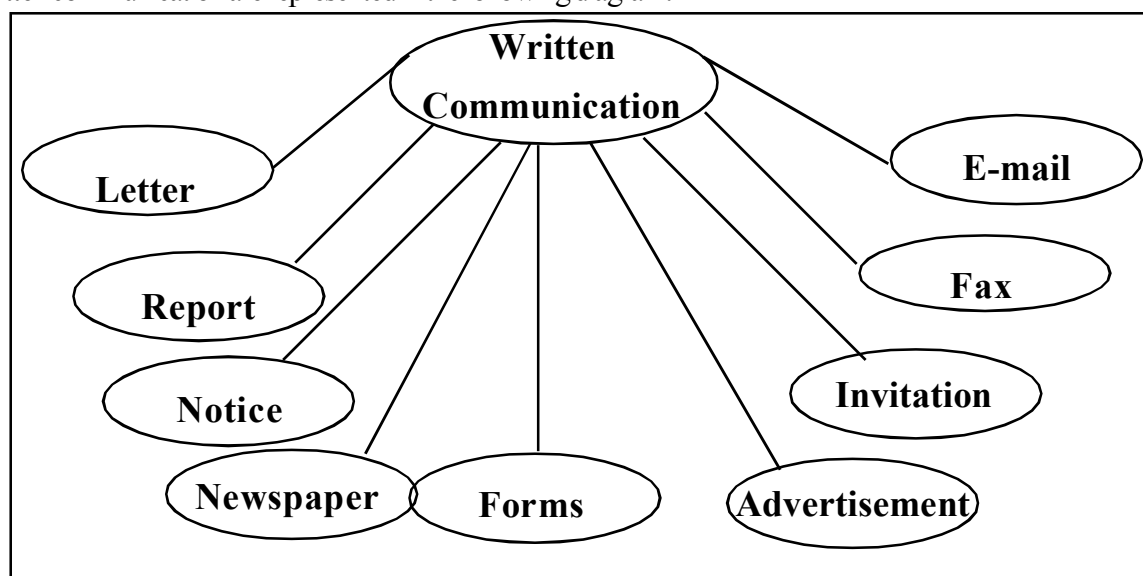


Figure 7.1 : Various Forms of Written Communication

It is clear from the above diagram that the sender passes his ideas, opinions and information through several written channels of communication. This process be understood by the following diagram:

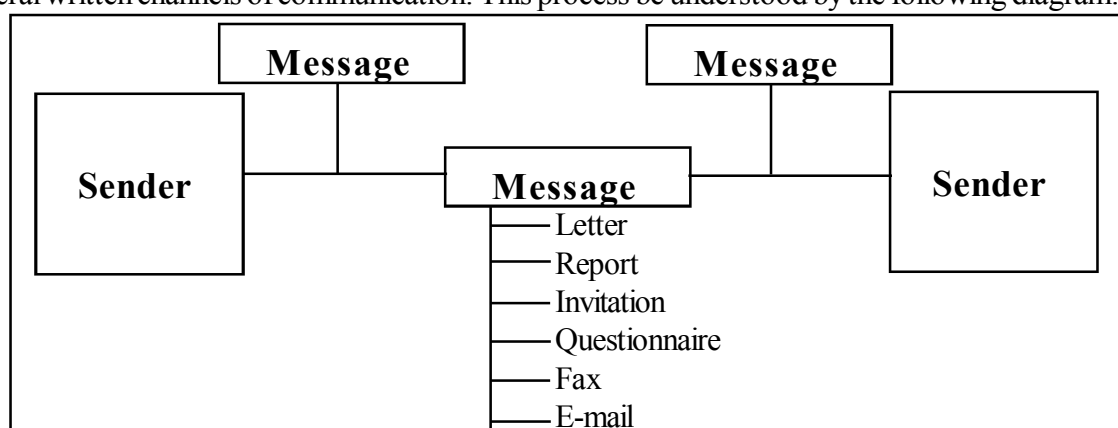


Figure 7.2: Written Channels of Communication

Characteristics of Written Communication

Written communication is a creative activity. It needs creative facts. The creative facts are produced by a human mind. The main characteristics of a written communication are as follows:

(i) Written or Recorded as: Written communication is an effective process of transferring a message. The sender writes the message in the form of letter, report, chart, diagram, questionnaire and passes to the receiver.

(ii) Creative Activity: Written communication is a creative activity. All the creative activities are produced by human mind.

(iii) Human Activity: Human-being can write or explain any idea, opinion and information in written form. Therefore, written communication is a human activity.

(iv) Language: Written communication can be expressed in a language. It may be hindi, english, any code language, chart, figure etc. The selection of the language depends on the convenience of sender and the receiver.

(v) Permanent Record: Written communication has a proof of evidence. It provides a permanent record for a future reference.

(vi) Legal Evidence: When the message is transferred through written communication, these are also used as legal evidences.

(vii) Lengthy Process: The process of written communication is very lengthy. The message is transferred in this process through several channels. Therefore, it takes more time.

(viii) Accuracy: Written messages are generally prepared in peaceful environment. It is more effective for achieving future goals of an organization. Therefore, it is prepared by the sender with and accuracy.

7.2 Forms of Written Communication

Some important forms of written communication are as follows:

(1) Official Letters/Orders

(a) An office order regarding promotion of an employee.

Alpiers Electronics Limited	
Jaipur	
Ref: Per/100/10	Date : 10.5.2008
Office Order	
Shri Ram Kumar Jain, sales executive is promoted effect as sales manager with immediate. He will draw a basic pay of Rs. 10,000 in the scale of 10,000-500-18000. Other allowances will continue to be admissible as per the company's rules.	
To: Shri Ram Kumar Jain	R. K. Tailor

After his satisfaction, the message is transferred to the other parties it may explain all the information in the message to be communicated to the receiver.

(b) An office order regarding the transfer of an employee.

Agarwal Pharmaceutical Limited	
Jaipur	
Ref: 35/06/10	Date : 15.8.2008
Office Order	
Mr. Ajay Sharma, accounts manager is transferred to the sales department. He shall report to the accounts manager latest by 30.8.2008 after handing over charge of his duties to the general manager.	
A. K. Agarwal Director General	

(2) Office Circular

(a) An office circular inviting suggestions.

Tailor Software Limited	
Jaipur	
Circular No.101/04	Date : 18.9.2008
The employee handbook last revised in March, 2008, is now due for revision. Employees are requested to consider this matter carefully and send their suggestions to the undersigned latest by 17 September, 2008.	
N. K. Maheshweri (Manager)	

- (b) An office circular regarding cleanliness at work place.

<u>Moyal Cotton Mills Ltd.</u>	
<u>Circular No.10/05</u>	<u>Date : 10.4.2008</u>
<p>It is observed that some employees do not properly dispose off their waste papers, butts, lunch wraps etc. All the employees are advised to properly dispose off all waste to maintain a clean working environment.</p>	
<p>S. N. Moyal (Manager)</p>	

7.3 Advantages and Disadvantage of Written Communication

Some important advantages of written communication are as follows:

- (i) Written Message:** The message of communication is prepared in written form. Written message is very effective to the receiver's mind. It gives serious views of the sender's message.
- (ii) Size of the Message:** Written communication involves letters, reports, information and orders. The communicator must write these in a simple and clear language with explanations. Therefore, the communicator may expand or squeeze the size of the message to make it understandable.
- (iii) Accurate Path:** Written communication is an accurate path to communicate message. Generally, it is prepared with accuracy and care by the communicator.
- (iv) Legal Evidence:** Written message is accepted as legal evidence both by the sender as well as the receiver and also by the court of law.
- (v) Permanent Record:** Written message is a permanent record which is very useful for future Reference Books.
- (vi) Economical:** written communication is a economical system. In this system, a message is transferred through post or e-mail which is the cheapest and economical sources of communication.
- (vii) Delegation of Responsibilities:** In this method, the communicator may transfer the responsibilities or orders to others persons. After receiving the message, the receiver shows his agreement or disagreement to the responsibilities.
- (viii) Repetition of the Message:** Written communication can be communicated again and agian to the receiver. It adds to the knowledge as well responsibilities of the receiver.
- (ix) Satisfaction:** Written communication gives satisfaction to the communicator. Before transferring the message, the communicator reads and understands the message and its spirit. The communicator may check or rethink over the idea, opinion or information used in the message.
- (x) Usefulness:** Written communication is very useful for lengthly message. The communicator

Some important disadvantages of written communication are as follows:

- (i) Slow Process:** Written communication is a slow process as compared to verbal communication. When a message is transferred to other parties, it takes more time to reach. Due to this reason, sender may be unable to receive fast feedback of the message.
- (ii) Expensive Process:** Written communication is an expensive process. It requires express on paper, stationery, clerical work, postage etc.

(iii) Lengthy Message: Written communication is used with a view of complete information and explanations. The message becomes very lengthy and the receiver does not read the message carefully.

(iv) Lack of Personal Touch: Generally, written communication passes through post or mail, Therefore, it does not take personal touch as such sentiments could not pass in a desired manner.

(v) Lack of Secrecy: Many times the message is read by other persons. They may take important information, idea, opinion or data, which may not be favourable to the receiver. There fore, it lacks secrecy.

Activity A:

“When we consider one of the basic needs of civic life, namely, that of providing pure drinking water, we have to think of the volume, the rate, the system of distribution and the revenue consideration it involves. The solutions of modern technology like having big reservoirs, though feasible in Engineering are not without its side effects like causing undue pressure and by implication driving fissure, deep in the earth causing instability.”

The foregoing passage is typically spoken, in writing, it will be somewhat like is given below:

Pure drinking water is the first need of people. To provide this we have to consider the quantity, the method of distribution and the cost involved. Big reservoirs are possible but they put undue stress on the reservoir bed.

Study the above example. Take a speech and make it into a written form.

7.4 Purpose of Writing

Business letters are not in any way less vital than the blood circulation system in body when we talk and count it with reference to business activities. Needs for sending letter in business is felt for several purposes. Some of such purposes are as under.

1. To widen contact scope- As already mentioned told, several parties are contacted in business and it is not possible to contact with all parties concerned. Thus, letters are the means that extend the scope of business activities to desired extent.

2. Building Goodwill - Letters contribute large in building goodwill for business and making friendly relations with concerned parties if these are written in influence manner. These act as an advertisement for building goodwill of the business concerned.

3. Documentary Evidence - Letters may be filed before court as written evidence in the form of business contract. Letters bear the signature of authorised person. Hence, letters act as evidence in course of deciding of liabilities.

4. Lasting Impression - As the letters are retained by the readers, these have lasting impression on them. These are repeatedly read by readers unless response is given. They are also remembered by them or make a niche for them in their memory.

5. Provide information - In business, several parties communicate one another on a number of topics or matters. Business letters with information written on them make such transactions of information very easy. Hence, letters are most important medium in view of providing information.

6. Reference and Record - Everyone may agree that it is not possible to keep memory afresh every time in respect of the contracts executed, transaction made and the events taking place in course of running the business. Letters however can easily be used as record for future references. These can use as reference whenever such need is felt

7. Economic Communication - Communication through letters is always economic as no extra cost is

incurred in this mode sending information from one place to another. It is cheaper than the personal contact with the parties.

7.5 Mediums of Written Communications

1. **Commercial Bulletins:** These work as two ways traffic because sender and receiver both benefit in this sort of communication.
2. **Book sets of organisations:** These sets of information and directions are pertaining to some organisation.
3. **Organisations schedules:** These determine the degree of responsibility on work, nature of duties and mutual relationship between different employees.
4. **Policy guidelines:** These provide information regarding departmental policies.
5. **Job-guidelines:** These help in knowing the functioning of different jobs in the organisation.
6. **Tele printer:** These are used for internal and external communications.
7. Bulletins, Handbooks & Diaries of employees bulletin boards, pamphlets and newspapers are widely used media in written communication.
8. **Magazines and Newspapers:** Most of the magazines is to acquaint its employees with latest trends in production and also the developments in the organisation itself. The news regarding the achievements of different employees also find prominent place in such magazines,
9. **Suggestions Plans:** A very popular written mediums is employees suggestions system. Under this plan, employees are awarded for giving good suggestions to increase production.
10. **Other mediums:** Include correspondence of the organisation annual accounts, President's written speech agenda of meetings, brief memorandums, govt. publications etc.

7.6 Guidelines For Effective Writing

It is necessary to have expertise to use written methods of business communication like letters, memos and reports etc. On the surface written work seems easy but effective business writing requires hard work and regular practice. Efficiency in written communication depends on proper planning, hard work and personal ability. Writing skills have following stages:

1. Planning : Written communication requires proper planning such as purpose of communication, who will be the receiver of the communication and the medium of communication. What will be the type of language used in the medium of communication and how will it be organised. A plan for good writing should cover the following things: (i) purpose of communication, (ii) selection of thoughts, (iii) audience, (iv) message, (v) organizing the message and sufficient information and statistics.

2. First Draft : After planning the process of putting words starts. Expressing thoughts in words, making sentences and paragraphs are part of efficient writing. The thoughts, facts and statistics should be collected at one place. There are two ways of writing the first draft.

- (i) **Lineate style :** In this method of writing the first draft of all the facts are written stepwise.
- (ii) **Circular style :** In this method all the facts are written together.

3. Revising : After preparing the first draft it is read again and revised i.e. elimination of extra information and addition of facts which were omitted from the first draft. Purpose of communication, object and the words used in writing should be evaluated. Grammar, punctuation marks and construction of sentences should be checked. The process of revising is also termed as re-writing.

The thoughts of Murphy, Hilderbrandt and Thomas regarding revision should be kept in mind. According to them selection of proper plan, use of certified matter and effective language is necessary.

Diversity in construction of sentences should be kept in mind.

In short it can be said that until you are satisfied with the draft, revision should be done.

4. Editing : In the fourth and final step construction of sentence , grammar and pronunciation should be improved. Editing is a very important step in achieving writing efficiency because mistakes made in writing can change the entire meaning of the sentence. The draft should be written in such a manner that it doesn't leave any wrong impression and will deliver the message unchanged.

1. Following questions should be answered:

- (i) Why to write?
 - (ii) Whom to write?
 - (iii) What to write?
 - (iv) Where and when to write?
 - (v) Medium of writing?
2. Abbreviations should be used in writing.
 3. Writing should be according to the subject.
 4. Writing should be brief.
 5. Writing should be practical.
 6. Use strong words in writing.
 7. Don't use unwanted words in writing.
 8. Don't make big paragraphs.

7.7 Qualities of Effective Writing in Business

Writing effective letters is an art, and like an art it has to be learnt assiduously. For this purpose it is also important carefully to read well-written letters. Letters are the most important means written communication. They also reflect the image of the organisation where they originate from. Let us, therefore, have a look at the qualities of effective letters.

1. Simplicity: Simplicity is the first and foremost quality of good business letters. All good business letters are written in very simple and lucid language. They are free from what has to be called commercialise or Babu English that presents a rather distorted picture of English used for business purposes. In fact there is no essential difference between the language of a business letter and that of a personal letter. Let us not forget that the writer of a letter is a person communicating with another person. It is, therefore, very important to use a language that is simple and makes an instant appeal rather than the stiff and detached style that is very often associated with business correspondence. A few examples of typical commercial English are given below along with simple English alternatives:

Typical expression

"I beg to acknowledge receipt of yours of..."
 "Kindly acknowledge receipt of same per return...."
 "Subsequent to your perusal of the documents."
 "Enclosed herewith please find the cheque to the value of Rs. 500."
 "we would ask you to be good enough to....."
 "I am in receipt of your esteemed favour."
 "My overdue account for which a cheque will oblige."
 "At your early convenience"
 "..... Your letter dated 25th instant is to hand for which we thank you."

Suggested alternative

"Thank you for your letter of....."
 "Please send us a receipt for it without delay....."
 "After you have examined the documents".
 "I enclose a cheque for Rs. 500."
 "Will you please....."
 "Thank you for your letter."
 "Will you please send a remittance for the amount outstanding."
 "As soon as you can."
 "Thank you for your letter of 25th"

These examples make it clear how distorted the language of a letter can become if we cease to be simple. The message is- be simple and clear.

2. Conversational style: All communication is basically conversational in nature. So is a letter. A modern executive likes to use friendly and conversational style in place of the stilted, dull and stiff style of typical commercial letters. An effective letter is one that gives the impression of face to face communication. All it is the letter that is the most interactive of conversational.

3. Clarity of goal: Both in thought and expression we are supposed to be clear in our correspondence. Every letter is a reflection of the writer's mind. It is therefore, absolutely necessary to be clear in our mind about what information we are seeking or wishing to give. We must have all the facts and figures about that information ready at hand. All the facts and figures must be stated in the simplest possible language. There is therefore, no scope for ambiguity or flowery language in effective correspondence.

4. Public relations: All business correspondence is deeply concerned with the image of the company in the eyes of the public. Letters are kept in files for future reference. Whenever we go through them, they reflect the image of the company. All effective correspondence has therefore, the broad objective of enhancing the company's public relations.

5. You-attitude: The most effective business letters are those that show the writer's interest in the receiver. It means, that we should cultivate the habit of viewing things from the point of view of the reader/receiver of our letters. Let us examine a few examples of the 'I/we' attitude and the 'you attitude'

We - attitude

we have received your letter of June, 15
I am happy to report.....

We have shipped two cartons of chocolates
that you ordered.....

You - attitude

Thank you for your letter of June 15
You will be happy to learn.....

Your two cartons of chocolates should reach
You soon.....

6. Courtesy: When we adopt the 'you-attitude' it becomes obligatory to be courteous. It means writing directly to the reader, avoiding the outdated cold style that is devoid of all courtesy and personal touch. Courtesy begets courtesy and smoothen business.

7. Persuasion: Persuasion is the main function of business communication, and nothing persuades more effectively than a well written letter. Persuasive letters are written in a variety of circumstances and for a variety of reasons. Weak drafted sales letters and offers are classic examples of persuasive writing. Just as the selling of a product or a service involves persuasion, so does the 'selling' of an idea or point of view or even oneself. A well written application 'sells' a candidate very effectively and the employer to persuade to act in his favour.

8. Sincerity: Sincerity in correspondence means that the readers must believe what we say. They must be convinced that we really mean to emphasise mutual interest and well-being. At the same time it is also necessary to see that we do not sound insincere by making tall claims. How many will believe us if we say that we are the 'greatest' or 'soundest' in our field? Such tall claims are not taken seriously.

9. Positive language: Much depends on our choice of words. We are well advised to use, as far as possible, positive language. Negative words like 'failure', 'refuse', 'sorry', 'damage' etc., should be avoided. Even if there is an occasion to use such words it should be our endeavour to find positive substitutes for such negative word and expressions.

10. Due-emphasis: An effective letter emphasizes or highlights all important points by carefully putting them in sentences and paragraphs. We should carefully see which points are more important than others. Then we should give them more space in the body of the letter. In this way, one important point may be given one full paragraph while minor points may be given a line or two each. It is also to be noted that short and simple sentences are found to be more forceful and emphatic than long and involved sentences.

11. Coherence: Effective letters present information in logical order by careful use of linking devices, use of pronouns and repetition of key words. Linking words like ‘besides’, ‘therefore’, ‘likewise’, ‘however’ etc. and the pronouns like ‘this’, ‘that’, ‘these’ give a logical progression to the thought content of the writer.

12. Care for culture: In international correspondence we have to be especially careful in choice of words so as not to offend the receiver who may be having a very different cultural background. The best way is to avoid use of culturally derived words, slang, colloquialisms and idioms and phrases. It is the best to write letters in simple, general service list words that are harmless and inoffensive.

13. Tactful approach: An effective letter is a tactfully planned piece of communication. It is not always a simple straight forward statement of a situation. There may be a problem or there may be bad news to give. Generally good news is conveyed directly while bad news is preceded by a buffer statement. We have, therefore, to see whether our letter is going to be a ‘direct’ approach letter or an indirect approach letter or a ‘middle ground’ approach one.

14. Ethical standard: All effective correspondence maintains a certain ethical standard. Persuasion and tact in correspondence does not mean that we become indifferent to ethics. On the other hand our letters should reflect the genuineness of our feeling, our concern for the receiver, our image of our organisation, and the legitimacy of our goal.

Questions for Discussion and Writing

1. Why should we prefer the active voice to the passive in writing for business?
2. Write short notes on the following:
 - (a) strong word
 - (b) concrete word
 - (c) camouflaged verbs.
3. Take a paragraph on a business subject heavily loaded with technical words. Rewrite it using simple, non-technical language.
4. Discuss the concept of ‘paragraph unity’?
5. What do you mean by the guideline - ‘Make the paragraph move forward’?
6. Write short notes on the following:
 - (a) Conversational style
 - (b) ‘You- attitude’
 - (c) ‘Persuasion in correspondence’
7. What do you mean by the public relations aspect of a letter?
8. What do you mean by ‘simplicity’ in business correspondence? Illustrate your answer with examples.
9. Write a note on the importance of letter writing.

Activities B:

I. Use simple word in the place of those underlined in the following sentences:

- (a) He is far too garrulous to work in such a confidential position.
- (b) In my estimation, this politician is impervious to harsh criticism.
- (c) Designate your requirement.
- (d) Equanimity is a rare virtue.

II. Shorten these wordy phrases:

- (a) Are of the opinion.....
- (b) As a consequence of
- (c) A large number of.....
- (d) Arrived at the conclusion.....

- | | |
|------|---|
| (e) | At an early date..... |
| (f) | At the present time..... |
| III. | Rewrite the following sentences concisely |
| (a) | All those participating in the triathlon event are required to be present at the stadium by eight O'clock in the morning. |
| (b) | It was clearly understood by us entire he had already given advance notice before hand. |
| (c) | There is a considerable loss of employees time in waiting for and outside telephone line. |
| (d) | During the course of the convention, he got into several discussion situations with the delegates who were attending. |
| (d) | It is agreed by everyone in the committee that we will support the sewage proposal. |
| IV. | Change the following 'we' attitude sentences to 'you' attitude sentences: |
| 1. | You are required to inspect your repaired automobile. |
| 2. | Don't leave the tap running. |
| 3. | We spent four years developing this software. |
| 4. | Why were you late? |

7.8 Summary

Communication plays an important role in developing harmony as well as understanding between sender and receiver. It is a process of transferring information and understanding one person to another person. Written communication is an effective way of communication. In written communication, sender passes his ideas, views, opinions and information in a written form. Written form of communication includes letters, reports, notices, pamphlets, fax, newspaper, brochures etc. The art of written communication took place along with the development of mankind. In these days of competition and rivalry development of the art of written business communication is also taking place. Efficiency in written communication depends on proper planning, hard work and personal ability. Writing skills have following stages: Planning, Drafting, Revising, Editing.

7.9 Self Assessment Questions

1. What do you mean by written communication?
2. Write forms of written communication?
3. Explain the advantage and disadvantage of written communication.
4. Describe the mediums of written communication.
5. Give the guidelines of effective writing.
6. Explain the qualities of effective writing in business.

7.10 Reference Books

1. K.K. Ramchandran, Lakshmi K.K., K.K. Kartaik, M. Krishna Kumar, Business Communication.
2. Dr. K.C. Goyal, Dr. Ummed Singh, Dr. Kapil Dev, Business Communication.
3. M.J. Mathew, Business Communication.
4. Kitty Locker, Business and Administrative Communication.
5. Murphy, Effective Business Communication.
6. Francis Chandler, Fundamentals of Business Communication.

Unit - 8 Introduction to Business Letter Writing

Structure of Unit:

- 8.0 Objectives
- 8.1 Introduction
- 8.2 Meaning of Business Letters
- 8.3 Stages of Business Letter Writing Skills
- 8.4 Understanding the Purpose of Writing a Business Letter
- 8.5 Language of Business Letter Writing -
 - 8.5.1 Modern Business Language
 - 8.5.2 Meaning and Association of Words
- 8.6 Four C's of Good Communication
- 8.7 Characteristics of a Good Business Letter
- 8.8 Importance of Business Letter
- 8.9 Layout of a Business Letter
- 8.10 Structure of a Business Letter
- 8.11 Example of a Business Letter
- 8.12 Positive and Negative Messages
- 8.13 Persuasive Letters
- 8.14 Report Writing and Proposal
- 8.15 Points to Remember
- 8.16 Summary
- 8.17 Self Assessment Questions
- 8.18 Reference Books

8.0 Objectives

After completing this unit, you will be able to understand:

- Describe the meaning and various stages of business writing skills.
- Explain the characteristics and importance of good business letter.
- State the structure of business letter writing.
- Understand the format of business letter.

8.1 Introduction

Today, even though there are various types of telecommunication, the letter is still an important method of conveying messages. The letter maintains the personal touch, serves as a record and as a means of keeping other parties informed by sending through telex and fax.

Your correspondence will conjure up a picture of you with organization in the mind of the person receiving it. A letter writer needs sound knowledge of language. It is necessary to cultivate a clear, concise type of writing and to be correct in the use of language. As a person, the letter writer needs to be sincere, confident, self-respecting and friendly, these qualities are reflected in the style.

8.2 Meaning of Business Letters

When two businessmen conduct business with each other and try to expand their business then they use letters to communicate. This process is called business correspondence. Normally, these letters relate to information, orders and complaints. These days business letters are perceived to provide success.

8.3 Stages of Business Letter Writing Skills

Writing skills have following stages:

(i) **Planning:** Written communication requires proper planning such as purpose of communication, who will be the receiver of the communication and the medium of communication. What will be the type of language used in the medium of communication and how will it be organized?

A plan for good writing should cover the following things:-

- a) Purpose of Communication
- b) Selection of thoughts
- c) Audience
- d) Message
- e) Organizing the message

(ii) **First Draft:** After planning the process of putting words on paper starts. Expressing thoughts in words, making sentences and paragraphs are parts of efficient writing. There are two ways of writing the first draft.

- a) **Linear Style:** In this method of writing the first draft, all the facts are written stepwise
- b) **Circular Style:** In this method all the facts are written together

(iii) **Revising:** After planning and first draft, It should be read in and revised i.e. eliminating extra information and addition of facts which were omitted from the first draft. In short it can be said that until you are satisfied with the draft, revision should be done.

(iv) **Editing:** In the fourth and final step, construction of sentences, grammar and pronunciation should be improved. Editing is a very important step in achieving writing efficiency. The draft should be written in such a manner that it doesn't leave any wrong impression and will deliver the message unchanged.

8.4 Understanding the Purpose of Writing a Business Letter

When you compose letter, consider these points:

- (i) What am I writing about? Do I have all the necessary information? In which order should I present it?
- (ii) Who am I writing to, what are their needs?
- (iii) How much do they know about the subject of my letter?
- (iv) What am I trying to achieve.
- (v) What are obstacles in my reader's mind that I overcome - cost, prejudice, boredom?
- (vi) Why should the person I am writing to want my product or service? How can I seize his or her attention? What will interest him or her?
- (vii) Where and when will my letter be read?
- (viii) Am I using short words, Short sentences and short paragraphs? They will make the letter easier to read and understand.
- (ix) Am I considering spelling, grammar and punctuation?
- x) Have I finished my letter by asking for action? The real job of a business letter writer is usually to persuade reader to act

8.5 Language of Business Letter Writing

Modern business language is simple, easy to understand, friendly and courteous. Letters must not only

convey messages but also build goodwill and create positive & pleasant feelings in the reader. Whatever the message of the letter may be, the writer must try to get a favourable emotional response from the reader.

It is useful to remember that every letter is a sales letter i.e. every letter must make an effort to create goodwill and build up the writer's public image. The manner in which a company's letters are written contributes a great deal to its public image.

8.5.1 Modern Business Language

Modern business is busy, complex & competitive buying and selling is done rapidly and every business is connected with a wide circle of others. There is competition among letter for the attention of the reader. A large amount of written material reaches every businessman and executive; it is necessary that the letter should make the proper impression and convey its message within the few minutes of attention that it gets.

It is not enough that a message is conveyed; it must be done effectively so that goodwill is built up. Whatever the message, it is the way in which it is said that builds and maintains good relations between the writer and the reader.

Modern business uses simple language which is easy to understand. Good letters are easily readable; the old fashioned, impersonal, pompous business jargon is no longer suitable.

Companies with progressive attitude believe in cultivating personal relations with their customers by writing friendly letters in friendly style which is free from legalistic and technical terms.

8.5.2 Meaning and Association of Words

As letters aim at getting a favourable response from readers, the writer has to make a careful study of words, their meanings, their associations and implications. Some words get additional meaning power of suggesting because of being associated with certain ideas or activities.

Besides, there are certain words which are definitely unpleasant and should be avoided such words, as debt, failure, complaint, deceive, cheat should be avoided in business communication. The letter writer must develop the skill of using the language so that the letter would never be offensive to the reader.

8.6 Four C's of Good Communication

The qualities which are essentials for a good letter are collectively called the four C's of correspondence. They are qualities of any good prose and are always found in any writing which conveys ideas successfully. They are CORRECTNESS, CLARITY, CONCISENESS and COURTESY

(A) Correctness:

A letter must be correct in every respect:

- (1) In grammar spelling and use of language. Incorrect language spoils the message, distracts the reader's attention and harms the image of the sender; it may also convey a wrong meaning.
- (2) In appearance and form of layout. Poor and untidy appearance, with mistakes in typing, many corrections, uneven spacing or carelessness in the layout, creates a poor impression of the company's efficiency in handling its work.
- (3) In the information it conveys wrong or incomplete information is the most harmful thing in letter; it leads to waste of time in making corrections and may also lead to loss of goodwill and loss of business.

(B) Clarity:

The message of the letter must be clear at the first reading. The information explosion of today takes up so much of everyone's time; a letter that takes very little time to be read and understood is appreciated.

As Aldous Huxley has said, “To be clear is to be efficient”, but unfortunately few people take the trouble to be clear in their writing. Clarity depends upon four factors :

- (i) The words should be simple, common everyday words which everyone can understand.
- (ii) The sentences should be short and simple. Long sentences confuse the reader and often confuse the writer also. Phrases and clauses should not be added on to a sentence.
- (iii) Punctuation helps to provide pauses and stops and to break up group of words into sensible units. A sentence can often be made more easy to follow by using a punctuation mark.
- (iv) Giving definite and concrete details with figures and names is an important factor of clarity.

(C) Conciseness:

Conciseness means using as few words as possible without sacrificing clarity or courtesy. Conciseness can be achieved by:

- (i) Leaving out unnecessary words.
- (ii) Leaving out unnecessary details
- (iii) Reducing unimportant ideas to phrases or even single words.

(D) Courtesy:

Courtesy is consideration for other people’s feeling. It is seen in an individual’s behaviours with others. A well mannered and courteous person is marked not only by his consideration for others but also by an active cultivation of good feeling with others. In a letter, the style, the manner and the choice of words, all show the courtesy of the writer.

8.7 Characteristics of a Good Business Letter

- 1. Truthfulness:** Whatever matter is written in letter must be based on truth, otherwise the other businessmen and clients may lose faith in the firm which in turn result in loss of goodwill.
- 2. Time factor:** Reply to every letter be written within a reasonable time. Delay in reply causes dissatisfaction among the clients and may some times cause complaints.
- 3. Effectiveness:** It means that the letter must satisfy the purpose for which it is written.
- 4. Tolerance:** This provides continuity in the message. Different subject matter included in the letter should be written under different paragraphs so that the matter should not get mixed.

8.8 Importance of Business Letter

In the present age, business letters, plays a vital role, used as commercial correspondence. Business letters are important due to the following facts:

- 1. More important than personal contact:** Commercial correspondence is more effective and important than personal contact. There are various things which cannot be done through personal contact. For example, there are some things which you cannot convey personally due to lack of confidence but you can easily do through letters
- 2. Important in the form of proof:** Business letters can be used as evidence or proofs. This benefits the institution which has written proofs.
- 3. Help in expansion of business:** Business letters may be used for advertisement purpose. To increase sales businessman uses advertising. Through advertising, contact making with other people is easy.
- 4. Help in removal of complaint:** Each and every problem cannot be solved through talks. this provides

more importance to business letters. The complaint can better be described through letters and use of proper language leaves a good impact.

5. Written description are more important: For a businessmen, it is more important to keep written records and descriptions for future purpose or to remember details for a long time.

8.9 Layout of a Business Letter

A letter makes a visual impression before it is read, the first impression is often the permanent one. It may be said that appearances are deceptive, but in daily affairs everyone is attracted by a good, and presentable appearance. The impression created by the personality is undoubtedly important in a world where there is competition for entry.

The appearance of a letter depends on all the things that make up to letter; the stationary, the typing and the style of layout. The typing must be neat, with good margins, even spacing between lines and between words and without cancellations or corrections.

1. Paragraphing:

In a business letter, paragraphing is as much a matter of appearance as of drafting. A paragraph is of four lines and may be even shorter usually, a letter has three to four paragraphs; a short opening paragraph which may have only one or two sentences; one or two middle paragraphs which carry the main message of the letter and a short closing paragraph which may be only one sentence.

2. Stationery:

Every office has certain standard stationery required for correspondence. Although the sizes of the sheets and envelopes are standard, some companies seek distinction in unusual sizes or colours.

a) Colour of the paper: Generally, the colour of the paper is white but there are a few institutions who prefer coloured papers for their business correspondence. Use of coloured paper gives a particular recognition to the organization's correspondence. The colours also bear psychological impression.

b) Letterheads: There are, generally letterheads of two sizes the standard 8½" x 11" for most letters and smaller 5" x 8" for very short message.

c) Size of paper: Dimension of paper is generally recommended for business letters as 10" x 8" or 5½" x 8½". Sometimes, papers having size 8¾ x 11¼" or 6" x 8¼" are also used. Hence size of paper as per requirement of business correspondence may either be small or large.

d) Envelopes: Offices usually have envelopes of two sizes 3½" x 5½" for single sheet letters with only one or no enclosure and 4½" x 10½" for letters with more sheets and enclosures. The company's name and address are printed at the bottom on the left. The quality of the paper and the colour of the envelope must match those of the letterhead.

8.10 Structure of a Business Letter

An Official letter is easily distinguished by its appearance, from a personal letter. Business letter is divided in several parts. Each and every part of business letter has its specific significance. They have their own fixed position on the sheet;. The main parts of letter apart from the text of the message are:

a) **Heading:** The heading is printed at the top. It consists of the name, the business and the address of the company. It also includes the telegraphic address, telephone number, telex number and fax number. The company's emblem is also included. The printed sheet is called letterhead.

b) **Date:** The date appears two spaces below the heading, on the right. In all formal letters, the name of the month is spelled out in full, the year is also written in four figures. The date can be written in either of the following ways:

10 September, 2010
September 10, 2010

c) **Reference number:** The letters are recorded on dispatch register when they are delivered and serial number is put on them, so it is necessary to remember the reference number.

d) **Attention line:** This line is used only when the assignment described in letter is dealt with any specified person or personnel.

e) **Name and address of Recipient or inside address:** It is also called inside letter complete address of the recipient of letter is given here. The advantage of complete address is that identity of the concerned person can be proved in course of litigation.

f) **Salutation:** The salutation begins at the margin, two spaces below the inside address. It is followed by a comma in British practice as well as in India; the American practice is to put a colon (:) after the salutation. Generally, salute is transacted to each other whenever two persons meet and it done with certain phrases before conversation on any matter started like Namaskar, Good Morning, Jai Hind etc Many forms are being given below:

Dear Sir, Dear Mr. Aggrawal, Dear Madam/Sir

g) **Subject Heading:** Certain organizations mention concise subject of letter. This mode of writing subject attracts the reader and he understands the contents at a glance.

h) **Body of the letter:** It is the core portion of a letter and bears the message to be sent. The content of the letter is divided in three parts -

(i) Opening (ii) Middle (iii) End

i) **Complimentary close:** It appears two spaces below the last line of the letter, usually in vertical line with the date. The most commonly used forms are : Yours faithfully, yours truly etc.

Activity A:

Write suitable salutations and complimentary dose for the following:-

- (a) Income Tax Commissioner
- (b) Principal of a girl's college
- (c) An Ambassador
- (d) A Corporate body

j) **Signature:** The complete signature includes the name of the company, Usually about six spaces are left for the actual handwritten signature.

k) **Enclosures:** Sometimes, certain other important documents like cheque, carbon copies of letters. If the documents are being attached, their reference and serial numbers should be mentioned separately in the letter.

l) **Post Script:** This is a bit of writing added to the letter after the signature; it signed again, without the complimentary close, by the same person. It is used for a small bit of information which is a not a part of the chief message of the letter but an extra point. As it stands last, it leaves a strong final impression, for instance:

P.S. Don't forget, the sale closes on the 9th.

P.S. Accumulated bills are hard to get rid of.

8.11 Example of a Business Letter

For request for Agency : A company has published an advertisement on Newspaper regarding distribution of agency. Request letter for receipt of agency of that company is specimen form is as under -

Vastralok
Railway Road,
Dehradun Dun
Dt. : 12th, July, 2009
Letter No. 2251/Agency/o5

To,

The General Manager
M/s Sriram Textiles Mills
Mumbai.

Sub: Application for agency in cotton cloth

Dear Sir,

It was transpired by an advertisement published by you on 'The Times of India' Dated 30th June, 2009 that you are interested lending agency business in the hand of any reputed traders in order to popularize coarse cotton cloth among peasants and the lower section of society in southern India.

Please, let me know the terms and conditions, at the earliest so that I could think on joining with you.

It remains to state again that in case an opportunity for sale of products once be given, your will shall also be benefited to the desired extent.

Yours faithfully
Vastralok
Railway Road,
Dehradun

8.12 Positive and Negative Messages

Business letter writing is an important organ of the communication process as a whole. We receive a number of positive news from others during the common course of business. Approximately all positive news-letters we receive are assertive or with the approval of the matters concerned. This is the reason, these are addressed also as letters of acceptance. This positive approach is also suitable for making enquiries, asking for questions, placing order etc.

Example:

- (i) Here is good news for you.
- (ii) We are pleased to offer you the position of.....

Activity B:

Write a favourable letter for sanction of loan.

The negative messages, on the other hand, has something that we would not like to convey without some explanation, introduction or buffer statement such a letter is, quite often called the 'bad news', or unpleasant news' letters. We have to prepare the reader to receive the message as he is likely to resist or react negatively to it. Such an approach is generally through to be suitable for letters of rejection, inability to meet a demand etc.

Example:

- (i) “Thank you for your interest in our company. We really wish we could.”
- (ii) “Thank you for application furnished in connection with loan for connecting new business and thus, provided us with an opportunity to consider on it.”

Activity C:

You have received a parcel containing defective books. Write a complaint letters to seller for sending defective books.

8.13 Persuasive Letters

Persuasive letters are these they carry neither good news nor bad news but lie somewhere in between. This approach is generally found to be suitable for sales letter in which the writer persuades the reader to act i.e buy the product or avail himself of the services we are offering him. According to James Drares persuasion is the art “Persuasion is the art of influence or seeking to influence an individual’s opinion and actions ostensible by reading or intellectual appeal through depending for its effectiveness in more cases a non rational factors.”

Example:

- (i) “Would you be interested in buying a convenient clearing device for your car.”
- (ii) We are pleased to receive your letter. It is more pleasing that we have decided supply of goods on the terms and conditions communicate by you.

8.14 Report Writing and Proposal

The writing of research, enquiring and events and their study by a person in his own language is called report In business process report writing is required on many occasion, It is supposed to be a detailed examination of a situation or problem, of action taken, or of the findings of an investigation. The purpose of such reports is usually to bring information to the attention of senior management authorities so that any decision regarding the matters under review can be taken by them with full knowledge of the background, facts and circumstances. There are two kinds of report which are likely to be written and read by many business executives.

1. **A-letter style report**, Converging mainly one topic, which is often unsolicited and which is used to make request, pass necessary information, suggest actions or bring some matter to the attention of another or other members of the staff.

2. **A schematic Report**, which can deal with a number of related topics, is usually requested by a senior management executive, and is presented in a particular format under specific headings. Report can be written by following guidelines given below :

- A. Assemble the material - Collect all relevant material notes, documents, etc.
- B. Plan the report –
 - 1. Consider the purpose of your report.
 - 2. State the aim and emphasis of the report briefly.
 - 3. Decide what information is important and what is irrelevant.
 - 4. Arrange the points of information in a logical sequence and in order of importance.
 - 5. Make a working plan on a separate sheet of paper.
- C. Draft the report –
 - 1. Write the introduction: state the subject, state the purpose, summarize your findings.

2. Write the body of your report.
 3. Write the conclusion.
 4. Summarize the report in a sentence.
- D. Edit the report

Activity D:

You are an administrative officer of your organization and your employer is considering purchasing some new items of office equipment. Write a report recommending the equipment, you think will result in greater efficiency. You may invent any names, situations and machines which you consider relevant your report.

Proposal means to present the information regarding subject to the other party. When someone puts his thoughts before someone else it is called a proposal. A proposal is a persuasive letter to complete a task submitted either voluntarily or in response to a request or an advertisement. A proposal may be sent to an expert or a review committee for evaluation and recommendation concerning the benefits of the proposal services, products etc.

Activity E:

Write a proposal in response to following advertisement;

Decor India Ltd.
Vasant Vihar, New Delhi.

Agencies with effective systems and trained manpower required to meet the security needs of the establishment working round the clock may send detailed proposals.

8.15 Points to Remember

- i) Writing should be according to the subject
- ii) Writing should be brief.
- iii) Writing should be practical
- iv) Abbreviations should be used in writing.
- v) Use strong words in writing.
- vi) Don't use unwanted words in writing.
- vii) Don't make big paragraphs.
- viii) Use Active voice.

8.16 Summary

Business letter writing requires regular practice. The art of written communication is quite old. In fact, development of written business communication took place along with the development of mankind. Efficiency in written communication depends on proper planning, hard work & personal ability.

8.17 Self Assessment Questions

1. Discuss the importance of appearance in a business letter. How would you ensure that your letter makes a favourable visual impression?
2. Write a short note on the stationery required for letter writing.
3. What do you mean by Business letters? Explain the planning phase of business letter.

4. What do you mean by draft editing? What are the points to be considered while editing?
5. Give the guidelines of effective writing.
6. Write Short notes on:
 - i) Letter – head and leading
 - ii) First line of the inside address
 - iii) Inside address and salutation.
 - iv) Attention line and salutation.
 - v) Salutation and complimentary close
 - vi) Postscript
 - vii) Date and reference line
 - viii) Reference section.
7. Write a request letter to M/s Himalaya Publishing House, Mumbai to send the books useful for competitive examination.
8. Explain persuasive letter. Give a format of persuasive letter.

8.18 Reference Books

1. Singhal, Mittal Garg, Business Communication.
2. M.J. Mathew, Business Communication.
3. K.K. Sinha, Business Communication.

Unit - 9 Resume Writing Skills

Structure of Unit:

- 9.0 Objectives
- 9.1 Introduction
- 9.2 Definition of Resume/Curriculum Vitae
- 9.3 Resume Writing Guideline
- 9.4 Contents of a Resume
- 9.5 Format of a Resume
- 9.6 Customizing Resume to Each Job
- 9.7 Points to Remember While Writing the Resume
- 9.8 Summary
- 9.10 Self Assessment Questions
- 9.11 Reference Books

9.0 Objectives

After completing this unit, you will be able to understand:

- Explain the meaning of resume
- Understand the proper format of resume.
- Make your resume better.
- Learn the points while writing the resume.

9.1 Introduction

Resume or C.V. (Curriculum Vitae) as it is called in American English. Almost all job advertisements ask for resume or C.V. of the applicants Resume is an informative as well as inspiring presentation.

9.2 Definition of Resume/Curriculum Vitae

Resume is the most important document in the selection process: It is the first introduction of the candidate to the interviewer, and explains the candidate's background. It is a summary of the qualities and qualifications along with achievement of a person. In today's complex and busy business environment, such presentation is required which present maximum information to the employer in an impressive manner.

9.3 Resume Writing Guideline

It is important to remember that different countries have different conventions regarding cv's/resumes. Different advertisers often ask for the applicants details in a particularly specified way. It must be properly organized under headings, tabulation permits orderly presentation of the varied items of information which have to be included in the resume. Usually, the information is mainly classified under the following headings.

- (i) Personal particulars
- (ii) Academic qualifications
- (iii) Additional qualifications
- (iv) Experience that may be stated in the following order;
 - Functional; emphasizing the skills and talent of the applicant;
 - Chronological: emphasizing work experience listing job descriptions;

(v) Additional information that may include anything worth mentioning languages known, etc.

(vi) **Reference Books:** The physical layout of the resume is very important because there are so many things to be presented on paper. Whether the applicant can and should be considered for appointment depends entirely on the resume and the recipient's patience level is not very high as he has to look through enormously large number of applications and resumes. A resume/c.v must therefore be attractive comprehensive and compact.

A lengthy resume can however, be justified if the applicant has important, clearly specified and easily verifiable facts to put before the employer.

Activity A:

Write a popular, compact form of general purpose c.v./resume.

9.4 Contents of a Resume

1. Opening Section:

a) **Heading:** This section gives the name, age, date of birth, marital status, health, mother tongue, other languages known, email, internet address etc.

For Example:

Kailash Bhardwaj
Sr. Engineer
L & T Infotech,
Mumbai-644234
Ph: 91592423251-60
Fax: 918924252352
email: kailash_bhardwaj@gmail.com

b) **Objective:** Self evaluation should be done after proper analysis of the job prospects in the market. The job objective can be general as well as specific.

2. Education:

In this part, the candidate should give a complete record of the academic qualifications and achievements. It includes the name of school/college/other Institution, degrees/diploma obtained, and scores/grades obtained. These details are given in the order of the dates of obtaining the certificates.

3. Experience:

In presenting experience, the present position is stated first; previous posts are given in reverse order, and the first job is stated last. Voluntary work for clubs and associations or Charitable Institutions, vacation jobs during students days or any other informal experience can also be included in this section.

4. Achievements/Awards:

This part should contain any special achievements made at Schools/College level.

5. Reference Books:

Name and address of persons who know the applicant and can express a personal opinion about his abilities and qualities of character must be given. It is customary to give three reference a teacher, an employer and a friend of the family, with a high social or professional status.

The three Reference Books known the applicant personally from different angles, namely, academic aptitude, working habits and efficiency and personal character. The name, title, complete address and telephone number of the Reference Books must be given. It is preferable to indicate their social relationship to the applicant.

9.5 Format of a Resume

Seema Shah
Sr. Engineer
Infosys Technologies
Jaipur-302013
email: seema_shah@gmail.com

Education: M. Tech. IIT Delhi
M.B.A I.I.M. Indore
1994-95 B.Sc from H.H. College, Delhi

Experience: 7 years experience as Chemical Engineer in Van Organics Ltd. Gujarat.

Academic Scholarships and Awards:

- 1 Open Merit State Government Scholarship from Std. XII to Final year B.Sc.
- 2 Department Merit Scholarship in B.Sc. Pt-II.

Interests: Reading, Writing Poems, Yoga, Free arm and aerobic exercises and travelling.

Reference Books: (i) Shri Brijpal Patnaik
Chairman, Golden Cocoa,
Swami Vivekananda Road,
Vile Parle (W), Mumbai-400056
Tel.No. 582384

(ii) Father Correa
St. Xavier's College,
'B' Road, Churchgate,
Mumbai-400020
Tel. No. 402399

Details to be included are the period of time i.e. the joining & leaving dates, the name of the company, position held & a brief description of the duties or nature of work or tasks done on the job.

9.6 Customizing Resume to Each Job

The application letters are written on the basis of advertisements for situations vacant. It should be mentioned in the very beginning of the application that the application is being written in response of newspaper adv, other information or from inspiration from an individual. In the application the candidate describes his qualifications, hobbies etc. Through the application the applicant tries to make the employer believe that he has some qualities which provide him preference over other candidates. The language, subject and style of presentation of an application should be simple. The qualities of the candidate should be presented in a manner that impresses the employers. When writing the application for a job it should be kept in mind that you should not just mention the eligibility criteria and experiences required for the job but should also mention and underline your achievements in previous jobs. These are two types of application letter :-

1. Solicited application letter

Solicited application letters are given in response to advertisements.

Required one Computer Operator

As per pay scale minimum basic pay will be Rs. 8,000. Age limit not more than 25 years. Eligibility graduate in any stream. Experience of at least 5 years which covers programme analysis, writing computer programmes.

To,

T.C.C.
95, Vasant Vihar
New Delhi.

Subject: Application for the post of Computer Operator.

Sir,

I got informed by the advertisement published in the Hindustan times on 10th March 2010 that there are some vacant places for computer operator's post. My application is for the same. My qualifications are as follows:

1. I got my degree of computer sciences from Delhi University and passed in first division. My subjects were Chemistry, Physics and Maths.
2. For the past five years I have been working as computer supervisor with steel Authority of India Ltd.

I hope that considering my high education and experience you will give me a chance to serve you.

Yours Truly,

Sanjay Mukherjee

40, Lajpat Nagar,
Kanpur

Activity B:

Give a specimen of solicited application letter for the post of typist in NBC whose vacancy was advertised.

2. Unsolicited Application Letter

Unsolicited application letter for the post of Clerk.

To,

Manager,
Kailash Book Dept.
Jaipur.

Subject: Application letter for the post of Clerk.

Dear Sir,

I went out to your show room just to buy some books and there I came to know that in a bid to expand your business you have been thinking of taking some more workers. Thus, i am sending my application for the post of clerk.

My bio-data is as follows:

1. Name : Anmol Kumar
2. Father's Name : Shri V.S. Kumar
3. Address : 40, Dev Building, Karol Bagh, New Delhi.
4. Qualifications : B.Com in first division. Speed of typing in English and Hindi 55 and 35 words per minute respectively.

5. Experience : I have worked for firms in Kanpur, Delhi as a Clerk.
6. Age : 30 years.
7. Health : Completely healthy and height 5'8"
8. Expected pay : According to rules and specified schedule.
I will join my work in just one day's notice.
Waiting for your reply.

Date: 10th April, 2010

Yours Truly

Anmol Kumar

Activity C:

Give a specimen of unsolicited application letter for the post of experienced driver.

9.7 Points to Remember While Writing the Resume

- i) Try to enhance your qualities and abilities.
- ii) The resume should be prepared after proper preparation.
- iii) The resume should not be too small or too long.
- iv) Grammatical mistakes should be avoided.
- v) Don't describe your own weak points.
- vi) The information given in the resume should be true.
- vii) Don't try to mislead the interviewer by using wrong information.
- viii) Identify your own benefits & if necessary mention them in the resumes.

9.8 Summary

For any unemployed resume is a method of presentation through which they present their life achievement, personal details and educational qualifications to the possible employer, Now a days even in some schools the information about students is kept secured in the form of a resume.

Resume is an informative as well as inspiring presentation. Resumes are very helpful for companies in screening of prospective employees.

9.9 Self Assessment Questions

- Q.1 What is C.V or 'Resume'? What are its essential features? Into how many parts would you divide a C.V./Resume?
- Q.2 What are the points to be remembered while preparing resume?
- Q.3 Define resume. Give its format and contents.
- Q.4 What is C.V.? How will you prepare an effective C.V.
- Q.5 Write a job application specimen.

9.10 Reference Books

- 1. Singhal, Mittal Garg, Business Communication.
- 2. M.J. Mathew, Business Communication.
- 3. K.K. Sinha, Business Communication.

Unit - 10 Non-Verbal Communication

Structure of Unit:

- 10.0 Objectives
- 10.1 Introduction to Non-Verbal Communication
- 10.2 Objectives of Non-Verbal Communication
- 10.3 Importance of Non-Verbal Communication
- 10.4 Verbal & Non-Verbal Communication
- 10.5 Types of Non-Verbal Communication
 - 10.5.1 Body Language
 - 10.5.2 Proxemics
 - 10.5.3 Para Language
 - 10.5.4 Sign Language
- 10.6 Summary
- 10.7 Self Assessment Questions
- 10.8 Reference Books

10.0 Objectives

After completing this unit, you will be able to understand:

- Understand the meaning of non verbal communication;
- Point out the objectives and importance of non verbal communication;
- Differentiate between non verbal and verbal communication;
- Learn the various types of non verbal communication.

10.1 Introduction to Non-Verbal Communication

Non-verbal communication is the most important and practical aspect of communication. Under non-verbal communication ideas, expressions and necessities are conveyed through symbols like postures, uses of gestures. Every country or organization uses non-verbal mode of communication.

This is a mode of communication under which one person conveys his ideas or thoughts to the other person through signs, postures and gestures. In such a situation words are not necessary for communication because ideas can be conveyed through body language.

Adopting non-verbal communication makes communication easier and faster under non-verbal communication just a look at one's body language reveals what the person is thinking and wants to say.

In non-verbal communication to express happiness smiling, patting one's back and shaking hands are used and to express unhappiness frowns are made.

10.2 Objectives of Non-Verbal Communication

In non-verbal communication to convey one's thoughts to another speaking is not necessary. Instead of words body language, gestures and signs are used in non-verbal communication. Non-verbal communication has many functions which are as follows:-

- a. **To Provide Information:** Use of non-verbal communication makes transfer of information easier. Use of non-verbal communication makes communication more effective.
- b. **Makes work easy:-** Using non-verbal communication one can instruct others more effectively which makes for work faster and easier. This also maximizes work output.

- c. **Expressing Feelings:** Through non-verbal communication feelings can be expressed in a better fashion.
- d. **Controlling the flow of message:** Using non-verbal the person sending the message can control the flow of message. He can ensure that the message is received unaltered.
- e. **Completing the verbal message:** Sometimes even after verbal message the process of communicating is left incomplete. The process is thought incomplete if the receiver doesn't echo the expression of the message.

10.3 Importance of Non-Verbal Communication

Normally non-verbal communication is worth believing, because the body language and expressions make a clear picture of his thoughts and reveal what he is thinking. Non-verbal communication makes communication much faster and easier. Adopting non-verbal communication doesn't require any expenses and saves a lot of money for the organization. Using non-verbal communication the manager can clear his position and express his thoughts more effectively to his workers and customers. Non-verbal communication delivers the message unaltered and also provides instant reactions.

10.4 Verbal & Non Verbal Communication

Differences between Verbal and Non-Verbal Communication:

Using verbal communication one express his ideas before others by speaking and in non-verbal communication the message is delivered by postures and gestures and written communication. Use of words makes verbal communication very easy because just by speaking the meaning of the message is delivered across. Where as in non-verble communication sometimes the use of double meaning expressions changes the message and makes it difficult to understand.

Relation between Verbal and Non-Verbal Communication:

Which mode of communication should be adopted in a business is an important and tricky question. Business cannot be conducted using only one mode of communications i.e. why both modes of communication are used in business.

According to theo Haiman, "If a manager uses just one mode of communication then he will have to face serious implications and failures." The manager has to establish a relationship between both modes of communication as per the situation. Both the modes of communication are deeply interrelated and have their own importance. Selecting one mode of communication is not an easy job because both the modes supplement each other and complete the process of communication together.

10.5 Types of Non-Verbal Communication

Non-verbal communication has been classified into many types:

1. Body Language or Kinesics
2. Proxemics
3. Para Language
4. Sign Language

10.5.1 Body Language

a. Meaning:

This is also known as kinesics and is an important medium of communication. Body language includes moving eyes, clapping, moving of hands and circular movement of fingers is included. For example, an umpire signaling a six in a cricket matches. In body language or kinesics movement of body parts is used to convey a message.

According to J. Fast – protruding eyes for disbelief, rubbing the nose when feeling tense, crossing the hands for feeling secure, moving the shoulders up and down for showing that you are different, putting the hand on forehead and distress, closing eyelids for proximity etc. are examples of body language. Another good example of body language is the signal used by a traffic policeman to stop the traffic.

b. Types of Body Language

1. **Postures:** Postures means the various ways of sitting, standing and lying down. These different styles used in sitting and standing convey various meanings. The method of standing in an office will be different than in a party.
2. **Gestures:** Moving different body parts like hands, legs, eyebrows and head etc. is known as making gestures. The movement of these parts confirms and lays stress on the message.
3. **Facial Expression:** Use of facial expressions is an important part of body language. There are different expressions for different feelings like happiness, anguish, fear etc.
4. **Eye Contact:** Eyes are a very powerful medium of face to face communication. For how long and how a person stares at something reveals his feelings, trustworthiness, honesty and capability to work.
5. **Body contact:** In body contact beating, pushing, holding, shaking hands, patting and patting etc. are covered. Use of these activities means different type of situations and relations.
6. **Appearance, Silence:** It includes a person's dress, hair style, make up, ornaments and cleanliness etc. These things do not have a direct relationship with body language but they do have an important relationship with a person's gestures.
7. **Silence:** Silence is a basic and natural aspect of communication and represents a person's agreement or disagreement. For example, if someone is praising a man and the other person remains silent then it means that he agrees with the praise.

c. Functions of Body Language

It tells about people's feelings and aims.

It shows mutual love and respect.

It helps in showing power and exercising control.

It helps in issuing orders.

It helps in achieving aims and objectives.

d. Advantage of Body Language

Body language is also helpful in verbal communication. When the dialogue starts it is the body language that takes it forward.

Effective use of good body language changes the business environment and makes business easy.

Body language helps in non-verbal communication, actually without postures and gestures face to face communication is not possible.

Body language shows the social status of the people.

It provides information about the audience's reaction.

e. Limitations of Body Language

Use of body language is totally ineffective under some situations.

Same signs have different meanings in different cultures. This may create confusion.

When the other person shows dis-interest on the use of facial expression or eye contact then it all becomes useless.

The people who can hide their facial expressions should be carefully dealt with because their body language is misleading.

10.5.2 Proxemics

This is also known as the language of time and place. Proxemics means our surrounding environment, place, distance and the nearby subject matter which does the communication. Proxemics is very important for communication because in proxemics we complete the process of communication through the use of our surroundings and distance. If proxemics is seriously taken then it includes:

- a. Space Language
- b. Time Language
- c. Surroundings

a. Space Language:

In space language the nature of communication is affected by the distance between two people. Space language is guided by two factors one is proximity and the other is orientation.

Types of Space Language:

1. Intimate space language
2. Personal space language
3. Social space language
4. Public space language

1. **Intimate space language:** For intimate space language to exist the distance between two people should not be more than 1½ feet. All the body activities are also completed in a circle of 1½ feet. This language has a possibility of body touch. This language exists between members of a family, close friends and special people. It includes shaking hands, patting one's back etc.

2. **Personal space language:** In personal space language the distance between two people ranges from 1½ feet to 4 feet. It includes unplanned and friendly communication. In different cultures the distance between people of same age and sex is less.

3. **Social space language:** In social space language the distance between people lies from 4 feet to 12 feet. This language is used for formal purposes. This language shows national behaviour and is used in business communication.

4. **Public space language:** In public space language the distance is 12 feet. or more than 12 feet. This distance shows the formality is used in business communication.

b. Time Language:

In time language the people connected with communication complete the process of communication keeping the time limits in mind. Different modes of communication are used keeping in mind the time limit.

c. **Surroundings:** A surroundings covers the environment of communication and as the following parts:-

1. Colour
2. Layout
3. Designing

Different colours are associated with different behaviours for example: white with peace, black with sadness, pink with happiness. This is the language of colours and for good and effective communication selection of colour is very important.

10.5.3 Para Language

Para language means equivalent to language. In para language the expressions used by a person to speak are studied i.e. how the person speaks.

The word para language comprises of two words i.e. para and language. Para means equivalent and language means recurring communication. Para language is a mode of sign communication and informs us about the sound the person who speak. The sound and tone should be such that the message can be understood easily.

a. Main Elements of Para Language

1. Voice of tone: In para language signals are received first of all. The tone of the person giving the message tells about his behaviour and education. This is the most important part of a message. Because if the voice is clear then the message becomes even more effective. In the business of singing and stage show anchoring the voice must be impressive. The following factors are necessary for a message to reach the audience.

2. Pitch: Pitch means increasing or decreasing of the tone. Oneness in the voice cannot easily binds the audience but high or low pitch are required to attract the audience.

3. Speed of Voice: There a many times in communicating when the speed of voice plays a very important role in attracting the audience. If the information is complex then the speed of the message will be slow and if the information is easy to understand then the speed can be increased.

4. Volume: Volume of the voice is also important if a large number of audience are to be addressed then the volume should be high. On the other hand if number of audience is small and they are near the speaker, then they volume should be kept low.

5. Proper Stress: Proper stress is an important part of para language. Through proper stress the effect of the message can be increased and the message made inspiring, laying stress at the wrong time changes the meaning of the message.

6. Mixed Signals: The mixed signals used in the message change its meaning. The person sending the message should know the method of delivery of the message and what type of words have been used in the message.

7. Dominance of oral communication: This type of communication is dominated by oral communications. In oral communication the persons sending the message and the person receiving the message know each other and thus understand each other.

b. Advantages of Para Language

Para language is very important because every para language is included in language itself. Without the use of para language no message is complete.

If a person is to be located in a business organization and his situation know then para language has to be used.

If you want to know the qualification, education of culture of the person sending the message then it can be done only through the use of para language.

Para language also helps in knowing a person's mental state.

10.5.4 Sign Language

Sign language is also known as audio-visual elements. In the process of communication, different signs are used to convey different meanings.

Sign language is very old and has first been improved in the modern times. For using sign language different pictures are made. These pictures are also described in words so that every one can understand them.

a. Sound signals:

Sound signals are very important in completing the process of communication. Different sounds play important parts in a message. This type of communication is used from historic times.

In old times drumbeats were used to send a message from one village to another village and even now they used in the form of alarms.

b. Importance of Sign Language:

In sign language posters, diagrams, paintings etc. are used to send message sign language makes communications faster because by listening to the message or by just taking a look at the message its meaning can be understood. Sign language is also important for business organizations because they can use it to send message to the illiterate workers.

c. Limitations of sign language:

If the message is complex then it becomes very difficult to send it through posters, diagrams or sounds. Sometimes the artist is not able to make posters as per the seriousness of the message. Once the message is sent through sign language then no changes can be made in it whereas in other modes of communication the message can be easily changed.

By using sign language the message can be sent through posters, diagrams and alarms etc. For getting the right meaning of the message, knowledge of colour used in the message is necessary. Without knowledge of these colours the message can not be propagated properly. For example, knowledge of the colours used in traffic lights is necessary to avoid accidents.

10.6 Summary

Non-verbal communication is the most important and practical aspect of communication. Under non-verbal communication ideas, expressions and necessities are conveyed through symbols like post-uses of gestures. Every country or organization uses non-verbal mode of communication.

This is a mode of communication under which one person conveys his ideas or thoughts to the other person through signs, postures and gestures. In such a situation words are not necessary for communication because ideas can be conveyed through body language.

Adopting non-verbal communication makes communication easier and faster under non-verbal communication just have a look at one's body language reveals what the person is thinking and wants to say.

In non-verbal communication to express happiness smiling, patting one's back and shaking hands are uses and to express unhappiness faces are made.

Following are the main object of the non-verbal communication:

- a. To Provide information
- b. Makes work easy
- c. Expressing feelings
- d. Controlling the flow of message
- e. Completing the verbal message

Following are the types of the non-verbal communication:

- a. Body language or Kinesics
- b. Proxemics
- c. Para Language
- d. Sign Language

10.7 Self Assessment Questions

1. What are Non-verbal aspects of communicating? Distinguish between verbal and Non-verbal communication.

2. Explain the relationship between verbal and non verbal communication. Discuss functions and significance of non verbal communication.
3. Explain Postures and Gestures of the body language.
4. What is meant by Body language? Discuss its functions and advantages.
5. Define proxemics. How proxemics is important in communication?
6. Write Short – Notes.
 - a. Body Language/Kinesics
 - b. Sign Language
 - c. Proxemics
 - d. Para Language
7. Case Study
 1. Various postures depict a person independence and interests. Give Example:
 2. Give Example of Gestures. Mixing different body parts confirms and lay stress on the message.
 3. Someone is praising a man and the other person remains silent. What its means. Give answer.

10.7 Reference Books

1. M.S. Methew, Business communication.
2. Gupta & Gupta, Business communication.
3. Goyal, Singh, Dev, Business communication.

Unit - 11 Oral Communication

Structure of Unit:

- 11.0 Objectives
- 11.1 Introduction of Oral Communication
- 11.2 Objective of Oral Communication
- 11.3 Process of Oral Communication
- 11.4 Principles of Oral Communication
- 11.5 Element Affecting Communication
- 11.6 Sales Communication
- 11.7 Training Communication
- 11.8 Conducting Surveys
- 11.9 Collection of Data, Analysis and Interpretation
- 11.10 Group Discussion
- 11.11 Interview
- 11.12 Effective Presentation Skills
- 11.13 Summary
- 11.14 Self Assessment Questions
- 11.15 Reference Books

11.0 Objectives

After completing this unit, you will be able to understand:

- The purpose and process of communication;
- The principles of oral communication;
- Elements affecting oral communication;
- Oral communication techniques at the time of interview, group discussion, and presentation;
- How do we communicate at the time of sales and training;
- The methods of collecting data which are useful at time of oral communication to make the communication effective.

11.1 Introduction of Oral Communication

Sending message orally to the receiver is not new. Everyday we communicate with friends, colleagues, workers, general public or friends orally be it personal, social business or political life. In oral communication language is very important. Language is the key to understanding the behaviour of human beings. Language is an institution which explains various relations through a set of symbols and a set of ideas. It is also worth nothing that there are a number of symbols, different from words and numbers, which also express ideas. When a thought is converted into an oral symbol it is called, Encoding, Similarly, when an oral word is converted into a thought it is called, decoding for effective communication it is necessary that the processes of encoding and decoding are coordinated.

11.2 Objectives of Oral Communication

Oral communication can be informative and indicating. It has been explained earlier that oral communication is done with the purpose of giving information accepting ideas, buying a product or service or getting a proposal accepted. Thus, the purposes of oral communication are to encourage, inform, and build a good image through a message of and to maintain your existence.

11.3 Process of Oral Communication

There are many points in the process of oral communication. It is only after going through these points that oral communication can be complete. Therefore, it is important and necessary to study these points.

a) **Setting the Objectives:** First of all it is necessary to know whether the objective of oral communication is to give information, to encourage or to entertain. It means that first of all the objective of the communication should be set.

b) **Audience Analysis:-** After setting the objective it is necessary to identify the audience and its. It is very important to know the average age of the audience, its business, its interests, prejudices, and the reason for their presence at the communication.

c) **Selection of Main idea of the communication:-** The third step in the process of communication is identifying the main idea or the main. If you intend to have a special talk with the audience it should be set before hand.

d) **Research the Topic:-** The next step in communication that is necessary is that various information related to the topic like factor, figures etc. should be collected. This topical research can help bring some new ideas in the mind of the communicator and it will help him in the communication. This process of research on the topic should continue right till the beginning of the communication.

e) **Inclusion of Data and writing the Draft:-** When the facts and figures have been collected, the first draft of the communication should be prepared which should include the collected information. The communication should be divided into the following three parts.

f) **Use of Visual Aids:-** The next step after preparing the draft of the communication is to decide which visual aids will be used during the communication. Visual aids are those aids which help the audience understand the main subject during a live communication. Various types of devices, diagrams and statistical picture are included in visual aids.

g) **Rehearsal:-** The purpose of rehearsing the communication is to increase the confidence and to learn the subject matter. Because of this the communicator remains in a comfortable state during the communication. During the rehearsal one should believe that you are addressing an audience. Long sentences and uncommon words should not be used. Only one point should be used at one time and it should be decided which helping aids will be fit to use. The answers to expected questions should be thought beforehand. One should pay attention to the time. The communication should stop at the end of the fixed time; then restart and try to finish the communication within the time.

11.4 Principles of Oral Communication

The following are the main principles of oral communication :-

a. **Principle of Clarity:-** In oral communication the meaning of the words and the language should be clear so that the audience does not misunderstand it. One should avoid the use of technical, very difficult or literary words.

b. **Principle of Simplicity:** The communication should be simple so that every type of audience finds it easy to understand.

c. **Principle of Source of information:-** The sources of information used in the communication should be reliable and the audience should be informed about the source to increase their confidence.

d. **Principle of Adequacy:-** The quantity, weightage, expansion and the subject matter should be decided in a wise manner, communication that are lengthy, too detailed and difficult are boring. Over abundance of information puts strain on the mental ability. Thinking and working of the audience.

e. **Principle of consistency:-** The figures and information used in the communication should not be in conflict with the policies, objectives and programmes of the institutions.

f. **Principle of time:-** The communication should not take more time than intended. Principle of time leaves a good impression on the audience.

g. **Balance between uniformity and adaptability:-** On the one hand uniformity of message in the communication should be attempted and on the other due importance should be given to the changes in today's fast business. In other words one should try to strike a balance between uniformity and changeability or adaptability of words.

h. **Principle of Audience Analysis:-** To develop a mutual understanding with the audience and to remove the unnecessary difficulty of meanings the presenter should keep in mind the age, education, ability, knowledge and organizational position of the audience.

i. **Principle of Emotional Appeal:-** In some communication there is a lack of logic and intellect therefore there should be an emotional appeal in the communication so that a positive response can be taken from the audience.

j. **Principle of Consultation:-** To make a communication effective the communicator should consult all the related people. This way one can get some new advice and ideas.

k. **Principle of Feedback:-** After communication the communicator should try to find the views, Ideas, opinions, objections and feelings of the audience. This develops an understanding between the two and the objective of communication is also fulfilled.

l. **Principle of purpose:-** In the communicator's mind the purpose of the communication should be absolutely clear and defined. Objectives could be one or more. The purpose of the communication could be to inform, encourage, sympathies and entertain.

m. **Principle of Empathy:-** The communicator should put himself in the place of audience while doing the communication. This brings about a similar opinion and creates mutual understanding.

n. **Principle of Rehearsal:-** Before communication one should rehearse at least thrice. This increases self confidence and makes the communication easier.

o. **Principle of selection of main idea:-** The main idea or should be decided beforehand. This makes the communication easier and interesting.

p. **Principle of introduction:-** It is said that first impression is the best impression. Thus, the communicator should introduce the communication with expertise, patience, cleverness and effectively that the audience can connect to it right till the end.

q. **Principle of Easiness:-** A friendly behaviour should be used with the audience. As a result he can say opinion with ease and the audience too will accept it.

r. **Principle of researching the topic:-** Information, figures and other facts related to the communication should be collected so that some new ideas can be joined with the basic thought that is change should be acceptable.

s. **Principle of summary:-** At the end of the communication the main points should be revised which make the audience will remember the basic thought of the communication

11.5 Elements Affecting Oral Communication

These are the main elements affecting the communication:-

a. **Nature of Communication:-** The nature of the message and its communication are important in determining the effect of the communication. If during communication the viewpoint of both the sides is presented it sometimes increases the effectiveness.

b. **The Audience:-** It has been found that the factor of self esteem is very important in turning the audience towards one viewpoint. Therefore, the personal differences in the audience go a long way in effecting the communication.

- c. **Compliance:-** Compliance is more when the audience is attracted to the communicator. If the audience does not like the communicator the communication would not be successful.
- d. **Obedience:-** In our society obedience has a special importance. Obedience is shown to that person who can wield power over others. If you are not obedient you are punished.
- e. **Facial Expression and Deceit:-** Many of the listeners give those which they are not experiencing and hide those which they are. This can be called facial deceit. Leaders in politics, the physician in front of the patient, actors while acting use this facial deceit. Because of this the communicator cannot gauge the right emotions of the audience and it affects his presentation.
- f. **Personality of Communicator:-** The personality of the communicator sometimes has a deep effect on the communication. If the audience is impressed by his personality it would give a positive response. And if it is not impressed by his personality the chances of a positive response are dismissed.
- g. **Voice:-** The communicator's voice puts a deep impression on the communication. The communicator should vary his tone, pitch, speed and should stress on some specific words depending upon the room where the communication is being made. It makes the communication effective. If there are not well coordinated the communication becomes ineffective.
- h. **Semantic Barrier:-** If there are too many language related barriers (semantic barriers) the communication may become ineffective and if the semantic barriers are less the communication will be that much more effective.
- i. **Pronunciation:-** Correct pronunciation plays an important role in making the communication effective and vice versa.
- j. **Posture:-** The communicator's posture like standing sitting or bending also affects the communication. Staying in the same position or changing position too frequently has a negative effect on the communication.
- k. **Gestures:-** The communicator's gestures during communication can make the communication either effective or ineffective. Changes in gestures along with changes in voice have the ideal effect on the audience. Here, it must be kept in mind that various gestures have different meanings at different places.
- l. **Cognitive Barriers:-** The more the audience's and the communicator's feelings, opinions, experiences, viewpoints and behaviour are in favour of each other the more effective the communication becomes. If the situation is reverse the communication becomes ineffective.
- m. **Listening:-** If the listening process is effective the communication will be effective if the listening is not proper the presentation will become ineffective.
- n. **Mechanical Devices:-** If the devices being used in the communication are working properly the communication will be more effective and if they are not working well the communication will be less effective. The mechanical devices include computers, mike, bulb, tube light projector etc.
- o. **Movement:-** If the communicator moves here and there too much it will have a negative affect on the communication and if he has necessary control over it the communication will be more effective. Usually movement is done so as to attract attention, to control anxiety or to think up a point for communication.
- p. **Stage Discussions:-** If there is too much debate between the communicator and the audience the communication will not be good and if the debate is limited to allaying any suspicion the communication will be good and effective.

11.6 Sales Communication

Sales communication is a communication in which a salesman stands in the middle of a group of people and informs them about his product, tries to find the needs of the prospective customers, solves their problems and forces them to buy the product mentally. In this process he uses pictures, product sample and other visual aids. Sometimes he distributes sampler and tries so that the people may buy his product. So sales communication is a combination of informative and persuasive communication. The salesman in order to gather a crowd may invite them for lunch., he may entertain them. He can encourage people to buy his product by talking about his product in a quiz programme, a prayer meeting etc.

11.7 Training Communication

Training communication is usually an informative and formal communication. But informal behaviour is also helpful. Usually new workers have to formally take part in these programmes. Like any other communication, training communication too has several the:

a. **Setting the objectives:-** Suppose that the objective of the training communication is to train the new workers in their work and to acquaint them with the organizations activities, processes, policies, rules and work culture.

b. **Audience Analysis:-** It is clear that the workers who have come for training are from a definite age group, have similar ability and have similar interests. This should be kept in mind while giving the communication.

c. **Selection of main idea:-** Training communication has a definite work area or direction. The trainer should be informed about that specified direction or theme.

d. **Research the topic:-** All the information and material related to the communication should be gathered and help should be sought from experts. They should be invited to give a training lecture.

e. **Draft of Presentation :-**

i. **Introduction :** The 3 points to start the communication are as follows.

P-Porch – The training communication can be started through a story, or by telling about the difficult of doing business or by asking a question.

A- Aim – The trainees should be informed about the aim of the communication.

L-Layout- The trainees should be told about the agenda of the communication. They should be given the time table and the duration of the communication and should be told about the time at which the food will be served.

ii. **Text :-** All the information related to the main idea or subject should be kept well organized. If the copies of the lectures by the experts have been received then their copies should be distributed among the audience. The method of the communication should also be pre-decided.

iii. **Summary and conclusion:-** At the end of the training communication various things like the method of training used, main points and other things should be repeated in short. The trainees should be given their training certificates and then they should be invited for the feast. After the communication through a small discussion or a small test it should be found what they have learnt and how their behaviours has changed.

f. **Use of visual aids:-** Various kinds of visual aids can be used in a training communication. It depends upon the method and nature of training e.g. a computer projector, related machines, models and other things can be used. Copies of the lecture, pictorial exhibition and statistical table can be used as necessitated.

g. **Rehearsal:-** Usually no special rehearsals are required for training communication because the communication usually are wise, experienced, specialists and the trainers usually are new, inexperienced with average brains. But still rehearsing the communication gives self confidence.

11.8 Conducting Surveys

In business to conduct management work some information about the market is necessary. This information can be related to the competition, population etc. a no. of times the management has to conduct surveys and collect information which may not have any direct relation with the business but nonetheless it affects management's work.

In the present world surveys and research are organized and conducted to gather various facts about economics, social, natural and political areas. The truth is that be any statistical fact related research it would not be complete without the statistical methods.

In research by collecting facts, examining them we try to find solution to various problems on definite topics. As a conclusion it can be said that statistical research refers to the quest for knowledge in a field's statistical facts through the use of statistical methods. In surveys data are collected and with the help of statistics this data are simplified.

11.9 Collection of Data, Analysis and Interpretation

Collection of Data: After planning the research the data is collected. With a view on collection the data is divided into a 2 parts, (a) Primary Data (b) Secondary Data. Primary data is collected by the person doing the research himself while the secondary data are already from published sources. The researcher uses this data. The methods of collection of data is decided keeping the nature of research, purpose, area, time available and expected accuracy in mind.

Analysis: In analysis the statistician has to follow a number of processes. He divides the collected data in various sections and presents them in tabular form. He then finds the central characteristics of data to find a relation he uses various statistical techniques like mean and inequity etc.

Interpretation of Data: After analysis of data, they are interpreted that is conclusions are drawn. To maintain the reliability the research it is necessary that the interpreter works without any bias and avoids untruthfulness, animosity etc. In this matter Neiswanger has said that the statistician's job is much bigger than just collection of data and making data related calculations. Data do not speak for themselves and statistician is the person who has to find meanings and interpret the data. "The duty of the statistician goes much beyond collecting data and making calculations. Facts do not speak for themselves, and it is the statistician who must interpret the statistical results to discover their meanings." Neiswanger.

Collection of Data:

There are many methods of collecting primary data:

- 1 Direct Personal investigation
- 2 Indirect through correspondents
- 3 Information through schedules to be filled by informants.
- 4 Information through schedules in charge of enumerators.

Planning for Surveys: Data are the base of statistical research. To get good results in any field through statistical methods it is very necessary that there is enough and accurate data. Therefore, the data should be collected through the right methods. But it is necessary to have a plan before doing the survey. In statistical research planning is necessary.

Blank Form: Contains list of questions in which blank space is provided to answer all the questions. In such a form that is good for both the source of information and the statistician.

Questionnaire : This is also a list of questions. But it does not have blank space for answer. The answers are written by the information on another page. These are difficult for reviewing and converting into tables. It is more suitable when the answers are big and where opinions are asked.

Specimen of Questionnaire:

Enquiry into the cost of living:

1. Name of the family's head : _____
2. Complete Address : _____
3. Job/Business : _____
4. Total members in the family : _____
5. No. of earning members of the family : _____
6. Any Family business : _____

7. Living conditions of the family : _____
8. No. of dependents in the family : _____
9. No. of independents in the family : _____
10. Total income of the family : _____
 Personal income
 Income of the children
11. Any other source of income : _____
12. Family's total expenditure : _____
 Expenditure on children fees etc.
 Expenditure on house, health, entertainment etc.
 Is some money left after fulfilling all expenses? If yes, how much?
 Is the family able to fulfill the basic needs?
 Any other related information.

11.10 Group Discussion

In group discussion usually a business related problem is discussed, so that it can be solved. In every business organization there are many types of problems. Therefore, to solve these problems the best solution is found after group discussion. In these discussions various people present their problems and others try to give solutions to these problems and thus the best solution is found. Preparing the working map for a business organization, reevaluating the work done and finding the best solution to problems comes under group discussion. Thus, in group discussion the best solution to the organisation's problem is found.

11.11 Interview

Interview is a formal meeting in which different people ask the interviewee questions on different subjects. It is a french word which means ' to see each other'. In this the person interviewing gathers information from the other person through questions.

Interview is an art which can be mastered through experience. Its purpose is to give the employer complete information about the interviewee. Roger has given the following points for the ideal interview.

1. How is the applicants health, shape and character?
2. How educated and experienced he is?
3. What is his common sense like and how much does he use it?
4. Is there anything special about the applicant's experience or mental ability?
5. What are the applicant's interest?

11.12 Suggestions for the Developing Effective Communication Skills

Murphy and Thomas have given 5 suggestions for developing effective communication skill which are:-

1. **Pitch:** - Using the pitch of the voice well can make the communication effective. The pitch should be changed as per requirement speaking on the same pitch can be quite boring.
2. **Rate/Speed:** - Every person has a different rate of speaking. According to experts a rate of 80 to 160 words per minute is suitable but in special circumstances it can be increases to 250 words/minute. The rate of speaking should be changed as required.
3. **Volume:** - The volume should be such that everyone in the audience can hear. It should not be so high either that it creates problems for the audience.

4. **Vocal Quality:** - It can be said the sweetness and quality of the voice is good when it pleases the speaker as well. The effectiveness of communication depends a lot on the vocal quality.

5. **Pronunciation:** - To make the communication effective the pronunciation should be correct. To give stress on a word, not to pronounce incorrectly, not to use any unnecessary words and reading the dictionary improves pronunciation. Other than these techniques things like physical gestures and visual aids should also be used.

A speaker can develop good communication skills with the help of self confidence, taking deep breath, practice, clarity etc.

11.13 Summary

Everyday we communicate with friends, colleagues, workers, general public or friends orally be it personal; social business or political life. In oral communication languages is very important. Language is the key to understanding the behaviour of human beings. Language is an institution which explains various relation through a set of symbols and a set of ideas. It is also worth nothing that there are a number of symbols, different from words and numbers, which also express ideas. When a thought is converted into an oral symbol it is called, Encoding, Similarly, when an oral word is converted into a thought it is called, decoding for effective communication it is necessary that the processes of encoding and decoding are coordinated. Oral communication can be informative and indicating. It has been explained earlier that oral communication is done with the purpose of giving information accepting ideas, buying a product or service or getting a proposal accepted. Thus, the purposes of oral communication are to encourage, inform, build a good image through a message of to maintain your existence.

11.14 Self Assessment Questions

1. What do you mean by oral communication? Write its objectives in brief.
2. Explain in detail the process of oral communication?
3. Discuss the principles of oral communication in detail. Also explain the factors affecting it.
4. Write short notes on the following:
 - a. Sales Communication
 - b. Training Communication
5. What are the essentials of sampling? Also explain the methods of sampling clearly?
6. How will you plan for a survey? Give a format of questionnaire to be used in survey.
7. What is effective communication skill?
8. What is motivation? How will you prepare a speech to motivate?
9. **Case Study :-** Mr. X is manager in FMCG Company. Company wants survey of people regarding etc. cost of living. How Mr. X will do this survey. Do he prepared questionnaire give specimen of questionnaire for this.

11.14 Reference Books

1. M.S. Methew, Business communication.
2. Gupta & Gupta, Business communication.
3. Goyal, Singh, Dev, Business communication.

Unit - 12 Business Presentation and Public Speaking

Structure of Unit:

- 12.0 Objectives
- 12.1 Introduction
- 12.2 Introduction to a Presentation Main Body
- 12.3 Controlling Nervousness and Stage Fright
- 12.4 Business Presentation Sample Outlines
- 12.5 Effective Sale Presentation
- 12.6 Handling Stage Fright
- 12.7 Preparing Your Speech
- 12.8 Capturing the Audience
- 12.9 Using Gestures to Make the Speech More Effective
- 12.10 Summary
- 12.11 Self Assessment Questions
- 12.12 Reference Books

12.0 Objectives

After completing this unit, you will be able to understand:

- Discuss how to control nervousness and stage fright.
- Different types of patterns used to organize the main body of your speech.
- Prepare business presentation sample outline
- Learn how to capture the audience
- Ability to analyze and plan for writing speech
- Choose precise and appropriate words to convey the correct meaning and therefore communicate effectively

12.1 Introduction

Whether you work in a business organization or an educational institution, it is essential that you possess good public speaking skills. Throughout your career, you are bound to encounter innumerable situations which demand effective presentations. To mention a few, as a team leader you may have to present before the corporate body, a product which your team has brought out; as one of the top administrators of your institution, you may have to present goals, activities, and achievements of your institution to an important visitor; as a project manager you may have to present before a committee, and so on. These situations call for effective memorable presentations. Though these circumstances differ in purpose, the strategies you need to make good presentations do not differ much. As depending upon your purpose-to inform, to analyze, to persuade-you should be flexible enough to adjust to new input and unexpected audience reactions. However, this needs a lot of 'on-the-spot' thinking skills and in-depth knowledge of the subject.

The ability to make effective and memorable presentation is one of the most important qualities you need to develop for a successful career.

12.2 Introduction to a Presentation

The main body, the discussion, or the text part follows the subsequent to introduction and supports your aim or specific purpose. The major points you highlighted in your opening will be expanded upon here. Depending upon your topic, and your introduction, you can choose from any of the following patterns to organize the main body of your speech.

1 Chronological : You can have this pattern for organizing the details which you can arrange sequentially (in the order in which the events occurred or appeared before you). The entire presentation can be arranged chronologically. This method is useful for topics like ‘the profile of your institute’, ‘the changing face of the earth’, ‘history of sports’.

2 Categorical : This is one of the easiest and most commonly adopted patterns for many topics. The entire presentation can be divided into various topics and sub topics arranged on the basis of subordination and coordination. This can be used for topics like ‘the role of advertising’, ‘environmental protection’, ‘importance of professional presentation, etc.

3 Cause and effect : You can adopt this method whenever there exists a cause and effect relationship. Here you have to illustrate and explain the causes of the situation and then focus on the effects. It is relevant for topics like ‘impact of cinema on children’, internet-boon or bane’, ‘smoking in children’, etc.

4 Problem-Solution : Here you divide the presentation into two parts. In the first part describe and analyze the cause and effect of the problem. After the analysis you move on to the main objective of your presentation to suggest or propose a solution to the problem. It is a very helpful and effective way for persuasive presentation. For topics like ‘population explosion’ this method can be used.

You can bolster your argument or ideas by providing examples, illustrations, statistics, testimony, analogy, or definition.

Resist the temptation to include too many points in the body of your speech. Restrict yourself to four or five main points. You can help the audience follow your preparation by summarizing your points as you go along. Every main point is a unit of thought, an essential part of speech. Each point should be clearly stated independent of other main points. Balance the time devoted to each point accordingly.

Plan how you will bridge on link points so that you move smoothly from one part of your presentation to the next. Make use of transitional expressions like therefore; because; in addition to; apart from that; on the contrary; next; etc.

Internal previews, internal summaries and sign posts help not only you in understanding where you are in the speech, but also the audience in grasping the topic better. For example, you can say, ‘before taking you through the advantages of the new appraisal system, let me just recapitulate what I had told you about the existing one. The existing appraisal system, in a nutshell, lacks important aspects such as the candidates’ communication skills, their ability to motivate their subordinates and their analytical capabilities.’ This statement would serve as an internal preview as well as internal summary.

Similarly when you say, ‘There are four advantages, as I had already said. Having discussed the first two of them, let me move on to the third advantage’, the statement would serve as a signpost to tell the audience that you have completed two and there are two more to go.

12.3 Controlling Nervousness and Stage Fright

The presentation is your opportunity to be at your best. If you allow your nervousness to control your presentation, that may be the best dominant impression you have on the audience, blocking out any other positive aspects you may present.

Why do we get nervous? Because of the fear of the unknown. We are seeking approval, but we are unsure of ourselves and how we will be perceived. We are afraid that we will not get approval, and this fear makes us nervous. And to add to the complexity of the problem, our increasing nervousness makes it even more difficult to gain that approval, thereby compounding the basis of our fears. Uncontrolled nervousness can destroy our ability to perform effectively.

Accept that nervousness is very natural. Even the most trained and experienced speakers and entertainers have some level of nervousness. The key to nervousness is to have it work for you not against you. Use

nervousness to your advantage. Nervousness causes our body to produce extra adrenalin and therefore “pumps” us up for the presentation. Without nervousness you would not do as well as you can with nervousness.

The difficult part is to make that nervousness work for you. Become aware of how your body responds to the nervousness and learn to control any negative effects of the nervousness. If, for example, you get extra energy that causes you to walk all over the place during your presentation, become aware of that nervous movement, control it and turn it into meaningful movement. Use it to help display enthusiasm about your subject.

12.4 Business Presentation Sample Outline

An outline is a mechanical framework in which are fitted the bits and pieces of your presentation material. It serves as a guide to show you the right path for your presentation. So spending time in developing an outline never goes waste. In fact, you should use an outline as your ‘script’ is prepared to deviate in response audience feedback.

Suppose you are the project leader of a team, which has taken up a project on developing a new product for the company. You have to present before a committee the new product, which is going to be launched in the market. This may be a 10 minute presentation about the facilities the product offers, its functioning, etc.

Your outline can be in the form of words, phrases, or sentences:

1. Introduction
2. Product Appearance
3. Various Parts
4. Functioning
5. Facilities
6. Conclusion

You may have to work out the sub-headings under each or some of these main topics. But in general business presentations most presentations are divided into 3 main parts (+ questions):

1 Introduction	(Questions)
2 Body	
3 Conclusion	
Questions	

In other words, use the three parts of your presentation to reinforce your message. In the introduction, you tell your audience what your message is going to be. In the body, you tell your audience your real message. In the conclusion, you summarize what your message was.

We will now consider each of these parts in more detail.

Introduction : The introduction is a very important - perhaps the most important - part of your presentation. This is the first impression that your audiences have. You should concentrate on getting your introduction right. You should use the introduction to:

1. Welcome your audience
2. Introduce your subject
3. Outline the structure of your presentation
4. Give instructions about questions

The following table shows examples of language for each of these functions. You may need to modify the language as appropriate.

Function	Possible language
1) Welcoming your audience	<ul style="list-style-type: none"> • Good morning, ladies and gentlemen • Good morning, gentlemen • Good afternoon, ladies and gentleman • Good afternoon, everybody
2) Introducing your subject	<ul style="list-style-type: none"> • I am going to talk today about... • The purpose of my presentation is to introduce our new range of...
3) Outlining your structure	<ul style="list-style-type: none"> • To start with I'll describe the progress made this year. Then I'll mention some of the problems we've encountered and how we overcame them. After that I'll consider the possibilities for further growth next year. Finally, I'll summarize my presentation (before concluding with some recommendations).
4) Giving instructions about questions	<ul style="list-style-type: none"> • Do feel free to interrupt me if you have any questions. • I'll try to answer all of your questions after the presentation. • I plan to keep some time for questions after the presentation.

Body

The body is the 'real' presentation. If the introduction was well prepared and delivered, you will now be 'in control'. You will be relaxed and confident.

The body should be well structured, divided up logically, with plenty of carefully spaced visuals.

Remember these key points while delivering the body of your presentation:

- do not hurry
- be enthusiastic
- give time on visuals
- maintain eye contact
- modulate your voice
- look friendly
- keep to your structure
- use your notes
- signpost throughout
- remain polite when dealing with difficult questions

Conclusion

Use the conclusion to:

1. Sum up
2. (Give recommendations if appropriate)
3. Thank your audience
4. Invite questions

The following table shows examples of language for each of these functions. You may need to modify the language as appropriate.

Function	Possible language
1) Summing up	<ul style="list-style-type: none"> • To conclude... • In conclusion... • Now, to sum up... • So let me summarize/recap what I've said. • Finally, may I remind you of some of the main points we've considered.
2) Giving recommendations	<ul style="list-style-type: none"> • In conclusion, my recommendations are... • I therefore suggest/propose/recommend the following strategy.
3) Thanking your audience	<ul style="list-style-type: none"> • Many thanks for your attention. • May I thank you all for being such an attentive audience.
4) Inviting questions	<ul style="list-style-type: none"> • Now I'll try to answer any questions you may have. • Can I answer any questions? • Are there any questions? • Do you have any questions? • Are there any final questions?

Questions

Questions are a good opportunity for you to interact with your audience. It may be helpful for you to try to predict what questions will be asked so that you can prepare your response in advance. You may wish to accept questions at any time during your presentation, or to keep a time for questions after your presentation. Normally, it's your decision, and you should make it clear during the introduction. Be polite with all questioners, even if they ask difficult questions. They are showing interest in what you have to say and they deserve attention. Sometimes you can reformulate a question. Or answer the question with another question. Or even ask for comment from the rest of the audience.

12.5 Effective Sale Presentation

All professional salespeople have to be involved in a presentation at some time in their sales career

Presentations allow us to: -

- 1 Influence a group of important people.
- 2 Gain consensus and commitment.
- 3 Find out who the real players are and the real status.
- 4 Set ground rules for a major sale.
- 5 Make a lasting impression of professionalism.

When it comes to the enthusiasm that sales professionals have for making a presentation, they broadly fall into four categories:

1. **The Avoider:** An Avoider does everything possible to escape from having to stand in front of an audience; in some drastic cases salespeople may seek positions that do not involve making presentations.
2. **The Register:** A Register is also extremely hesitant of speaking in public, however Registers may not be able to avoid speaking as part of their job but they never encourage it. When they do speak they do so very reluctantly.

3. **The Acceptor:** The Acceptor will give presentations as part of their job but does not seek opportunities to do so. Acceptors occasionally give a presentation and feel they did a good job. They even find that once in a while they are quite persuasive and enjoy the experience.

4. **The Seeker:** A Seeker looks for opportunities to speak. They understand that anxiety can be a stimulant which fuels enthusiasm during a presentation. Seekers work at building their professional communication skills and self-confidence by speaking often.

The reality is, that making presentations is an essential sales skill, Top 5% achievers are very good presenters. Any salesman or woman, who has ambitions to become the best in their sector or industry, will need to ensure that they can deliver dynamic, convincing and professional presentations, whenever they are called upon to do so.

Becoming a Seeker is a pre-requisite to success!

There Are Four Key Elements Of A Successful Presentation:

1. Structure: In preparing for any presentation, there is a simple, yet useful structure:-

(1) **Prospect Need:** It is essential that you consider your prospects/ audience's views because every prospect/audience has a need. Need consists of two parts - symptoms and causes, (through identifying the symptoms we find causes).

(2) **Prospect Advantage**

1. **Main** - This demonstrates how your ideas will meet the needs and resolve the prospects problems
2. **Added** - These are powerful persuasions that explain why your ideas are superior and compelling.

Advantage statements should always be specific

(3) **Your Proposal:** Never assume your audience is as informed about the subject as you are. You must define your proposal by explaining the general pattern to the extent that your audience needs in order for them to understand the message.

(4) **Your Action:**

1. **Present Action** - This is a single immediate action that your audience must initiate.
2. **Future Action** - These will be a series of actions, spread out over a period of time (example: inform departments of order, form consultative groups, finalize policy, implement policy).

Remember: Your ideal presentation will cover the above four steps, however you may change the position of the two pairs according to your audience.

2. Format: The following format will ensure that your presentation is forceful and compact, it will give you control over the content and structure of your message. You will need to adapt the elements so that they can be used in any sequence to fit your presentation agenda and to match that of your audience.

(1) **Opening**

Introduce yourself
Thank your prospects for their time
Build credibility
State your objectives
Confirm the level of commitment you expect
Overview the elements

- (2) **Agenda**
Topics to be covered
- (3) **Overview**
Brief presentation of your prospect's, goals and objectives
- (4) **Review Requirements**
Those identified and agreed at the Exploratory Meeting.
- (5) **Proposal Discussion (Your Solution)**
Highlight features and associate advantages.
- (6) **Benefits**
Translation of advantages into actual prospect's benefits
- (7) **Summarize**
Summarize topics.
- (8) **Question & Answer Session**
Encourage questions to reiterate important points

3. Close: Outline your action plan - what you want your prospects to do base on what you have told them.

4. Message: Your message is the core of your presentation - this is where you must be at your most persuasive. The definition of persuasion is "Causing someone to do something by argument, reasoning or entreaty" Most persuasion requires some form of evidence.

Audiences process information in two ways; by responding emotionally to imagery or by using logic. Therefore you must address both ways of perceiving information and you achieve this by using analogies to appeal to imagery and facts and figures to appeal to logic. You will never control your audience's feelings and actions but you can plant images and create feelings that lead to the actions.

12.6 Handling Stage Fright

Given in below is a simple technique that you can apply to overcome nervousness in any situation. This is known as Rowboat Technique and will help you overcome your fears.

The Rowboat Technique

The Rowboat Technique is a simple contraction of the abdomen in combination with rhythmic breathing that will allow you to fully overcome your nervousness in any situation. The steps are as follows:

- Sit forward in a chair, with arms outstretched as if you are grabbing oars in a rowboat.
- Take a deep breath.
- Slowly pull back your arms and contact the abdomen muscles just below the rib cage.
- As you continue to let out air, roll the contraction of the muscle downward, just above your pelvic region, centering on your naval.
- Keep your muscles tight until all the air has been expelled.
- Count to three (don't breathe in yet), and then inhale deeply.
- Repeat this 2/3 times.

You will find your body completely relaxed. Even if you are not nervous, it is always a good idea to use this technique. This technique is virtually unnoticeable to anyone nearby. Make it a habit to apply this technique several times before going on stage, whether you are feeling nervous or not. The rationale behind this technique is that the muscle contractions prevent the introduction of chemical imbalances into your system that can cause nervousness. The deep breathing helps to dissipate any chemicals that have already been

released. It forces the body to prepare physically for the upcoming task. The body begins to produce endorphins (hormones that produce feeling of elation), which will be needed for the anticipated rowing ahead. And this exercise will give your mind the opportunity to focus positively on the presentation.

12.7 Preparing Your Speech

Writing a speech involves several steps. First step is to find out the broad framework of points or messages that you want to cover in the speech. Then, do own research on the topic, to flesh out this framework with anecdotes, and examples. Then consider the audience for the speech, which can range from a town-hall meeting of community leaders to an international leaders' forum. Then you have to blends the points, themes, positions, and messages with your own research to create an "informative, original and authentic speech" for the audience.

You will organize your speech similar to a story meaning that you need a beginning, middle and an end. You will make a point or state a major idea and then offer supporting evidence.

The outline of your speech may follow one of the following three templates.

1. A chronological outline moves from the past towards the present or future. For example, the director of the hospital may be giving a speech at a fund-raising dinner. The director might talk about the founding of the hospital, the key events in the hospital's history such as the opening of a new cancer wing, and finally the director might describe the current shortcomings or specific treatments that are presently not available.
2. The next type of speech is based on cause and effect relationships. The strategy is to first described the effect and then to explain the possible causes. For example, one might be discussing the effect of global warming. The next step would be to explain the possible causes for temperature change such as increased emissions of coal during the recent industrialization of the Chinese economy. An offshoot of this type of outline is that it first describes a problem and then goes on to propose specific solutions.
3. The comparative outline is often used in business presentations with the objective being to persuade the audience that one plan is better than the other. For example, the outline would compare and contrast different proposals for cutting costs at a company. One proposal might be lay offs while another proposal might be to cut capacity at a manufacturing plant. The outline would first highlight both proposals and then the speaker would try to persuade the audience for why one proposal makes more business sense.

The most important thing to remember when writing the speech is to constantly focus on your main theme. Always ask yourself "what's the point of my speech?" Inexperienced speakers will ramble off topic because they have not distilled a clear message. If you can set out a clear roadmap of your speech that the audience can follow you will improve their retention rate and become a more powerful and memorable speaker.

When you have a subject, focus on the following points:

1. Try and do as much research as you can on the subject. The libraries, the Internet, experts on the subject, newspapers, magazines, even your family are good sources. Try and make notes, even if they are disjointed, after every such interaction.
2. Remember, the audience is not expecting a treatise on the subject. And try as you might, there's going to be at least one person in the audience who knows more than you know!
3. Using the material you have gathered; write out on an essay, as if you have been asked to write an article for a magazine. Remember every speech or every essay has a Beginning, Body, and Conclusion. So, when you write your essay try to sequence it using all the various tidbits of information you have gathered.
4. Read the entire essay once. Use the marker and highlight the main points.
5. Put down the main points on 5"x 3" cards. Number the cards sequence.
6. On the day of the speech, just carry the cards with you.

7. As you stand up to speak and glance at the card, all the matter you have written in your essay about a particular point will come back automatically to you.
8. Do not attempt to learn a speech by heart. Your memory will play tricks on you and you will end up embarrassing yourself.
9. Even if you know a subject very well, the points written on the card will help you to sequence yourself and deliver the best.

For a lot of people, the prospect of standing in front of a group and speaking is actually more terrifying than dying. That's a pretty serious phobia to overcome! However, at some point in your life, whether at school or in the workplace, it is likely that you will be called upon to give a speech. If you are one of the many who dread such a task, fear not.

The following steps will help you feel confident in the writing process that is integral to giving a good speech no matter what the situation may be:

1) Audience. First, determine who your audience is and customize your writing accordingly. High school students hearing about a great literary figure or a historical event will have a somewhat different vocabulary and level of knowledge than would a graduate class in literary analysis. Avoid terms or jargon the first group is unlikely to understand, and don't dumb it down for those who are in the know.

2) Purpose and message. Two things must be settled in your own mind before you are ready to write your speech. First, what is the purpose of your talk? That is, why have you been asked to speak in the first place? If you are an expert in women's literature, for example, you should emphasize your particular background and knowledge, mentioning that what you have to offer is something the audience probably would not be able to hear from anyone else. Secondly, what do you most want audiences to come away with after hearing you? You must decide what your main message will be and continually return to that primary point as you compose your speech. Doing so will help both you and your audience stay focused. As Winston Churchill said:

"If you have an important point to make, don't try to be subtle or clever. Use a pile driver. Hit the point once. Then come back and hit it again. Then hit it a third time with a tremendous whack."

3) Brainstorming. It may take you some time to figure out just what the purpose and main message of your speech will be, especially if you have a lot of diverse knowledge about your subject. Make a list of all the things you might possibly be interested in speaking about. Once the list is in written form, it will be easy to see which points are not likely to fit into your time frame. Probably the biggest problem both writers and audiences face is not too little information, but too much.

4) Categorize. Your brainstorming session should yield several areas that will be subcategories of your main message. You can then move those pieces about like a puzzle, seeing which ones best fit together for your audience. Or think of the categories as stepping-stones. Leaving a gap too large between any two stones will sink not only you but your audience as well. Writing a speech is not all that different from writing a paper. You must have a topic (thesis), provide support, and give a conclusion.

5) Attention grabber. Remember your audience will not be feeling any of the anxiety you are likely to feel. After all, their requirements are few: sitting, listening. It may be tempting for you to launch into the meat of your material, eager to prove that you have something to offer from the get-go. However, do yourself and your audience a favor and have something interesting to say at the beginning—an anecdote, a joke, or a question that will allow them time to settle in and focus.

6) Introduction. After you've grabbed their attention, use the introduction of your speech to let the audience know what to expect. It will help you keep their attention, and they will know that you are unlikely to drone on endlessly. Experts suggest that between three and four topics are advisable along with a conclusion.

7) Body. Sticking firmly to the topics you've introduced will be easier if you create each section like a mini-paper. Have an introduction, main body, and conclusion here as well. No one likes to simply be read

at, so you will help yourself to stay on-topic by having this outline in your memory, on a blackboard, or on a slide. Keep in mind too that all sections need not be equal in length. Spend time deciding and writing the ones that need the most emphasis and do not make a shorter topic longer than it needs to be.

8) Conclusion. This often seems to be the most problematic part for the speechwriter. If you say “finally” or “in conclusion,” be prepared to end the speech pretty quickly. Audiences know that it’s over; to keep going can irritate them and may even lose any good will you’ve accumulated. So take care in your speech writing to draw an apt and memorable conclusion. And *stick* to it!

9) Questions. Be sure to allow enough time for your audience to ask questions. This may also allow you to avoid the dreaded phrases “and another thing” or “I forgot to mention,” pitfalls of stuffing everything into your conclusion. If you have written and delivered your speech effectively, then you and your audience will be pleased to see these other possibilities crop up during question-and-answer period.

10) Practice, practice. Once you have your speech written, practice it several times until you feel comfortable with the entire process. If possible, gather a few trusted friends to listen to you and offer constructive criticism.

12.8 Capturing the Audience

All audiences have one thing in common. They are the receiving end of your communication. They may be your friends, foes, clients, colleagues, sometimes unfamiliar faces, or a medley of all these. The nature of your audience has a direct impact on the strategy you devise for your presentation. Hence it is necessary to have some prior knowledge of the audience’s characteristics. If you know in advance how your audience is likely to react you can structure your presentation and adapt your style to help them feel comfortable. And this could help to capture the audience and you too are less likely to feel distressed by their reactions.

If your target audience is from your own organization, estimate their interests, likes, dislikes, determine their degree of knowledge of the topic, know whether there is hostility toward the topic or toward you, be aware of the gender of the group and approximate ages, and consider the size and composition of the audience. All the above steps are essential because you’ll be gearing the style and content of the speech to your audience’s background, needs, interests, and attitudes.

We communicate to inform, to persuade, or entertain. Whatever may be the purpose give the impression to your audience that you want to share your views with them. Fathom out their experience and knowledge of the subject matter. What do they know about the topic already? What more will they want to know about the topic? What do I want them to know by the end of my task? Then prepare your material accordingly.

At the start of your presentation make eye contact with your audience. This will help you to assess they are excited, resistant, hostile, or dull. Always begin with a smile and greet them in pleasant tone.

If you get the impression that they are not interested in what you are saying try to change your tone. Work to achieve effectiveness in your communication by responding to audience feedback. For example, you must watch for signs that your audience wants to interact, ask questions, or even to end your presentation. Even though they are well educated, don’t go for words rarely used in conversation. Instead of creating a good impression, you will only confuse or irritate the audience. The more meticulous you are in your choice of words, the greater are the effects of your oral presentation. If you feel that audience is not interested in your speech, try to catch their attention by giving it a personal tinge to which they can easily relate. Anecdotes can work wonders for the wandering attention of the audience.

Remember that while a person reading a written report can review what he has read, skip pages and go forward, or stop to ponder the meaning of words, a listener cannot replay what he misses wanders, you must prepare your presentation specifically for listeners. Even before the content is presented, the structure and organization of your presentation must be clear. Key points should be emphasized and repeated at appropriate moments.

The structure of presentation can further be skillfully emphasized by pauses, through interactions with the audience, and through changes in delivery techniques. You can also use visual aids to great effect to hold audience attention and promote understanding.

12.9 Using Gestures to Make the Speech More Effective

Gesture is the movement made by hands, arms, shoulders, head and torso. Adroit gestures can add to the impact of a speech. A Well-timed gesture not only drives a point home but also enhances the impact and adds greater value to what is being said. Similarly, an ungainly gesture (like playing with your keys chain or button) can mar the effectiveness of the message.

Gestures clarify your ideas or reinforce them and should be well suited to the audience and occasion. Gestures are more numerous than any forms of non-verbal communication, and the meanings attached to them are diverse. It has been observed that there are many as 700,000 varied hand gestures alone, (Ray L. Birdwhistell, Introduction to Kinesics, Louisville, Ky. University of Louisville Press, 1952), and the meanings derived from them may vary from individual to individual.

Gestures should not be divert the attention of the listener and distract from your message. Your gesture should be quite natural and spontaneous. Be aware of and avoid irritating gestures like playing with a ring, twisting a key chain, clapping the hands tightly or cracking your knuckles. Gestures can roughly be divided into the following types:

- Enumerative-numbers
- Descriptive-size of the objects
- Symbolic-abstract of concepts
- Locative-location of an object
- Emphatic-emphasis

2.10 Summary

Presentations and speeches play a very significant role in business communication. Hence, at the time of planning for presentation or speech, you must take extra care to define their purpose and relate them to the audience's interest. Business presentations are effective only when they are delivered with a catchy introduction, adequately developed main points, and emphatic conclusion, and also intelligent and focused answers to your audience's queries at the end.

To select an appropriate mode of delivery- prepare a clear outline for your presentation through chalking out all the main topic and sub-topics and meticulously follow the same. The language you use, the visuals you display, your expressions, these all factors contribute significantly to the success. There is no harm in learning the strategies that help you to control nervousness, these strategies if adopted suitably, would enable you to look forward to your presentation rather than shying away from them. You need to focus carefully, respond precisely and control arguments cleverly during the question- answer sessions.

12.11 Self Assessment Questions

- Q1. You are CEO of a multinational company who is looking for new recruits. You want to project the best image of your organization, to make all the prospective employees aware of your company's annual turnover, policies, procedures, etc. You decide on a 15 minutes presentation before you start on the interviews. Now prepare a full text of your presentation, which should contain a catchy introduction, organized main body, and an emphatic conclusion.
- Q2. Prepare a professional presentation on the following topics:
- a) Use of Technology for Effective Communication

- b) Importance of Time Management
 - c) Role of Communication in HRD
 - d) E-marketing
- Q3. Recall any presentation made in front of you. Examine the non-verbal signals/cues sent by him. How do the speaker's gestures, facial expressions, eye contact, and posture contribute to the message? Do these non-verbal signals detract from your confidence in the speaker? Do you detect signs of nervousness? Is there any aspect of his or her delivery that you think the speaker should work on to improve? Explain

12.12 Reference Books

- | | | |
|----|-----------------------------------|-----------------------------------|
| 1. | Meenakshi Raman; Sangeeta Sharma, | Technical Communication. |
| 2. | Murphy, Hildebrandt, Thomas, | Effective Business Communication. |
| 3. | K.K. Sinha, | Business Communication. |

Unit - 13 Presentation Skills

Structure of Unit:

- 13.0 Objectives
- 13.1 Introduction
- 13.2 Elements of Presentation
- 13.3 Preparing for presentation and Rehearsing
- 13.4 Rules for Making Effective Slides (PPT)
- 13.5 How to Present Effectively Through Beginning to End
- 13.6 Disaster Planning
- 13.7 Planning Equipments Need
- 13.8 Summary
- 13.9 Self Assessment Questions
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13.0 Objectives

It is likely sooner or later, you have to give some sort of presentation in your career. Many of us have a fear of presentation and this topic will let you guide and make easier how to make best presentation.

By the end of the reading this topic, you will be able to:

- Prepare and Present a talk
- Deal with both formal and informal Presentations
- Evolve strategies to overcome nervousness
- Project and modulate your voice

13.1 Introduction

What is Presentation

In Business and Administration Communication, Presentations aim at informing, explaining, persuading, and motivating the target audience, towards understanding a defined task/goal. Presentation skills are so important, it helps in Job Hunting, Academia (Crucial to Tenure), Conferences, Seminars, Teaching classes, Industry (Way of Life), Training, Project Reports, Reports to Management and Other like Speaking in church, politics, fund raising, community service, etc.

If you have ever become lost or nervous in the midst of a presentation, you're not alone. Giving presentations is a scary proposition for many people, but with a little practice and preparation, you can confidently deliver engaging, impactful, and insightful messages. The factors that make a high-impact presentation are not as mysterious as you might believe; however, they are more complex than most salespeople realize. Above all, successful presentations begin with intense preparation.

13.2 Elements of Presentation

“Half the world is composed of people who have something to say and can't; the other half have nothing to say and keep saying it.”

Anyone can give a speech. Not everyone can give an effective speech. To give an effective speech there are 6 elements you should consider.

1. **Be Prepared** - Being prepared is by far the most important element. How many times do you practice your speech? As a general rule, you should spend about 30 hours of preparation and rehearsal time for

every hour you will be speaking. Use a tape recorder or videotape yourself. This will help you to get an accurate picture of how you speak.

2. Give of Yourself - Use personal examples and stories in your speech whenever possible. Make sure your stories help to emphasize or support your point. The stories must match your message. Use examples from your personal and professional life to make your point. In either case be willing to give of yourself by sharing some of yourself with the audience.

3. Stay Relaxed - To stay relaxed you should be prepared. Also, focus on your message and not the audience. Use gestures, including walking patterns. Practice the opening of your speech and plan exactly how you will say it. The audience will judge you in the first 30 seconds they see you.

4. Use Natural Humor - Don't try to be a stand up comedian. Use natural humor by poking fun at yourself and something you said or did. Be sure NOT to make fun of anyone in the audience. People will laugh with you when you poke fun at yourself but don't over do it.

5. Plan Your Body & Hand Positions - During the practice of your speech look for occasions where you can use a gesture. Establish three positions where you will stand and practice not only how to move to them but where in your speech do you move. Pick three positions, one on center stage, one to your right, and one to your left. Do not hide behind the lectern. When you do move maintain eye contact with the audience.

6. Pay attention to all details - Make sure you have the right location (school, hotel, room & time). Make sure you know how to get to where you are speaking. Ask how large an audience you will be speaking to. Make sure you bring all your visual aids and plenty of handouts. Arrive early so you can check out where you will be speaking and make any last minute adjustments.

It is very important that you pay attention to even the smallest details. You can never over plan. Remember, "He who fails to plan is planning for failure"

13.3 Preparation of Presentation and Rehearsing

To effectively plan your presentation, focus on the following key factors:

Two of the most memorable speeches in American history are Abraham Lincoln's Gettysburg Address and Martin Luther King Jr.'s "I have a dream" speech. Though these speeches were actually only a few minutes in length, they were powerful because the speakers first prepared diligently, perfecting language, message, and delivery.

Most managers do not have the future of millions of people at stake when they prepare presentations, and as such, they take a cavalier approach to presentation planning, falsely assuming that their social gift of gab will naturally lead to outstanding business presentations. Yet a bad presentation can affect the future of you and your company, so you should take the time to refine your pitch

To make your presentations more meaningful and impactful, begin with the following exercises:

A good presentation is a "POPTA" presentation. "POPTA" means here,

1. Purpose: Brainstorm: Take quiet time to brainstorm and discover every possible benefit provided by your products, your company, and you. You should be able to first dozens of them. This exercise alone should illustrate how important it is to choose which benefit you should discuss during the limited time you have to make presentations. Make a list. This could be a great exercise for sales managers to conduct with their salespeople.

Other way is to go in surrounding environment and learn how the people are living, what are their expectation, what they like, by experiencing this and collection of information, presenter may use this information while his/her speech.

Illustration:

On a topic like “Livelihood of rural family versus urban family”, you have to meet at least five rural (village) family and five urban families, and this experience will help you while presentations:

While gathering information about the livelihood of rural and urban families, one should not ask any silly question, following things should be adhered with:

Do know the background of rural/urban families	Don't become too personal while questioning the head of the family
find out the reason for decreasing the rural families and increasing the urban families	Don't ask on sensitive issues, like about cast, communal
Clarify the advantage and disadvantage	Don't ask any question that may cause to inconvenience
Study the regions/ mention the region name	Don't provide any scope for doubts
Identify the preference of younger generation	Don't repeat anything
Study the role of other media on promoting the urban and rural structure in India	Don't repeat the same sentence and words

Important points to remember:

- a. You need to define your purpose for giving the presentation like to Teach, Persuade, Prove, Review, Expository, Impress, Put to Sleep, Entertain?
- b. Often your goal is a high level overview, even for a technical presentation
- c. Don't tell them everything you did, you'll bore them

2. Organize : Organize your presentation the scope of the presentation in mind. Maintain the repo of research all through and don't go for long and time consuming research. Begin with announcement and understanding the topic like livelihood of rural and urban families and exclude unrelated information from presentation. Determine which benefits are important to pros and consumers. Furthermore, don't assume that, just because a feature is important to a consumer, it will automatically make a builder enthusiastic. If he cannot sell an upgrade for a profit, the feature might be meaningless to him. Some sales brochures are more effective for pros, while others are more consumer-driven. Take time to know the difference.

The organizational process benefits speakers in several ways. It helps them to identify the weakness in the fabric of their logic and any inadequacies in the amount of quality of their evidence. In the well organized presentation, presenter has added advantage of understanding and encourages the listener attentiveness.

In the organizational structure of any presenter, three major presentation play important role—the introduction, the body and the close. Sometimes the above procedure may not helpful in all situations. The other approach is expressed as:

1. Tell them what you are going to tell them
2. Tell them
3. Tell them what you told them,

Important Point to remember:

- a. Always have an outline of your information
- b. Tell them what you're going to tell them, then tell them, what you told them
 - i. Hint: I am doing this for this presentation
- c. Problem then solution

3. **Preparation** : The secret to handling an audience successfully is being able to judge the mood in the room. Preparation is a key factor when presenting any information to an audience.

The simplest form of speech has two essential ingredients:

- (1) A statement or point that require clarification, amplification or proof and
- (2) The materials that clarify, amplify, or prove the statement.

A complex speech is based only on the above two points means you have to prepare in such a way, words speak by you should have the meaning relevant to your speech or your presentation. If it is prepared and understood by you fully, your presentation will get admired.

The most general statement of the speech we shall call the “core statement”; the less general statement is known as “main points” and least general statement are known as “sub-points”.

Illustration:

Core Statement: Prices of petrol hike in all parts of India

Main Point: It has more impact on southern part of India

Subpoint: A. Andhrapradesh more costly

Support: 1. State Finance Minister of Andhrapradesh impose additional turnover tax on petrol
Support : 2. It gives extra revenue to the state government for the development of tourism.

Subpoint: B. Kerla is more costly

Support : 1. Kerla has also impose duty on petrol so that unnecessary consumption of petrol may reduced.

In discussing “The History of Air Travel”, you might develop your material under the following headings or “Main Points”:

- i. Early attempts of flying
- ii. Air travel today
- iii. The future of air travel

Sound structure and organisation are fundamental for successful presentations. So here’s a very simple guide to laying out an effective presentation – either a business presentation or any form of public speaking.

Getting started with a new presentation is always difficult. Whether you want to use a deck of slides or speak using notes then the organisation of your thoughts is critically important.

- i. Here’s an effective first step approach to organising a very simple presentation or speech. At first it seems to owe more to origami than presentation skills...but wait.
- ii. Take a piece of A4 or foolscap paper and fold in half along the long edge. Then fold in half again along the new long edge. And finally fold the paper in half again along the long edge.
- iii. Now, unlike origami, you can unfold the paper which has the outline of 8 squares. Reading left to right and top to bottom you can manage your presentation...just like this one:

Title Name, Job Title, Organisation Date	Outline Why This is Important	Findings and observations	Implications and Consequences
Suggested Approach or Option 1	Suggested Approach or Option 2	Recommendation and Reasons	Next Steps Owners

Very simple indeed and for a short speech or brief presentation it might be all you need.

Your speech pattern should be prepared in three parts:

1. The Introduction
2. The body
3. The Conclusion

Important points to remember always:

- a. An unprepared presenter loses the audience before even starting
- b. Practice makes perfect and builds confidence
- c. Arrive early, make sure everything is set up
- d. Dress appropriately
- e. Better to dress up than down
- f. Slides should be done well in advance

4. Time : As a speaker you are responsible for being at an event and making a presentation at the right time, on the right day on the right subject. That's something you can do with planning – where you have **time to plan**. The five key time imperatives are:

- Time to plan
- Plan to time
- Run to time
- Planning quick time
- Tangent time

Sound timekeeping is essential. Whether it's a Board room presentation, an agency pitch or a conference room address you owe it to the organizers and the audience to start and finish on time. This shouldn't be problematic. You have already rehearsed, and dress rehearsed. You know your lines and you know the subject. You aim to **plan to time** and **run to time**.

The challenge is typically when you start late because of an untoward delay earlier in the event. If an earlier speaker over runs their allotted time or if the Board room discussion goes on longer than planned. In such circumstances you have to speak with the organisers very smartly. You have to know your options. Will lunch be delayed by 15 minutes if you stick to time? Should you run for 25 minutes and not the planned 40 minutes? Does the organiser want you to make up time?

All of these scenarios should be considered. And if the organiser wants you to save some time, then you have to be prepared to do so – without sacrificing the core purpose of your presentation. It's a raw situation. But it's a situation that is replayed every day somewhere in the UK. Your content editing skills might need to be used very quickly. This is **planning quick time**.

As a last note you have to consider the scenario where the organiser asks you to fill a conference agenda for longer than initially planned.

This might not seem as arduous as it first appears; you should always plan for **tangent time**. This is the time that you feel can be given over to explore some content in more detail if you sense that the audience requires it. If your content is clearly working with the audience you might have the opportunity to go into more detail than you had previously anticipated.

So if you have some tangent time prepared then you should be able to work this into your main presentation – thus meeting the organiser's needs.

Important points to remember always:

- a. Be sure you know how much time you have while preparing the presentation
 - Not 5 minutes before you start

- b. It is better to end early than to go over
 - Always have a watch or clock in view
- c. You'll never have enough time to tell everything so stick to the most important
- d. Rule of thumb
 - At most 1 slide per minute of presentation in case of power point presentation
 - Better to plan 2 minutes for each slide in case of power point presentation

5. **Audience :** If you are experiencing sweaty palms, loss of concentration, stomach cramps and any other number of uncomfortable feelings, chances are you are about to face an audience. Whether you are about to face a conference room full of delegates or a small office space of people you know well, you will still want to achieve the same results. You will want to communicate your message effectively, engage the audience and perhaps even make them laugh.

The secret to handling an audience successfully is being able to judge the mood in the room. Preparation is a key factor when presenting any information to an audience. Whenever possible try to arrive at the venue – conference hall or office – with enough time to allow you to gauge the mood in the room. If you are presenting to an audience after someone else has already spoken and set the mood, you will be able to build on the audience's response effectively.

If the audience appears bored before you have even started your message will reach deaf ears. Starting confidently, and stimulating your audience, will create a positive mood and liven up the room. This will increase interest in the message you are about to deliver.

Spotting the Signs

- Once you know what to look for it is easy to spot signs of interest in an audience. Smiling, nodding or leaning forward all indicates that a person is interested in you and what you are trying to say. Engaging a person who shows any of these positive signs will help you effectively communicate your message.
- Negativity often manifests in a closed posture – arms folded, legs crossed and an impassive facial expression. Leaning over and talking to a neighbour also shows signs of disinterest in your presentation. However, a lone negative sign may not be a true reflection of lack of interest, so check the whole picture before dismissing.

Dealing with Questions

You have engaged your audience successfully and are in full flow. What do you do when someone unexpected asks a question? Learning to cope with the unexpected will ensure you are armed with confident responses to whatever an audience can throw at you. Carefully researching your subject or message, drafting your speech and presenting a confident stance will help you overcome any difficulties that may arise. Dealing with individual questions, and providing additional information will generally enable you to deal with any question or query from the audience.

- Always think before you speak. Pausing to absorb the question will allow you sufficient time to come up with a suitable answer.
- Control your audience by making sure questions are asked one at a time.
- Keep your answers short and to the point.
- Be ready to divert hostile questions back to the audience. Remaining confident and calm will enable you to win the audience over with your knowledge.

Silence is Golden

Dealing with an unresponsive audience can be a little disconcerting. Finding common ground with the members of your audience will enable you to engage them in providing some kind of response. Use your

experience of past presentations, speeches or occasions to coax your audience into asking questions. Questions are important because they provide access to further information, so it is important that you allow time for questions from your audience even if you are certain none are forthcoming.

Important points to remember always:

- a. Be sure you know your audience well
- b. Tailor presentation to your audience
 - Failure to do this is probably the biggest mistake people make
 - You should never give the same presentation twice
- c. Are there multiple audiences?
 - If so, direct different slides to different audiences
- d. Watch the audience for clues

Activity A:

Select two students from classroom. Let **One** student come out with a bad presentation. Let him not to follow any of the criteria required for a good presentation and present it to the class. Let the class listen and note down all the lapses and give feedback.

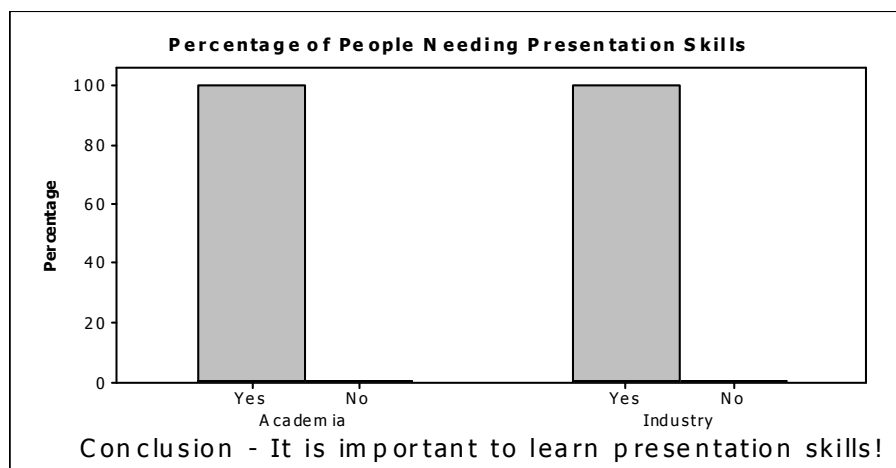
Let **Other** student come prepared with an excellent presentation. Let the class listen attentively and give feedback about all the positive points in the presentation.

13.4 Rules for Making Effective Slides (PPT)

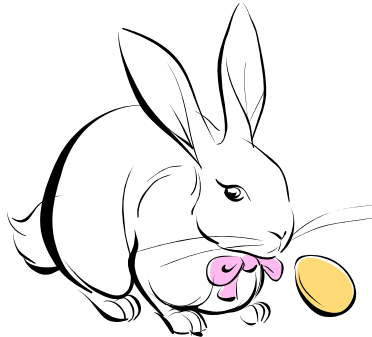
Slide Do's and Don'ts

One person has to remember that PowerPoint doesn't give presentations, PowerPoint makes slides from microsoft.com website

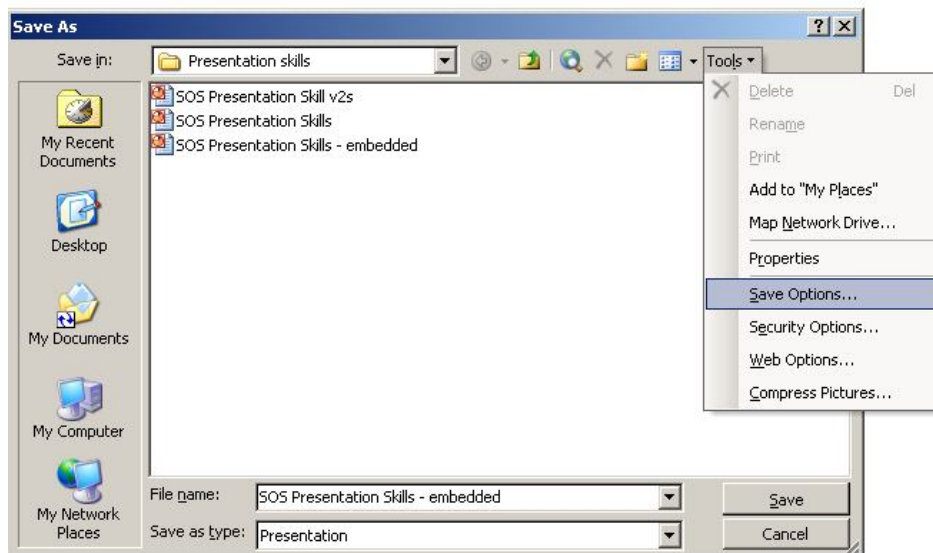
- Your comments should be more compelling than the slides
- You shouldn't put everything on the slide
- Do include 50% white space
- Do make it obvious which section of your outline you're in
- Do make each slide stand on its own
 - Generally 1 main point for each slide
- Do use animation
 - Don't overuse it
 - Makes it difficult and annoying to navigate
- Do include written conclusion for every graph
 - Don't forget to add meaningful labels, titles, captions, etc. to graphs



- Don't use yellow text
 - Do use dark text and bold
- Do use formatting and color to emphasize (e.g. POPTA)
- Don't include unrelated pictures



- Don't include periods at the end of a bullet.
- Don't do proofs
- Do include a journal name with a reference
 - Jensen, Jones-Farmer, Champ, and Woodall (2006, Journal of Quality Technology)
- Don't do serif fonts (like Times New Roman)
- Do use sans serif fonts (like Arial)
 - or Tahoma
- Do save your file using “embedded fonts”
 - File menu->Save As->Tools (in upper right hand corner)->Save Options->Embed True Type Fonts



- Don't just copy formulas and equations from your work (dissertation, paper, etc.)
 - Also known as “equationitis”
 - Do use formulas and equations sparingly
 - Do explain all notation used

$$\sum_{i=1}^m \hat{b}_i = \sum_{i=1}^m \left[DZ_i' V_i^{-1} \left(y_i - X_i \hat{\beta}_{MIX} \right) \right]$$

$$T_{2,i,MIX}^2 = (\hat{\mathbf{b}}_{i+1} - \hat{\mathbf{b}}_i)' \left[\frac{\sum_{i=1}^{m-1} (\hat{\mathbf{b}}_{i+1} - \hat{\mathbf{b}}_i)' (\hat{\mathbf{b}}_{i+1} - \hat{\mathbf{b}}_i)}{2(m-1)} \right]^{-1} (\hat{\mathbf{b}}_{i+1} - \hat{\mathbf{b}}_i)$$

- Do check your spelling for mistakes
 - Typos instantly destroy credibility and convey lack of preparation
 - Do have someone else read through presentation
- Do acknowledge previous work and help
- Do use a template if using PowerPoint
- Do put title slide at the end
- Do use a light background like this
- Don't use a dark background like this
 - Even if using a lighter font color
 - Harder to read, especially from the back
 - More likely to put people asleep
 - Handouts often don't look very good
- Do use occasional “spice” or “pace breakers”
 - Humor
 - Pictures
 - Sound
 - Animation
 - Surveys
 - Quizzes
 - Videos
 - Physical Objects
 - Top Ten Lists
 - Questions (Not just Yes/No)

For example . . .

A pace breaker can do this for your audience



Handouts

- Use them if they help achieve your objective
 - Especially for technical presentations
 - Greatly increases retention
- Often best to pass out at the end
 - You want to keep the audience engaged

Navigation in PowerPoint

- Always go through your presentation in slide show mode before giving it
 - Multiple times
- Use keyboard short cuts, not the mouse
- F1 (in slide show mode)
 - To bring up the list of all shortcut keys (Escape to hide the list)
 - Use this while practicing to help you learn the navigation
- To start slide show mode
 - F5 (Automatically takes you to start of presentation)
- To end slide show mode
 - Escape
- Home
 - To go to the beginning slide
- End
 - To go to last slide
- Type the slide #, then Enter
 - To jump to any particular slide
- B
 - Black screen
- W
 - White screen

13.5 How to Present Effectively throughout Beginning to End

- Always go through your presentation in slide show mode before giving it
- Multiple times
- Use keyboard short cuts, not the mouse
- F1 (in slide show mode)
 - To bring up the list of all shortcut keys (Escape to hide the list)
 - Use this while practicing to help you learn the navigation
- Always go through your presentation in slide show mode before giving it
 - Multiple times
- Use keyboard short cuts, not the mouse
- F1 (in slide show mode)
 - To bring up the list of all shortcut keys (Escape to hide the list)
 - Use this while practicing to help you learn the navigation
- To start slide show mode
 - F5 (Automatically takes you to start of presentation)
- To end slide show mode
 - Escape
- Home
 - To go to the beginning slide
- End
 - To go to last slide
- Type the slide #, then Enter
 - To jump to any particular slide

- B
 - Black screen
- W
 - White screen
- Don't read or "parrot" the slides
 - Otherwise, why give a presentation?
- Do use the slides as a cue
 - Let audience read
- Do use pointers sparingly
 - They magnify nervousness
 - Create slides and use animation that emphasize your points
- Don't read or "parrot" the slides
 - Otherwise, why give a presentation?
- Do use the slides as a cue
 - Let audience read
- Do use pointers sparingly
 - They magnify nervousness
 - Create slides and use animation that emphasize your points
- Do plan breaks for longer presentations
 - 10 minutes for every hour
- Do be passionate about the topic
 - Have fun, this is your opportunity
 - If your audience doesn't know why your topic is important, you've lost them
- Don't forget to practice
 - Record yourself, tape yourself, or use a mirror
 - Reading through slides does not count as practice
- Do relax, use nerves to your advantage
 - Breathe deeply, pause as needed
 - Don't go too fast
 - Do watch out for mannerisms
 - "Um . . um"
- Do empty your pockets and hands
- Don't point at computer, point at the screen
- Do use body language to help make a point
 - Purposeful movements
- Do use appropriate posture
 - Don't slouch
 - Sitting implies informality
- Do move around if possible
 - Don't pace
 - Don't be hyperactive
 - Center yourself, rearrange setup if needed

- Do face audience more than slides
 - Don't talk to the screen or wall
- Do vary your voice
 - Don't speak in monotone
 - Most people speak too soft, not too loud
- Do memorize slide numbers for key slides
 - Or transition points
- Do get honest feedback from someone you trust
- Don't forget to smile

Handling Questions

- Welcome them
 - Lots of questions are either a sign of:
 - > Interest in what you are talking about
 - Audience internalizing
 - > Failure to communicate an idea
 - Meaning that the person still wants to understand
- Always repeat the question
 - For you to make sure you understood it
 - For audience to make sure they heard it
- Answer the question to the audience
 - Then check back to the individual for confirmation
- Don't be afraid to say "I don't know"
 - Better than mumbling or fumbling an answer

Activity B :

Plan a 10 minute presentation on a topic or project you are aware of, have participated in. for eg.: a hobby or subject of personal interest and complete the following activity:

Analyse your audience

Clarify your objective

Limit and Organise your content

Prepare Visual Aids (Decide what medium to use for your presentation)

13.6 Disaster Planning

Facing audience, always reproduce a little nervousness and if you are able to manage this nervousness you will likely makes a superb presentation. If your nervousness s obvious in shaky hands or thin, cracking voice, some members of the audience will also feel uncomfortable and will focus on the symptoms of your nervousness rather than on your message.

Addressing an audience, you should develop the following habits that will help you gain control,

- Make time to rehearse
- Warm up with tension relaxation exercise
- Breath deeply
- Maintain eye contact
- Drink water
- Practice, practice and practice.

Make Time to Rehearse: If you are not fully prepared, you will feel panic while facing an audience. You should prepare a time plan and organize your points, to create visual aids and importantly to rehearse and rehearse many times.

Do the trial presentation in front of peers, you should be more confident presenting to your final audience.

Warm up with tension-relaxation exercise: Science says that muscles relax more completely once they have been fully contracted, so, if you feel stiffness in your neck, shoulders, arms and hands then relax them fully. You are less likely to shake or cramp.

So do the exercise of relax

Begin with a smile: Smiling face synonyms of charisma personality, so if you start your speech with smiling face that helps you comfortable presentation.

Breath Deeply: Couple of deep breath just before the beginning to speak will give you immense confidence and pleasure.

Make eye contact: Make eye contact with one person for a few second before moving to the next person, by reducing stimulus, you reduce panic.

Drink Water: A sip of water will help you to regain your composure because swallowing is a tension-relaxation exercise. :

Practice. Practice and practice: Practice makes man perfect, if you develop the above habits, that will increase your confidence, repeated opportunities.

13.7 Planning Equipments Need

Select the technology that best suits the image you want to project. High-tech does not necessarily mean high impact. For example, for an informal in-house presentation, the overhead projector may be appropriate, however, if you have a complex message which you need to present simply and effectively to a key audience, slide technology, complete with audio support, may be the best option.

As a guide, when you're planning your equipment needs, the most commonly used presentation support equipment includes:

- an overhead projector or slide projector
- slides
- video & LCD projection equipment
- projection screens
- spare projector bulbs
- a whiteboard and/or paper

Using a simple desktop or laptop computer, an infinite variety of words and images, including photographs, drawings, different typefaces and graphs can be easily combined into an exciting and interesting presentation. Any image on your computer monitor — be it a chart, picture or text, can be produced as a high-resolution slide within a day.

Activity C:

Select a topic, discuss among your friend. Prepare Power point presentation and present this in front of your friends, take the suggestion, improve the slides again rehearse and rehearse many times and present the topic in front of 60 students in similar fashion repeat this presentation in seminar and conferences. Find the difference, definitely your name will be among best presenter.

13.8 Summary

Final thoughts

- POPTA
- Good slides go a long way
- Practice, practice, practice
- Remember that the audience wants you to succeed
- Use other resources (Books, web, etc.)

Anyone can learn to be a better presenter!

13.9 Self Assessment Questions

1. What is presentation?
2. What are the elements of presentation?
3. What is “POPTA”. How does it help while preparing your presentation?
4. What are things to do and don’t during slide presentation?
5. What s disaster planning? How does one can manage disaster during the presentation?
6. What are the things to included and excluded during slide presentation?
7. Name the equipment or technology to be needed during the presentation, which help you to present your presentation better?
8. What are the things to be remembered always while handling the questions at the end of your presentation?

13.10 Reference Books

1. S.K. Agrawal and P.K.Singh, Effective Business Communication, Himanshu Publication
2. Homai Pradhan, N.S. Pradhan, Business Communication, Himalya Publishing House
3. Raymond V. Lesikar, Marie E. Flattey, Basic Business Communication, Tata Mc Graw-Hill Publishing Company Ltd.
4. Business Communication, Icfai center for management research, Hyderabad
5. The complete Manager, Life skills for success, ICFAI, Hyderabad.

Unit - 14 Group Discussion Skills

Structure of Unit:

- 14.0 Objectives
- 14.1 Introduction
- 14.2 Features of Group Discussion
- 14.3 Types of Group Discussion
- 14.4 Preparing for a Group Discussion
- 14.5 Strategies for Improving GD Skills
- 14.6 Use of Effective Body Language in Group Discussion
- 14.7 Summarisation of Group Discussion
- 14.8 Advantages and Disadvantages of Group Discussion
- 14.9 Debate vs. Group Discussion
- 14.10 Sample Group Discussion
- 14.11 Summary
- 14.12 Self Assessment Questions
- 14.13 Reference Books

14.0 Objectives

After completing this unit, you will be able to understand meaning, purpose of group discussion, tips and strategies for effective group discussion. Difference between discussion and debate. What should do and do not do in GD. Some common mistakes of group discussion.

14.1 Introduction

A Group discussion is a methodology used by an organization to gauge whether the candidate has certain personality traits and/or skills that it desires in its members. In this methodology, the group of candidates is given a topic or a situation, given a few minutes to think about the same, and then asked to discuss it among themselves for 15-20 minutes.

Some of the personality traits the GD is trying to gauge may include:

- Ability to work in a team
- Communication skills
- Reasoning ability
- Leadership skills
- Initiative
- Assertiveness
- Flexibility
- Creativity
- Ability to think on ones feet

While selection tools and techniques like tests, interviews etc. provide good data about an individual, they fall short in providing real life data of how an individual would be performing in a real life situation especially a group situation. Team work being an integral part of the BPO work profile, it is important to ascertain group and inter-personal qualities of an individual. Group discussion is a useful tool to ascertain these qualities and many organizations use GDs as a selection tool along with Personal Interviews, aptitude tests

etc. A GD is an activity where groups of 8-10 candidates are formed into a leaderless group, and are given a specific situation to analyse and discuss within a given time limit, which may vary between twenty minutes and forty-five minutes, or they may be given a case study and asked to come out with a solution for a problem, they may be given a topic and are asked to discuss the same.

A group discussion consists of:

1. Communication Skills
2. Knowledge and ideas regarding a given subject
3. Capability to co-ordinate and lead
4. Exchange of thoughts
5. Addressing the group as a whole
6. Thorough preparations

Communication Skills

The first aspect is one's power of expression. In a group discussion, a candidate has to talk effectively so that he is able to convince others. For convincing, one has to speak forcefully and at the same time create an impact by his knowledge of the subject. A candidate who is successful in holding the attention of the audience creates a positive impact.

It is necessary that you should be precise and clear. As a rule evaluators do not look for the wordage produced. Your knowledge on a given subject, your precision and clarity of thought are the things that are evaluated. Irrelevant talks lead you nowhere. You should speak as much as necessary, neither more nor less. Group discussions are not debating stages.

Ability to listen is also what evaluator's judge. They look for your ability to react on what other participants say. Hence, it is necessary that you listen carefully to others and then react or proceed to add some more points. Your behavior in the group is also put to test to judge whether you are a loner or can work in a group.

You should be able to convey your thoughts satisfactorily and convincingly before a group of people. Confidence and level headedness in doing so is necessary. These add value to your presentation. In case you are not good at it, you might gain by joining an institute that offers specialized courses in public speaking. For instance, British Council Division's English Language Teaching Centre offers a wide range of courses like conversation skills, business communication skills, business writing, negotiation skills and presentation skills. Mostly people attend these courses to improve their communication skills. Students here are involved in activities which use communication skills and teachers provide inputs, monitor and facilitate the classes. The course at the Centre makes you confident enough to speak before people without any nervousness.

Knowledge and Ideas Regarding a Given Subject

Knowledge of the subject under discussion and clarity of ideas are important. Knowledge comes from consistent reading on various topics ranging from science and technology to politics. In-depth knowledge makes one confident and enthusiastic and this in turn, makes one sound convincing and confident.

Leadership and Coordinating Capabilities

The basic aim of a group discussion is to judge a candidate's leadership qualities. The examiner withdraws and becomes a silent spectator once the discussion starts. A candidate should display tactfulness, skill, understanding and knowledge on varied topics, enterprise, forcefulness and other leadership qualities to motivate and influence other candidates who may be almost equally competent.

Exchange of Thoughts

A group discussion is an exchange of thoughts and ideas among members of a group. These discussions are held for selecting personnel in organisations where there is a high level of competition. The number of participants in a group can vary between 8 and 15. Mostly a topic or a situation is given to group members who have to discuss it within 10 to 20 minutes.

The purpose is to get an idea about candidates in a short time and make assessments about their skills, which normally cannot be evaluated in an interview. These skills may be team membership, leadership skills, listening and articulation skills.

A note is made of your contributions to the discussion, comprehension of the main idea, the rapport you strike, patience, assertion, accommodation, amenability, etc. Body language and eye contact too are important points which are to be considered. .

Addressing the Group as a Whole

In a group discussion it is not necessary to address anyone by name. Even otherwise you may not know everyone's names. It better to address the group as a whole.

Address the person farthest from you. If he can hear you everyone else too can. Needless to add, as for the interview, attend the group discussion in formal dress. The language used should also be formal, not the language used in normal conversations. For instance, words and phrases like "yar", "chalta hai", "CP", "I dunno", etc. are out. This is not to say you should use a high sounding, pedantic language. Avoiding both, just use formal, plain and simple language. Hinglish, (mixture of Hindi and English) should be discarded.

Confidence and coolness while presenting your viewpoint are of help. See that you do not keep repeating a point. Do not use more words than necessary. Do not be superfluous. Try to be specific. Do not exaggerate.

Thorough Preparation

Start making preparations for interview and group discussions right away, without waiting till the eleventh hour, this is, if and when called for them. Then the time left may not be adequate. It is important to concentrate on subject knowledge and general awareness. Hence, the prime need for thorough preparation. Remember, the competition is very tough. Only 460 candidates make it to the final list from 2.75 lakh civil service aspirants each year.

It may so happen that you are called for interviews and group discussions from three or four organizations but are not selected by any. The reason obviously lies in your not being well-prepared.

In a group discussion you may be given a topic and asked to express your views on it. Or in a case study GD, students have to read a case study and suggest ways of tackling the problem. For this you should have a good general knowledge, need to be abreast with current affairs, should regularly read newspapers and magazines. Your group behaviour and communication skills are on test, i.e. how you convince the others and how clearly you are able to express your points of view. You should be articulate, generate ideas, not sound boring, should allow others to speak, and adopt a stand on a given subject. During the course of the GD this stand can even be changed, giving the impression that you are open to accommodate others' viewpoints.

Reasons for having a GD

- 1 It helps to understand a subject more deeply.
- 2 It improves ability to think critically.
- 3 It helps in solving a particular problem.
- 4 It helps the group to make a particular decision.

- 5 It gives the chance to hear others' ideas.
- 6 It improves listening skills.
- 7 It increases confidence in speaking.
- 8 It can change attitudes.

14.2 Features of Group Discussion

Group Discussion, as the name itself indicates is a group activity carried out by participating individuals. It is an exchange of ideas among the individuals of a group on a specific topic. It is used as reliable, testing device - mainly as a tool to assess all the candidates in a group at one go -in order to select the best in comparative perspective. Group Discussion is an informal discussion in which participants of the same educational standard discuss a topic of current interest. It is also known as leaderless discussion. It means its aim is to find out the natural leadership level of the candidates. Strictly speaking, no one from the group or outside will be officially designated as leader or president or chairman or anything of the sort. Even the examiner or supervisor who launches the discussion will retire to the background. No one will participate or intervene in the deliberations of the group

14.3 Types of Group Discussion

GDs can be topic-based or case-based. Topic based Gds can be classified into three types:

1. Factual Topic
2. Controversial Topics
3. Abstract Topics

Factual Topics:

Factual topics are about practical things, which an ordinary person is aware of in his day-to-day life. Typically these are about socio-economic topics. These can be current, i.e. they may have been in the news lately, or could be unbound by time. A factual topic for discussion gives a candidate a chance to prove that he is aware of and sensitive to his environment.

E.g. The education policy of India, Tourism in India, State of the aged in the nation.

Controversial Topics:

Controversial topics are the ones that are argumentative in nature. They are meant to generate controversy. In GDs where these topics are given for discussion, the noise level is usually high, there may be tempers flying. The idea behind giving a topic like this is to see how much maturity the candidate is displaying by keeping his temper in check, by rationally and logically arguing his point of view without getting personal and emotional.

E.g. Reservations should be removed, Women make better managers.

Abstract Topics:

Abstract topics are about intangible things. These topics are not given often for discussion, but their possibility cannot be ruled out. These topics test your lateral thinking and creativity.

E.g. A is an alphabet, Twinkle twinkle little star, The number 10

Case-based group discussion:

Another variation is the use of a case instead of a topic. The case study tries to simulate a real-life situation. Information about the situation is given it is asked as a group to resolve the situation. In the case study there are no incorrect answers or perfect solutions. The objective in the case study is to get you to think about the situation from various angles.

Activity A:

In your home, class room or any other place identify type of group discussion.

14.4 Preparing for a Group Discussion

While GD reflects the inherent qualities of an individual, appearing for it unprepared may not promise well for the apparent. These tips would help to prepare for GDs:

Reading: This is the first and the most crucial step in preparation. This is a never ending process and the more one read, the better would be in thoughts. While one may read anything to everything, it must ensure that one is in good touch with current affairs, the debates and hot topics of discussion and also with the latest in the IT and ITES industry. Chances are the topics would be around these. Read both for the thoughts as well as for data. Also read multiple view points on the same topic and then create point of view with rationale. Also create answers for counter arguments for your point of view. The electronic media also will be of good use here.

Mocks: Create an informal GD group and meet regularly to discuss and exchange feedback. This is the best way to prepare. This would give a good idea about thoughts and how well can one convince. The better perform in these mocks the better would be chances to perform on the final day. Also try to interact and participate in other GD groups. This will develop a skill to discuss with unknown people as well.

During the Group Discussion: Some of the qualities assessed in a GD are:

Leadership Skills - Ability to take leadership roles and be able to lead, inspire and carry the team along to help them achieve the group's objectives.

Communication Skills - Candidates will be assessed in terms of clarity of thought, expression and aptness of language. One key aspect is listening. It indicates a willingness to accommodate others views.

Interpersonal Skills - People skills are an important aspect of any job. They are reflected in the ability to interact with other members of the group in a brief situation. Emotional maturity and balance promotes good interpersonal relationships. The person has to be more people centric and less self-centered.

Persuasive Skills - The ability to analyze and persuade others to see the problem from multiple perspectives.

GD is a test of ability to think, analytical capabilities and ability to make point in a team-based environment. These are some of the sub-skills that also get assessed with the skills mentioned above:

- 1 Clarity of thought
- 2 Group working skills (especially during a group task of case study discussion)
- 3 Conflict handling
- 4 Listening and probing skills
- 5 Knowledge about the subject and individual point of view
- 6 Ability to create a consensus
- 7 Openness and flexibility towards new ideas
- 8 Data based approach to decision making

While, it is not possible to reflect all these qualities in a short time, one would do well if he/she is able to show a couple or more qualities and avoid giving negative evidence on others.

14.5 Strategies for Improving GD Skills

Following are some strategies for improving group discussion skills:

Observe

- 1 Attend as many seminars and tutorials as possible and notice what others do. Ask yourself:
- 2 How do others make critical comments?
- 3 How do they ask questions?
- 4 How do they disagree with or support arguments?
- 5 What special phrases do they use to show politeness even when they are voicing disagreement?
- 6 How do they signal to interrupt, ask a question or make a point?

Practice

Start practicing discussion skills in an informal setting or with a small group. Start with asking questions of fellow students. Ask them about the course material. Ask for their opinions. Ask for information or ask for help.

Participate

Take every opportunity to take part in social/informal discussions as well as more structured/formal discussion. Start by making small contributions to tutorial discussions; prepare a question to ask, or agree with another speaker's remarks.

Discussion Etiquette:

Do:

- 1 Speak pleasantly and politely to the group.
- 2 Respect the contribution of every speaker.
- 3 Remember that a discussion is not an argument. Learn to disagree politely.
- 4 Think about contribution before you speak. How best can you answer the question/ contribute to the topic?
- 5 Try to stick to the discussion topic. Don't introduce irrelevant information.
- 6 Be aware of about body language when speaking.
- 7 Agree with and acknowledge what find interesting.

Don't

- 1 Lose temper. A discussion is not an argument.
- 2 Shout. Use a moderate tone and medium pitch.
- 3 Use too many gestures when you speak. Gestures like finger pointing and table thumping can appear aggressive.
- 4 Dominate the discussion. Confident speakers should allow quieter students a chance to contribute.
- 5 Draw too much on personal experience or story. Although some tutors encourage students to reflect on their own experience, remember not to generalise too much.
- 6 Interrupt. Wait for a speaker to finish what they are saying before you speak.

Leading a Discussion

You may be in a seminar group that requires you to lead a group discussion, or lead a discussion after an

oral presentation. You can demonstrate leadership by:

- 1 Introducing yourself and the members of the group
- 2 Stating the purpose of the discussion
- 3 Inviting quiet group members to speak
- 4 Being objective
- 5 Summarizing the discussion

Chairing a Group Discussion

When chairing a discussion group you must communicate in a positive way to assist the speakers in accomplishing their objective. There are at least four leadership skills you can use to influence other people positively and help your group achieve its purpose. These skills include:

- 1 Introducing the topic and purpose of the discussion,
- 2 Making sure all members have approximately the same time, (i.e. no one dominates the discussion by taking too much time)
- 3 Thanking group members for their contribution
- 4 Being objective in summarizing the group's discussion and achievements.

GD Mistakes

Here's a list of the most common mistakes made at group discussions:

Emotional outburst

Pooja was offended when one of the male participants in a group discussion made a statement on women generally being submissive while explaining his point of view. When Pooja finally got an opportunity to speak, instead of focusing on the topic, she vented her anger by accusing the other candidate for being a male chauvinist and went on to defend women in general.

What Pooja essentially did was to

- 1 Deviate from the subject.
- 2 Treat the discussion as a forum to air her own views.
- 3 Lose objectivity and make personal attacks.
- 4 Her behavior would have been perceived as immature and demotivating to the rest of the team.

Quality Vs Quantity

Rahul believed that the more he talked, the more likely he was to get through the GD. So, he interrupted other people at every opportunity. He did this so often that the other candidates got together to prevent him from participating in the rest of the discussion.

- 1 Assessment is not only on your communication skills but also on your ability to be a team player.
- 2 Evaluation is based on quality, and not on quantity. Your contribution must be relevant.
- 3 The mantra is "Contributing meaningfully to the team's success." Domination is frowned upon.

Egotism Showing off

Ravi was happy to have got a group discussion topic he had prepared for. So, he took pains to project his vast knowledge of the topic. Every other sentence of his contained statistical data - "20% of companies; 24.27% of parliamentarians felt that; I recently read in a Jupiter Report that..." and so on so forth. Soon, the rest of the team either laughed at him or ignored his attempts to enlighten them as they perceived that he was cooking up the data.

- 1 Exercise restraint in anything. You will end up being frowned upon if you attempt showing-off your knowledge.
- 2 Facts and figures need not validate all your statements.
- 3 It's your analysis and interpretation that are equally important - not just facts and figures.
- 4 You might be appreciated for your in-depth knowledge. But you will fail miserably in your people skills.

Such a behavior indicates how self-centered you are and highlights your inability to work in an atmosphere where different opinions are expressed.

Get noticed - but for the right reasons

Naveen knew that everyone would compete to initiate the discussion. So as soon as the topic - "Discuss the negative effects of India joining the WTO" - was read out, he began talking. In his anxiety to be the first to start speaking, he did not hear the word "negative" in the topic. He began discussing the ways in which the country had benefited by joining WTO, only to be stopped by the evaluator, who then corrected his mistake.

- 1 False starts are extremely expensive. They cost you your admission. It is very important to listen and understand the topic before you air your opinions.
- 2 Spending a little time analyzing the topic may provide you with insights which others may not have thought about. Use a pen and paper to jot down your ideas.
- 3 Listen! It gives you the time to conceptualize and present the information in a better manner.

Some mistakes are irreparable. Starting off the group discussion with a mistake is one such mistake, unless you have a great sense of humor.

Managing one's insecurities

Shrubhi was very nervous. She thought that some of the other candidates were exceptionally good. Thanks to her insecurity, she contributed little to the discussion. Even when she was asked to comment on a particular point, she preferred to remain silent. Your personality is also being evaluated. Your verbal and non verbal cues are being read. Remember, you are the participant in the GD; not the evaluator. So, rather than evaluating others and your performance, participate in the discussion. Your confidence level is being evaluated. Decent communication skills with good confidence is a must to crack the GDs. Focus on your strengths and do not spend too much time thinking about how others are superior or inferior to you. It is easy to pick up these cues from your body language. Knowledge is strength. A candidate with good reading habits has more chances of success. In other words, sound knowledge on different topics like politics, finance, economy, science and technology is helpful. Power to convince effectively is another quality that makes you stand out among others. Clarity in speech and expression is yet another essential quality. If you are not sure about the topic of discussion, it is better not to initiate. Lack of knowledge or wrong approach creates a bad impression. Instead, you might adopt the wait and watch attitude. Listen attentively to others, may be you would be able to come up with a point or two later.

Activity B:

Suppose you are asked to speak on woman reservation bill in a group, what would be your strategy?

14.6 Use of Effective Body Language in Group Discussion

There are many group discussion tips that one needs to gather. Gathering information of body language principles, dressing style and usage of words can be done by noticing peers or participating on the podium level. Make it a habit to speak publicly and take part in extempore speeches and on the stage activities. This will expose you well to stand in front of the crowd and hold fort. Body language is something which people rarely talk about but expressions speak the most. Many times we can gauge by a smile or a frown about the words that are not expressed by the tongue. If you always had a very formal look and a prim and proper image then there is a need to sober down. Too much of high headed assertiveness and you will end up making people avoid you. At the same time, prior to a group discussion you can be friendly with others but judge them as acquaintances. This kind of decorum is required for being a professional. Do not divulge personal details and be general in your opinion. Do not brag about your achievements and be to the point when questions are asked. It is true that eyes are mirror of the soul. The facts about negative emotions, confusion, not understanding, lying, distracted, non interest and anger is very well expressed with eyes. If you look away in airy fairy manner it clearly suggests you do not comprehend the topic of group discussion. If you are looking around desperately with shifty eyes it also indicates you are looking for help and cues to speak something. If you feel alienated which you have made obvious by taking the corner most seat, then you have to express well with clear eye contact with the moderator as well as the other participants. Eye brows need to be relaxed; quizzical looks and raised eye brows are dramatic and can be interpreted in the wrong manner.

The biggest problem is what to do with your hands and toes. Drumming the hand rest or picking for treasures on the chair is disgusting. This clearly indicates a restless attitude and unable to concentrate feeling. Toes if pointed to the ground indicate anxiety. If you are habitual of playing an imaginary flute with your fingers or holding your fists tight these are well noticed by the other observers in the jury. Practice a formal smile and please be natural. Wear comfortable clothes and be yourself. If the interiors are not air conditioned, sweating can be uncomfortable and also unsightly. Wear a good pair of shoes and socks. If it is a rainy day and your dress is smudged, be natural as the interviewee definitely understands your peril. Hence choose a drip easy garment and choose open sandals. Arrange your file well and avoid all accidents.

Do not cross your arms or your legs. Stop tap dancing or pulling your cheek. Another gesture is doodling with your pen or sticking it constantly all over your face especially the chin and cheek. These are regarded as truly unprofessional and noticed by peers. Shoulders should be square and drooping indicates low self esteem or unsure feeling. There are many people who are highly intellectual but fail to make it big only due to their unwillingness to change and learn the right norms in body language. Be natural and sincere is the final key to success.

14.7 Summarisation of Group Discussion

Most GD does not really have conclusions. A conclusion is where the whole group decides in favor or against the topic. But every GD is summarized. You can summaries what the group has discussed in the GD in a nutshell.

Keep the following points in mind while summarizing a discussion:

- 1 Avoid raising new points.
- 2 Avoid stating only your viewpoint.
- 3 Avoid dwelling only on one aspect of the GD.
- 4 Keep it brief and concise.
- 5 It must incorporate all the important points that came out during the GD.
- 6 If the examiner asks you to summaries a GD, it means the GD has come to an end.
- 7 Do not add anything once the GD has been summarized.

14.8 Advantages and Disadvantages of Group Discussion

Like any other process, the process of taking group decisions has its own sets of advantages and disadvantages. Here are the advantages and disadvantages of group decisions:

Advantages of Group Decisions:

- 1 Group decisions help to combine individual strengths of the group members and hence has a set of varied skill sets applied in the decision making process.
- 2 Individual opinions can be biased or affected with pre-conceived notions are restricted perspectives, group decision help to get a broader perspective owing to differences of perception between individual in the group.
- 3 A group decision always means enhanced collective understanding of the course of action to be taken after the decision is taken.
- 4 A group decision gains greater group commitment since everyone has his/her share in the decision making.
- 5 Group decisions imbibe a strong sense of team spirit amongst the group members and help the group to think together in terms of success as well as failure.

Disadvantages of Group Decisions:

1. One of the major disadvantages of group decision making is that it is more time consuming than the process of individual decision making.
2. Group decisions take longer to be finalized since there are many opinions to be considered and valued.
3. In case of authoritarian or minority group decision making, the people whose opinions are not considered tend to be left out from the decision making process and hence the team spirit ceases to grow.
4. The responsibility and accountability of the decisions are not equally shared in some cases which lead to a split in the group and hence hamper the overall efficiency of the group.

While involved in a group decision making process it is always better to study the advantages and disadvantages of group decisions and hence formulate a group-decision making process that suits your group and gives you the optimum results.

14.9 Debate vs. Group Discussion

There is some confusion between the purpose of a debate and a discussion, and people frequently state that they are taking part in a debate when it is actually a discussion.

A GD is a formal occasion where slang is to avoid. A GD is not a debating stage. Participants should confine themselves to expressing their viewpoints. In the second part of the discussion candidates can exercise their choice in agreeing, disagreeing or remaining neutral. A *debate* seeks to impart knowledge and convince through argument between selected speakers, and the chief function of the audience is to listen rather than to talk. The purpose of a discussion is to extract ideas from the audience, whose function is to express those ideas in speech.

Debates are destructive as they present one-sided opinions and demolish reasoned arguments, whereas discussions are constructive and encourage the expression of opinion. The procedure therefore differs as follows:

In a public debate, the principal speakers are only concerned with answering each other and the period

after their speeches is merely an opportunity for them to prepare their closing remarks while the audience discusses the subject under the guidance of the chairman. The audience need not and usually do not take any part in the discussion unless they wish to clarify previous points. The Opener, in winding up, often refers to points raised in discussion and thanks supporters; but, if he had to take part, he might forget his opponents' points which he has no opportunity to answer until the end. Discussion is very different. Speakers are there to present a reasoned case for or against the motion; and to help the audience to reach a conclusion the chairman often sums up their points before inviting the co-operation of the audience - which is never done in a debate; and during the general discussion, the principal speakers answer questions. It is widely recognized today that speech is necessary to clarify thought, as it is the natural method of forming nebulous emotions into practical ideas. Discussions take us a step further and crystallize collective thought into combined action. They are the modern method of self-education, designed to meet the ever-increasing desire for a clearer grasp of current problems, so necessary to counter the isolation of individual thought which can easily lead to prejudiced and unbalanced judgment.

Their value is threefold: they ensure enlightened public opinion, which is essential to democratic society; they develop moral qualities such as friendliness, sincerity and tolerance; and they act as levelers by roving that ideas are not the prerogative of class or education. The subject for discussion need not necessarily be worded as a motion, though it is better if it takes this form as it is then easier to put to the vote at the end, if desired. A vote is usually taken either on the original or on one motion embodying the combined opinions of the members, which forms during discussion, but this, is not the invariable rule as after a debate.

14.10 Sample Group Discussion

Candidates are divided in groups of 8 to 10 and each group is tested by a panel of Judges. Usually topics of general interest are given by the panel to the group and the group is asked to proceed with discussion. Every candidate is supposed to express his opinion and views on the topic given. The time for discussion is approximately 20 minutes. During the discussion, the panel of Judges quietly observes the performance and behavior of the candidates and makes his own assessment.

Mock Group Discussion:

Most topics are taken from the current political or economic scene so if one has just kept abreast of current affairs, then he will be able to make a mark. We give below a group discussion on a common topic and give some typical responses of students. We then analyze the discussion so that readers can develop their own strategy for themselves.

Judge: Good morning. You can choose any topic you like or take a slip from that box. You are given one minute to think to start with the discussion. The observers will not interfere in your discussion. If no conclusion is reached, we may ask each of you to speak for a minute on the topic at the end of the discussion. The topic on the slip is "Multinationals: Bane or Boon". I suggest you should start the discussion.

Mr A: This is a good topic. I am against multinationals. We have Coke and Pepsi. Do we need them? We can manufacture our own soft drinks. Multinationals destroy the local industry and sell non-essential products.

Mr B: I agree with you. What is the fun of having Coke and Pepsi? We have our own Campa Cola.

Mr C: I think water is good enough.

Mr D: We are not here to discuss soft drinks. The topic given to us is a much larger one. First, let us define multinational companies. They are merely large companies which operate in a number of countries. There could be some Indian multinationals also. So there is nothing wrong with them. The point is whether they have a good or bad impact on the host countries. We have to discuss their business practices and find out whether they are desirable or not.

Mr E: That is a very good introduction to the topic. Multinational companies do serve an important

function that they bring new products and technologies in countries which do not have them. And it is not just Coke and Pepsi. They set up power plants and build roads and bridges, which really help in the development of host countries.

Mr F: But are they all that good? We have seen that they destroy local industry. In India they just took over existing companies. They came in areas of low technology. Moreover, we have to see why they come at all. They come for earning profits and often remit more money abroad than they bring in.

Mr A: I agree with you. I am against multinationals. We can produce everything ourselves. We should be swadeshi in our approach. Why do we need multinational companies?

Mr E: We may not need multinational companies but then it also means that our companies should not do business abroad. Can we live in an isolated world? The fact is that we are moving towards becoming a global village. The world is interconnected. Then we have also seen that foreign companies bring in business practices that we are impressed with. Look at foreign banks. They are so efficient and friendly that the nationalized banks look pathetic in comparison. I think we can learn a lot from multinationals if we keep our eyes and mind open.

Mr B: Take a look at McDonald's. They are providing quality meals at affordable prices. One does not have to wait at their restaurants.

Mr C: How do you account for the fact that they take out more than they put in and thus lead to impoverishing the country?

Mr D: The fact is that every poor country needs foreign investment. Poor countries often lack resources of their own. That is why they have to invite foreign companies in. There is nothing wrong in this because then products like cars, air conditioners and so on can be made in poor countries. Often multinationals source products from different countries which helps boost their export earnings.

Mr E: We have been talking about Coke and Pepsi. It is well known that Pepsi is in the foods business also and has helped farmers in Punjab by setting up modern farms to grow potatoes and tomatoes. Modern practices have helped the people in that area.

Mr A: I still feel that multinationals are harmful for the country.

Mr D: Well, there could be negative things associated with such companies. They may not be very good in their practices. But can we do without them? I think the best way is to invite them but also impose some controls so that they follow the laws of the country and do not indulge in unfair practices.

Mr E: I think laws are applicable to everyone. Very often officials in poor countries take bribes. The fault lies not with the company which gives a bribe but the person who actually demands one. Why blame the companies for our own ills?

Mr A: What about the money they take out?

Mr D: We have had a good discussion and I think it is time to sum up. Multinationals may have good points and some bad ones too, but competition is never harmful for anyone. We cannot live in a protected economy any longer. We have been protected for many years and the results are there for everyone to see. Rather than be close about multinationals, let us invite them in selected areas so that we get foreign investment in areas which we are lacking. Laws can be strictly enforced that companies operate within limits and do not start meddling in political affairs.

Analysis:

Though Mr A started the discussion, he could not make any good points. Later, he could not give any points about why multinationals are bad. It is also a bad strategy to say at the outset whether you are for or against the topic. Remember, it is not a debate but a discussion. The first step should always be to introduce the topic without taking sides. See the way in which the discussion is proceeding and give arguments for or against. The observer is not interested in your beliefs but in what you are saying. The participation of Mr B and C is below average. A candidate must make 3-4 interventions. Their arguments

are also not well thought out and add nothing to the argument. It is important to say relevant things which make an impact rather than speak for the sake of speaking. The arguments of Mr D and E are better. They seem to be aware of the role of multinational companies. Mr E's approach is better as he intervenes a number of times. He has also taken initiative in the beginning and brought order to the group. If selection has to be made from the above six candidates, the obvious choice would be Mr E and thereafter, Mr D.

14.11 Summary

A Group discussion is a methodology used by an organization to gauge whether the candidate has certain personality traits and/or skills that it desires in its members. In this methodology, the group of candidates is given a topic or a situation, given a few minutes to think about the same, and then asked to discuss it among themselves for 15-20 minutes. Following points should keep in mind during GD:

- Knowledge is strength. A candidate with good reading habits has more chances of success. In other words, sound knowledge on different topics like politics, finance, economy, science and technology is helpful.
- Power to convince effectively is another quality that makes you stand out among others.
- Clarity in speech and expression is yet another essential quality.
- If you are not sure about the topic of discussion, it is better not to initiate. Lack of knowledge or wrong approach creates a bad impression. Instead, you might adopt the wait and watch attitude. Listen attentively to others, may be you would be able to come up with a point or two later.
- A GD is a formal occasion where slang is to avoid.
- A GD is not a debating stage. Participants should confine themselves to expressing their viewpoints. In the second part of the discussion candidates can exercise their choice in agreeing, disagreeing or remaining neutral.
- Language use should be simple, direct and straight forward.
- Don't interrupt a speaker when the session is on. Try to score by increasing your size, not by cutting others short.
- Maintain rapport with fellow participants. Eye contact plays a major role. Non-verbal gestures, such as listening intently or nodding while appreciating someone's viewpoint speak of you positively.
- Communicate with each and every candidate present. While speaking don't keep looking at a single member. Address the entire group in such a way that everyone feels you are speaking to him or her.

14.12 Self Assessment Questions

1. What is GD?
2. Explain different types of GD
3. What should be strategy for effective GD?
4. What should do and do not do in GD?
5. How to conclude GD?

14.13 Reference Books

- 1 How to prepare for group discussion and interview, Prasad, H M, Tata Mcgraw-Hill
- 2 Effective Technical Communication, M Ashraf Rizvi, Tata Mcgraw-Hill
- 3 www.wikipedia.org

Unit - 15 Business Etiquette and Negotiation Skills

Structure of Unit:

- 15.0 Objectives
- 15.1 Business Etiquette to introduction
- 15.2 Interview Etiquette
- 15.3 Social Etiquette
- 15.4 Dining Etiquette
- 15.5 Email Etiquette
- 15.6 Negotiation Skills
- 15.7 Nature and Need for Negotiation
- 15.8 Factor Affecting Negotiation
- 15.9 Stages of Negotiation
- 15.10 Negotiation Strategies
- 15.11 Summary
- 15.12 Self Assessment Questions
- 15.13 Reference Books

15.0 Objectives

After completing this unit, you will be able to understand:

- Understand the various business etiquettes and their role in business.
- Understand the various negotiation skills and their role in business.

15.1 Business Etiquette to Introduction

First impressions have an important place in various walks of life and they go a long way in creating an ever-lasting impression about your personality. The right etiquette can help you in your professional and personal life as well. Making a powerful impression about yourself can help you get the most desirable jobs and also earn you respect in the society. After all, how many of us would want to deal with ill-mannered people? If you are a keen observer of people around you, you will notice that certain people have a way of getting around others by displaying good manners and behavioral patterns. Business etiquette is really very important and these can make a world of a difference to your life.

15.2 Interview Etiquette

Simple & Essential Interview Etiquettes to Follow:

When appearing for that all-important job interview, you must make sure that everything you say and do goes in your favor. Since the job interview is a crucial part of your job search, it is imperative to present to the interviewer a side of you that is courteous, responsible, pleasant, intelligent, trustworthy and talented. Actually several other points can be added to this list!

This is where the importance of following Interview Etiquettes gains importance.

Though very basic, often candidates fail to follow these essential etiquettes which are primarily associated with a successful interview. Some tips for effective interview is as follows:

Appearing for the Interview on Time:

Whatever you do, never be late for the interview. Do your homework in advance - acquaint yourself with

the location of the interview venue so that you do not have to hunt for directions at the last minute. Start early - there is no harm in arriving early and waiting for your turn.

Communicate Well With the Interviewer:

Make eye contact and reply to their questions with confidence and ease. Never use crude language and don't speak out of turn.

Dress Professionally:

First impressions are often the last. refrain from being too casual, ostentatious or over the top when it comes to dressing suitable for the interview. Short skirts, wrinkled and ill fitted clothes, t-shirts and very loud colors are a strict NO-NO. Instead, opt for well ironed, clean and conservative clothes that enhance your appearance and add to your professional, no nonsense image.

Personal Cleanliness:

Cut and clean your nails, wear well ironed clothes, comb your hair properly and refrain from wearing overpowering colognes, perfumes, junk jewellery and excessive makeup.

At a lunch interview:

- 1 Your social skills will be put to the test. Hence, remember to - Eat slowly
- 2 Never speak with food in your mouth
- 3 Focus your attention on the conversation rather than your food
- 4 Refrain from ordering messy food
- 5 Most importantly, smile, be positive and shake hands with confidence.

15.3 Social Etiquette

Social Etiquette

As mentioned above, when you are in a place where there are people around you, irrespective of interaction, you should have certain behavioral manners with every age group present. This can be called social etiquette and possessing it only makes you a descent and good human being. People who have social etiquette have a sense of maturity on how to behave in public and to keep their calm when there are social outbreaks and related emergencies. You can't act ignorant and not bothered when there is something going on in the social environment around that needs your help. Social etiquette should be shown in these situations keeping in mind you could also be a part of it.

There are many types of etiquette that we should possess as they all add up to our personality and image we create in society. You need etiquette in school, college, office, neighborhood, parties or even on the street and everywhere you come across strangers and people. The etiquette which involves the society is in short called social etiquette which is very important for our survival in the society. When you are interacting with a group of people as your seniors, colleagues or juniors you need to have a certain sense of speech as well as body language. This etiquette defines who you are in your future. Given below are some rules and regulations for social etiquette:

Social Etiquette Rules

There are some regulations you need to abide by when you are in society and they will definitely help you in the future. Listed below are certain social etiquette tips which you can follow when you are in public and don't know how to react to particular situations.

Dressing

- The first thing you need to take care of when you are in a social environment is your dressing and

attire. Your overall appearance shows what kind of person you are and makes the first impression about you.

- If you're in your school, office, with guests or even at a fair or a public place, you need to look cultured and well mannered.
- When you're ignorant about your dressing and prefer not to waste time in ironing clothes, it just gives a bad reflection about your personality before people. It's not necessary that you have to dress up in brand new clothes and have the flashiest of accessories to look civilized, all you need to do is wear descent and clean clothes.
- Wear clean and polished shoes and footwear and tidy your hair whenever you go out. Messy attires give you a very shabby look and repel you from the society.

Habits

- When you are in a public place, do not have bad body language and postures. Sit with your legs and hands gathered and together. Your body language can give negative signs about you so be careful with it. More on office etiquettes.
- Avoid having habits like biting your nails, nose and eye picking, applying makeup, shaking your leg or playing with your hair constantly. This just shows you are very restless and can't make solid decisions.
- If you are in public, maintain a low voice tone while speaking over the phone or with others in person. Respect social space while being a part of it.
- If a senior citizen, a child, or anyone needs help with something, make sure you go ahead and help, you will not regret it. Keep in mind you could also need it someday.
- Be polite with everyone by saying "please, sorry, thank you, I beg your pardon", and other such phrases when you interact with them.
- You should have good dining etiquette as well as workplace etiquette when you are at these social places. They are very important in times when you have to leave an impression before people.
- This social etiquette and good manners will definitely help you in your professional as well as personal lives and make you calm and matured while handling certain situations. More on wedding etiquettes.

With this very meager yet strong social etiquette I am sure you will apply them whenever required. Social etiquette is a must if you expect others to behave the way you do. Etiquette will stay with you your whole life and they only teach you to be good human beings.

15.4 Dining Etiquette

Dining etiquette is not really as difficult as it may seem to be. You may find it difficult to adjust in the beginning but remember that all it takes is a little bit of thinking and consideration from your side to be able to present yourself in the best manner possible. Following are some tips for dining etiquettes:

Dining Etiquette Tips:

With the kind of culture that exists today, dining etiquette is almost a thing of the past. You can use some of these dining etiquette tips to present yourself in an effective manner to the people around you.

It may sound old fashioned to some but remember that men have to be a little ahead of the women when they are going towards the dining table. They should stand till the host or the hostess finishes the announcements and sits down.

The napkin is another important part about dining etiquette and I have often seen people struggling with the same. Unfold the napkin only when everyone is seated at the dining table and place it on the lap. This has to be unfolded either in the shape of a large triangle or in the shape of a rectangle. Your napkin is not a substitute for tissue; you can always ask for a separate tissue paper if you feel the need to do so.

Talking with food in your mouth is the first mistake you would commit at the dining table. Dining etiquette needs to be maintained as talking too much at dinnertime can be a real turn off for many.

When you are at the dining table, you must know the order of the food and the crockery that is placed to be able to maintain the dining etiquette. Solid food is always placed on the left and any form of liquid is placed on the right. The largest plate is the dinner plate, a medium sized plate would be your salad plate and a small sized plate would be your bread plate. The glass of wine or water will be placed on the right side. Begin using the spoons and forks from the outside area and towards the inside of the plate.

Use the knife to butter the bread. Take some amount of butter in your plate and use the butter knife to spread the butter.

When soup is served to you, it may at times be really too hot to be consumed. Even then, blowing on the hot soup is not the right kind of dining etiquette one would expect from a professional.

Sometimes the salad may contain huge leaves that may be a little cumbersome to eat. In that case use your salad fork to cut them into smaller pieces.

Order something that is easy to eat if you wish to avoid drawing attention to yourself. This will be particularly helpful if your employer gives the dinner party.

Always remember to maintain a correct posture at the dining table. Remember one important thing about dining etiquette; do not rush to grab food in front of a person.

If you notice that some wine has also been served then pick up the glass by holding the stem of the glass. You need to use your thumb and the first two fingers for this.

When you use the knife to cut small pieces of food, cut only 2 to 3 pieces at a time. Eat only few pieces at a time as well.

When it's time to use the finger bowl, dip the fingers of only one hand at first. Use the napkin on your lap to dry them.

Activity A:

Note the good and bad dining manners of your group when you are sitting in a cafeteria.

15.5 Email Etiquette

Many people use email for business communications, which stresses the importance of knowing proper email etiquette. While a lot of people understand the importance of following certain rules when writing a business letter, they often forget these rules when composing an email message. Some tips for effective email are as follows:

Mind Your Manners: Think of the basic rules you learned growing up, like saying please and thank you. Address people you don't know as Mr., Mrs., or Dr. only address someone by first name if they imply it's okay to do so.

Watch Your Tone: Merriam-Webster defines tone as an "accent or inflection expressive of a mood or

emotion.” It is very difficult to express tone in writing. You want to come across as respectful, friendly, and approachable. You don’t want to sound curt or demanding.

Be Concise: Get to the point of your email as quickly as possible, but don’t leave out important details that will help your recipient answer your query.

Be Professional: This means, stay away from abbreviations and don’t use emoticons (those little smiley faces). Don’t use a cute or suggestive email address for business communications.

Use Correct Spelling and Proper Grammar: Use a dictionary or a spell checker — whichever works better for you. While you can write in a conversational tone, pay attention to basic rules of grammar.

Ask Before You Send an Attachment: Because of computer viruses, many people won’t open attachments unless they know the sender. Even that can be a mistake because many viruses come disguised in email messages from someone you know. Before sending an attachment, ask the recipient if you may do so.

Wait to Fill in the “TO” Email Address: Career Planning Site visitor Larry Batchelor says, “I never fill in the ‘TO’ email address until I am completely through proofing my email and I am sure that it is exactly the way that I want it. This will keep you from accidentally sending an email prematurely. In the past, I have accidentally clicked on the send icon, when I really meant to click on the attachment icon.”

Activity B:

Write an email to your teacher and read his/her reply (If he/she replies). Note the points which should be and not should be in your email for desired reply.

15.6 Negotiation Skills

Introduction

Negotiation is something that we do all the time and is not only used for business purposes. For example, we use it in our social lives perhaps for deciding a time to meet, or where to go on a rainy day.

Negotiation is usually considered as a compromise to settle an argument or issue to benefit ourselves as much as possible. Communication is always the link that will be used to negotiate the issue/argument whether it is face-to-face, on the telephone or in writing. Remember, negotiation is not always between two people: it can involve several members from two parties. There are many reasons why you may want to negotiate and there are several ways to approach it. The following is a few things that you may want to consider.

15.7 Nature and Need of Negotiation

The Nature of Negotiation

We sometimes think of diplomacy and negotiation as merely political efforts to match up different political or economic interests. But at their root is a deeper spiritual hope: stretching ourselves to broaden the circle of community. Through negotiating, through diplomacy, at best we become able not just to compromise, to “split the difference,” but to stand in someone else’s shoes and figure out how to meet that person’s needs while not abandoning our own need. The only alternative to that process of broadening community is violence. Israel and the US need to enter negotiations with Syria and Iran, not because the negotiations are sure to be fruitful of peace – they may or may not lead there — but because the refusal to negotiate is sure to be fruitful of war.

Why Negotiate?

If your reason for negotiation is seen as ‘beating’ the opposition, it is known as ‘Distributive negotiation’. This way, you must be prepared to use persuasive tactics and you may not end up with maximum benefit. This is because your agreement is not being directed to a certain compromise and both parties are looking for a different outcome.

Should you feel your negotiation is much more ‘friendly’ with both parties aiming to reach agreement, it is known as ‘Integrative negotiation’. This way usually brings an outcome where you will both benefit highly.

Negotiation, in a business context, can be used for selling, purchasing, staff (e.g. contracts), borrowing (e.g. loans) and transactions, along with anything else that you feel are applicable for your business.

Pre-Negotiation

Before you decide to negotiate, it is a good idea to prepare. What is it exactly that you want to negotiate? Set out your objectives (e.g. I want more time to pay off the loan). You have to take into account how it will benefit the other party by offering some sort of reward or incentive (explained later).

What is involved (money, sales, time, conditions, discounts, terms, etc)? Know your extremes: how much extra can you afford to give to settle an agreement? Although you are not aiming to give out the maximum, it is worth knowing so that you will not go out of your limits.

Know what your opposition is trying to achieve by their negotiation. This is useful information that could be used to your benefit and may well be used to reach a final agreement.

Consider what is valuable to your business, not the costs. You may end up losing something in the negotiation that is more valuable to your business than money. It could be a reliable client or your company reputation.

Negotiating

It is important that you approach the other party directly to make an appointment to negotiate should it be in person, writing or by phone (not through a phone operator, receptionist, assistant etc) as this will allow you to set the agenda in advance, and improve the prospects of the other party preparing sufficiently enough to make a decision on the day. Try to be fairly open about your reason for contact or they may lose interest instantly and not follow up on the appointment. Save all your comments for the actual appointment—don’t give away anything that will give them a chance to prepare too thoroughly: it’s not war, but it is business!

So, it’s time to negotiate and you’ve prepared well. What else must you have? Two things: confidence and power. Your power will come from your ability to influence. For example, you may be the buyer (but not always a strong position), or have something that the other party wants, or you may be able to give an intention to penalize if the other party fails to meet the agreement (as is the way with construction). As briefly mentioned above, you may be able to give a reward or an incentive. For example, you may be selling kitchen knives and as part of the package you are giving a knife sharpener and a storage unit away free as an incentive.

It is always important that you keep the negotiation in your control: this can mean within your price range, your delivery time or your profit margin. If you fail to do so, you will end up on the wrong side of the agreement, and with nothing more out of the deal other than maintaining trading relationships.

When negotiating, aim as high as you feel necessary in order to gain the best deal for yourself. The other party may bring this down but it is a good tactic, as it is always easier to play down than to gain.

Make sure that you remain flexible throughout the negotiation in case the opposition decides to change the direction of the agreement (they may want different incentives or even change their objectives). This is where your preparation comes to good use: knowing your limits and the other party’s needs. If you’re a

quick thinker then you've got an advantage. You'll need to turn it around quickly if things start to go against you without putting your objectives at risk.

Confidence comes from knowing your business, your product, what its worth, and being able to communicate this well to the other party: these people are almost impossible to get the better of, as some of you will know only too well.

15.8 Factors Affecting Negotiation

In intractable conflicts, removing the obstacles to negotiation is the critical first step in moving toward negotiated agreements. Sometimes people fail to negotiate because they do not recognize that they are in a bargaining position. They may fail to identify a good opportunity for negotiation, and may use other options that do not allow them to manage their problems as effectively. Or, they may recognize the need for bargaining but may bargain poorly because they do not fully understand the process and lack good negotiating skills.

In cases of intractable conflict, parties often will not recognize each other, talk with each other, or commit themselves to the process of negotiation. They may even feel committed, as a matter of principle, to not negotiate with an adversary. In such cases, getting parties to participate in negotiations is a very challenging process. In addition, both parties must be ready to negotiate if the process is to succeed. If efforts to negotiate are initiated too early, before both sides are ready, they are likely to fail. Then the conflict may not be open to negotiation again for a long time.

Before they will negotiate, parties must be aware of their alternatives to a negotiated settlement. They must believe that a negotiated solution would be preferable to continuing the current situation, that a fair settlement can be reached, and that the balance of forces permits such an agreement. William Zartman refers to this as the belief that there is a "Way Out." Weaker parties must feel assured that they will not be overpowered in a negotiation, and parties must trust that their needs and interests will be fairly considered in the negotiation process.

In many cases, conflicts become "ripe" for negotiation when both sides realize that they cannot get what they want through a power struggle and that they have reached a hurting stalemate. If the parties believe that their ideal solution is not available and that foreseeable settlement is better than the other available alternatives, the parties have a "Zone of Possible Agreement" (ZOPA). This means that a potential agreement exists that would benefit both sides more than their alternatives do.

However, it may take some time to determine whether a ZOPA exists. The parties must first explore their various interests, options, and alternatives. If the disputants can identify their ZOPA, there is a good chance that they will come to an agreement. But if they cannot, negotiation is very unlikely to succeed. In addition, each side must believe that the other side is willing to compromise. If the parties regard each other with suspicion and mistrust, they may conclude that the other side is not committed to the negotiation process and may withdraw.

When there is little trust between the negotiators, making concessions is not easy. First, there is the dilemma of honesty. On one hand, telling the other party everything about your situation may give that person an opportunity to take advantage of you. However, not telling the other person anything may lead to a stalemate. The dilemma of trust concerns how much you should believe of what the other party tells you. If you believe everything this person says, then he or she could take advantage of you. But if you believe nothing this other person says, then reaching an agreement will be very difficult. The search for an optimal solution is greatly aided if parties trust each other and believe that they are being treated honestly and fairly.

In many cases, the negotiators' relationship becomes entangled with the substantive issues under discussion. Any misunderstanding that arises between them will reinforce their prejudices and arouse their emotions.

When conflict escalates, negotiations may take on an atmosphere of anger, frustration, distrust, and hostility. If parties believe that the fulfillment of their basic needs is threatened, they may begin to blame each other and may break off communication. As the issue becomes more personalized, perceived differences are magnified and cooperation becomes unlikely. If each side gets locked into its initial position and attempts to force the other side to comply with various demands, this hostility may prevent negotiators from reaching agreement or making headway toward a settlement. In addition, parties may maintain their commitment to a course of action even when that commitment constitutes irrational behavior on their part (see entrapment). Once they have adopted a confrontational approach, negotiators may seek confirming evidence for that choice and ignore contradictory evidence. In an effort to save face, they may refuse to go back on previous commitments or to revise their position.

To combat perceptual bias and hostility, negotiators should attempt to gain a better understanding of the other party's perspective and try to see the situation as the other side sees it. In some cases, parties can discuss each other's perceptions, making a point to refrain from blaming the other. In addition, they can look for opportunities to act in a manner that is inconsistent with the other side's perceptions. Such de-escalating gestures can help to combat the negative stereotypes that may interfere with fruitful negotiations. In ideal circumstances, negotiators also establish personal relationships that facilitate effective communication. This helps negotiators to focus on commonalities and find points of common interest.

Finally, if the "right" people are not involved in negotiations, the process is not likely to succeed. First, all of the interested and affected parties must be represented. Second, negotiators must truly represent and have the trust of those they are representing. If a party is left out of the process, they may become angry and argue that their interests have not been taken into account. Agreements can be successfully implemented only if the relevant parties and interests have been represented in the negotiations, in part because parties who participate in the negotiation process have a greater stake in the outcome. Similarly, if constituents do not recognize a negotiator as their legitimate representative, they may try to block implementation of the agreement. Negotiators must therefore be sure to consult with their constituents and to ensure that they adequately deal with constituents' concerns.

These concerns are related to what Guy and Heidi Burgess call the "scale-up" problem of getting constituency groups to embrace the agreements that negotiators create. In many cases, participation in the negotiation process helps negotiators to recognize the legitimacy of the other side's interests, positions, and needs. This transformative experience may lead negotiators to develop a sense of respect for the adversary, which their constituents do not share. As a result, negotiators may make concessions that their constituents do not approve of, and they may be unable to get the constituents to agree to the final settlement. This can lead to last-minute breakdown of negotiated agreements.

Activity C:

Go with your mother for purchasing vegetables and watch carefully the activities and conversation between your mother and vendors. See and analyze what strategy the vendor and your mother adopted.

15.9 Stages of Negotiation Process

Planning for Negotiations

Effective planning is crucial to meeting negotiation objectives. If the parties are to reach a stable agreement, specific events must take place before the parties ever come to the table.

1. Parties must frame the problem, and recognize that they have a common problem that they share an interest in solving. Frames are the conceptions that parties have of the situation and its risks. They allow the parties to begin to develop a shared definition of the issues involved, and the process needed to resolve them.[18] When the frames of both parties match, they are more likely to focus on common issues and have a common definition of the situation. However, when the frames do not match, communication between the parties is likely to be more difficult. Unless the different outlooks on the problem begin to overlap, it is unlikely that negotiations will be successful. If negotiators understand what frame they are operating from and what frame the other is operating from, they may be able to shift the conversation and develop common definitions. The way in which parties define the problem can shape the rest of the planning process.
2. In the early stages of framing, negotiators must also determine their goals, anticipate what they want to achieve, and prepare for the negotiation process. They must define the issues to be discussed and analyze the conflict situation. In many cases, negotiators can appeal to research or consult with experts to help them develop a complete list of the issues at stake. Next, parties should assemble all the issues that have been defined into a comprehensive list. The combined list of issues and priorities from each side determines the negotiation agenda.
3. Negotiators often exchange and negotiate the list of issues to be discussed in advance. Consultation between negotiators prior to actual negotiation allows them to agree on the agenda of issues to be discussed, as well as the location of the negotiations, the time and duration of the sessions, the parties to be involved in the negotiations, and techniques to pursue if negotiation fails. Negotiators should also agree on principles that will guide the drafting of a settlement, the procedures to be used in negotiations, and the formula by which a general agreement is to be reached. Discussions about these procedural issues are often crucial for the success of substantive negotiations. If parties cannot agree on negotiation procedures and proposed items for the agenda, they may very well decide to abandon the negotiations altogether.
4. After assembling issues on an agenda, the negotiators must prioritize their goals and evaluate the possible tradeoffs among them. Negotiators must be aware of their goals and positions and must identify the concerns, desires, and fears that underlie their substantive goals. They must determine which issues are most important, as well as whether the various issues are linked or separate. In addition, negotiators should be aware of the underlying interests and goals of the other side. Because the linkages between parties' goals often define the issue to be settled, these goals must be determined carefully. If one party wants more than the other party is capable or willing to give, the disputants must either change their goals or end the negotiation.
5. Once they have determined the relative importance of the issues, parties need to decide the order in which issues should be discussed. Many sequencing options are possible: going from easy to hard, hard to easy, or tackling everything together. Different situations suggest different answers to that question, and different negotiators and mediators prefer one approach over the others.
6. Negotiators that are operating on behalf of a constituency should consult with their constituents as well as with the other side to ensure that the constituents' needs and priorities are included in the negotiations.
7. The next step is for negotiators to define specific targets with respect to the key issues on the agenda. Parties should try to figure out the best resolution they can expect, what counts as a fair and reasonable deal, and what is a minimally acceptable deal. They should also be aware of the strongest points in their position and recognize the strongest points in the other side's position. This enables parties to become aware of the range of possible outcomes (see ZOPA) and to be flexible in what they will accept. It also improves the likelihood that they will arrive at a mutually satisfactory outcome.
8. Because negotiations typically involve more than one issue, it is helpful for negotiators to anticipate different ways of packaging issues. They can balance the issues they regard as most important by being more flexible about items they deem less important. They should also decide which items they can abandon and use as leverage to get what they really want with respect to the most important issues.

9. Planning for negotiation also involves the development of supporting arguments. Negotiators must be able to present supporting facts and arguments, anticipate how the other side will respond to these arguments, and respond to the other party's claims with counter-arguments. This includes locating facts to support one's point of view, determining what sorts of arguments have been given in similar negotiations in the past, anticipating the arguments the other side is likely to make, and presenting facts in the most convincing way possible.

10. Finally, planning involves assessing the other party's priorities and interests and trying to get a better idea of what that party is likely to want. Negotiators should gather background information about the other party's current needs, resources, and interests. This can be done through preliminary interviews or consultations with those who have done business with the other party in the past. In addition, negotiators need to understand the other party's objectives. Professional negotiators will often exchange information about targets or initial proposals before negotiations begin. Third, negotiators should be aware of the other party's negotiation style, reputation, and the strategy and tactics they commonly use. They should investigate that party's past behavior in related settings, determine his or her organizational position, and find out whom he or she admires and whose advice carries weight. An individual's past negotiation behavior is a good indication of how he or she will behave in the future. Fourth, negotiators should understand the other party's alternatives. If the other negotiator has strong alternatives, he or she will probably be willing to set high objectives and be willing to push hard for these objectives during negotiation.

The eight-stage negotiation process

This is a unique combination framework that puts together the best of many other approaches to negotiation. It is particularly suited to more complex, higher-value and slower negotiations.

1. Prepare: Know what you want. Understand them.
2. Open: Put your case. Hear theirs.
3. Argue: Support your case. Expose theirs.
4. Explore: Seek understanding and possibility.
5. Signal: Indicate your readiness to work together.
6. Package: Assemble potential trades.
7. Close: Reach final agreement.
8. Sustain: Make sure what is agreed happens.

There are deliberately a larger number of stages in this process as it is designed to break down important activities during negotiation, particularly towards the end. It is an easy trap to try to jump to the end with a solution that is inadequate and unacceptable.

Note also that in practice, you may find variations on these, for example there may be loops back to previous stages, stages overlapping, stages running parallel and even out of order.

The bottom line is to use what works. This process is intended to help you negotiate, but do not use it blindly. It is not magic and is not a substitute for thinking. If something does not seem to be working, try to figure out why and either fix the problem or try something else. Although there are commonalities across negotiations, each one is different and the greatest skill is to be able to read the situation in the moment and adapt as appropriate.

15.10 Negotiation Strategies

Negotiation Strategies:

Whether you're negotiating over chores with a spouse or salary with an employer, the manner in which you approach the discussion dictates how successful you are. If you're too timid, you may give in too

quickly and end up making an unfair deal for yourself. This may also lead the other party — and even onlookers — to believe they can walk all over you. On the other hand, if you're too stubborn and unrelenting, you may provoke the other side to walk away from the negotiation. This causes the deal to fall through, leaving everyone involved permanently bitter. Nevertheless, depending on the emotions and the parties involved, sometimes it may be more appropriate to lean one way or the other. A soft approach to negotiation refers to being generally more willing to give in, make concessions, trust the other, and stay honest and forthright with one's situation. A hard approach is the opposite. It means keeping a hard line, being unwilling to make concessions, and keeping one's own situation under wraps. The authors of a book called "Getting to Yes" argue a third option, which is a balanced approach. In the book, authors Roger Fisher and William Ury advocate principled negotiation, which has five components:

Separate the people from the problem:

Try to account for others' emotions and cool your own. Communicate honestly and show that you actively and attentively listen to the other side.

Focus on interests, not positions:

Although the outright demands (positions) of either side might prove incompatible at first, getting to the root of the demands (the underlying interests that motivated them) allows the parties to rethink and adjust demands to make them compatible.

Invent options for mutual gain:

This part involves using the integrative approach of enlarging the pie we discussed on the previous page. Inventing new ideas could necessitate brainstorming and thinking of as many options as possible — both ones you can offer the other side or the other side can offer you. Afterward, decide which ideas sound best to bring to the negotiating table.

Insist on using objective criteria:

As a preventative method of keeping emotions at bay, try whenever possible to use objective criteria. Beforehand, make sure the parties agree on what is objective.

Saving Face:

Face-theory gives us insight into the motivations behind negotiation tactics. It explains how a negotiator is concerned with saving face or preserving his public image or honor. This idea becomes especially complex and important when concerning negotiations between countries and across different cultures that might have vastly different concepts of public image. For people who just don't feel comfortable with negotiation, the principled negotiation approach serves as a great alternative to the difficult choice between being conciliatory or aggressive. By minimizing emotions and focusing on objective sense of fairness, people gain more confidence without feeling that they're making enemies or being victimized. But some negotiation theorists say it isn't quite that simple. The question of strategy usually revolves around predicting the other side's moves. Because we predict you will go to the next page, we'll explain this concept there.

15.11 Summary

In simplest terms, negotiation is a discussion between two or more disputants who are trying to work out a solution to their problem. This interpersonal or inter-group process can occur at a personal level, as well as at a corporate or international (diplomatic) level. Negotiations typically take place because the parties wish to create something new that neither could do on his or her own, or to resolve a problem or dispute between them. The parties acknowledge that there is some conflict of interest between them and think they can use some form of influence to get a better deal, rather than simply taking what the other side will voluntarily give them. They prefer to search for agreement rather than fight openly, give in, or break off contact. When parties negotiate, they usually expect give and take.

15.12 Self Assessment Questions

1. Define business etiquettes and describe it's various components.
2. Define negotiation and factors affecting negotiation.
3. Describe various negotiation needs.
4. Write short note on:
 - Email etiquette
 - Dining etiquette
 - ZOPA

15.13 Reference Books

- 1 Barbara Pachter and Marjorie, Complete Business Etiquette Handbook.
- 2 Marjorie Brody and Marjorie Brody, Speaking is an Audience-Centered Sport, Third Edition.
- 3 Barbara Pachter and Marjorie Brody, Minding Your Business Manners: Etiquette Tips for Presenting Yourself Professionally in Every Business Situation.
- 4 www.wikipedia.com

Unit - 16 Listening Skills

Structure of Unit:

- 16.0 Objectives
- 16.1 Introduction
- 16.2 Meaning of Listening
- 16.3 Types of Listening
- 16.4 Effective and Ineffective Listening Skills
- 16.5 Hearing vs. Listening Skills
- 16.6 Active Listening
- 16.7 Roadblocks to Effective Listening
- 16.8 Tips for Active Listening Skills
- 16.9 Barriers to Effective Listening
- 16.10 Summary
- 16.11 Self Assessment Questions
- 16.12 Reference Books

16.0 Objectives

After completing this unit, you will be able to understand:

- Meaning of listening and its types;
- Detail contrast between hearing and listening;
- What is effective and ineffective listening skills?
- Active listening and important tips for active listening;
- Path blocker or roadblocks to effective listening.

16.1 Introduction

This is a brief introduction to the most neglected skill in communication. If you look around you will find that nearly every communication skills book or course misses it.

Listening is an important part of the process of communication. If listening is excluded from communication the communication becomes wastage of time. By listening the idea is not of 'hearing'. Hearing and listening are two different things. Hearing is just a part of listening. Listening means understanding the message properly. If a person gives a message to some one in English and the other person doesn't know English than the message was just heard not understood. Thus, it cannot be called listening because listening means decoding. The process of listening starts with receiving the message and ends with understanding and reacting to the message it can be explained through the following diagram.

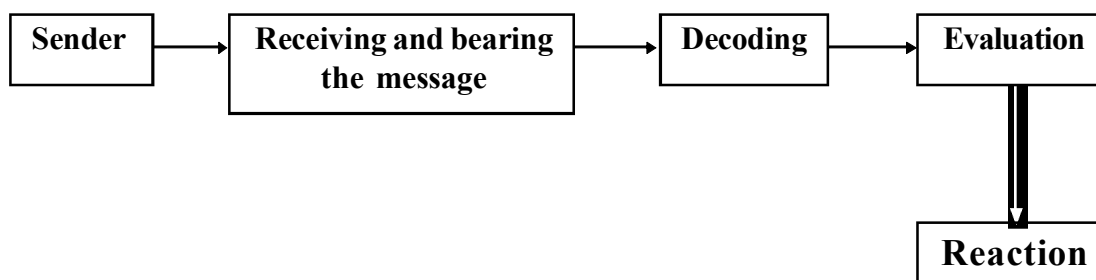


Fig. Listening Process

The above diagram shows that decoding is a part of the listening process. Thus, listening can be defined as “the process of perception what is being communicated”.

16.2 Meaning of Listening Skills

Listening means making effort to get the speaker's full meaning. It involves not only understanding the content of message, but also understanding the feeling of the speaker.

Listening is a means of and to communication through its importance had not been realized till recently. Listening is positive activity and it needs a good deal of hard work. It takes a good deal of efforts and self-discipline to listen attentively. It is the responsibility of the speaker to make effort to be understood, so the listener has the responsibility to be attentive and to make effort to understand the message conveyed by the speaker. Concluding the whole listening is:

- Listening is With the Mind
- Hearing With the Senses
- Listening is Conscious.
- An Active Process of Eliciting Information
- Ideas, Attitudes and Emotions
- Interpersonal, Oral Exchange

Advantages of Listening:

- **Listening protects you from trouble-** a good listener receives instructions, suggestions and warnings (tell this to your teenager).
- **Listening lets you know what is going on-** If we believe that life is about learning experiences, the more you listen and understand, the more you learn from your experiences.
- **Listening makes you more competent-** Regardless of what your position is, the more information you have about the position (and that includes being a parent) the more successful you will be.
- **Listening makes you look intelligent-** This is a double edge sword in that the better you listen the more knowledge you acquire but it also makes you look intelligent.
- **Listening increases your power-** There is a saying that "knowledge is power, use it". the power of knowledge gained through listening enables you to have more data at your disposal than others.
- **Listening helps you understand others-** The only way to understand others and make them meet your needs and you meet theirs is by listening to them.
- **Listening help you negotiate better-** To get what you want you must start at the point of knowing what the other person is willing to give.

16.3 Types of Listening

Different situations require different types of listening. We may listen to obtain information, improve a relationship, gain appreciation for something, make discriminations, or engage in a critical evaluation.

While certain skills are basic and necessary for all types of listening (receiving, attending, and understanding), each type requires some special skills. But before we can fully appreciate the skills and apply the guidelines, we must understand the different types of listening.

1. Informative Listening : Informative listening is the name we give to the situation where the listener's primary concern is to understand the message. Listeners are successful insofar as the meaning they assign to messages is as close as possible to that which the sender intended.

Informative listening, or listening to understand, is found in all areas of our lives. Much of our learning comes from informative listening. For example, we listen to lectures or instructions from teachers and what

we learn depends on how well we listen. In the workplace, we listen to understand new practices or procedures—and how well we perform depends on how well we listen. We listen to instructions, briefings, reports, and speeches; if we listen poorly, we aren't equipped with the information we need.

There are three key variables related to informative listening. Knowing these variables can help you begin to improve your informative listening skills; that is, you will become increasingly successful in understanding what the speaker means.

- i. **Vocabulary:** The precise relationship between vocabulary and listening has never been determined, but it is clear that increasing your vocabulary will increase your potential for better understanding.
- ii. **Concentration:** Concentration is difficult. You can remember times when another person was not concentrating on what you were saying—and you probably can remember times when you were not concentrating on something that someone was saying to you.
- iii. **Memory:** Memory is an especially crucial variable to informative listening; you cannot process information without bringing memory into play.

2. **Relationship Listening :** The purpose of relationship listening is either to help an individual or to improve the relationship between people. Relationship listening requires you to listen for information; the emphasis is on understanding the other person. Three behaviors are key to effective relationship listening are:

- i. **Attending:** In relationship listening, attending behaviors indicate that the listener is focusing on the speaker
- ii. **Supporting:** Many responses have a negative or non supportive effect; for example, interrupting the speaker, changing the subject, turning the conversation toward yourself etc. Sometimes the best response is silence. The speaker may need a “sounding board,” not a “resounding board.” Wise relationship listeners know when to talk and when to just listen—and they generally listen more than they talk.
- iii. **Empathizing:** Empathy is feeling and thinking *with* another person. The caring, empathic listener is able to go into the world of another—to see as the other sees, hear as the other hears, and feel as the other feels.

3. **Appreciative Listening :** Appreciative listening includes listening to music for enjoyment, to speakers because you like their style, to your choices in theater, television, radio, or film. It is the response of the listener.

The quality of appreciative listening depends in large part on three factors:

- i. **Presentation:** Presentation encompasses many factors: the medium, the setting, the style and personality of the presenter, to name just a few. Sometimes it is our perception of the presentation, rather than the actual presentation, that most influences our listening pleasure or displeasure. Perception is an important factor in appreciative listening.
- ii. **Perceptions:** Perceptions influence all areas of our lives. Certainly, they are crucial determinants as to whether or not we enjoy or appreciate the things we listen to. Obviously, perceptions also determine what we listen to in the first place.
- iii. **Previous experience.** The discussion of perception makes it clear that previous experience influences whether we enjoy listening to something. In some cases, we enjoy listening to things because we are experts in the area.

4. **Critical Listening :** The ability to listen critically is essential in a democracy. On the job, in the community, at service clubs, in places of worship, in the family—there is practically no place you can go where critical listening is unimportant. The subject of critical listening deserves much more attention than we can afford it here. But there are three things to keep in mind.

- i. **Ethos or speaker's credibility:** Credibility of the speaker is important. The two critical factors of speaker credibility are expertness and trustworthiness.
- ii. **Logos or Logic argument:** Even speakers with high ethos often make errors in logic, not by intention, but by accident, carelessness, inattention to detail, or lack of analysis.
- iii. **Pathos or psychological appeals:** The psychological or emotional element of communication is often misunderstood and misused. Simply said, speakers often use psychological appeals to gain an emotional response from listeners. Effective critical listeners carefully determine the focus of the speaker's message.

5. Discriminative Listening : The final type of listening is discriminative listening. It may be the most important type, for it is basic to the other four. By being sensitive to changes in the speaker's rate, volume, force, pitch, and emphasis, the informative listener can detect even nuances of difference in meaning. By sensing the impact of certain responses, such as "uh huh," or "I see," relationship listening can be strengthened.

Although discriminative listening cuts across the other four types of listening, there are three things to consider about this type of listening.

- i. **Hearing ability.** Obviously, people who lack the ability to hear well will have greater difficulty in discriminating among sounds. Often this problem is more acute for some frequencies, or pitches, than others.
- ii. **Awareness of sound structure:** Native speakers become quite proficient at recognizing vowel and consonant sounds that do or do not appear at the beginning, middle, or end of words.
- iii. **Integration of nonverbal cues.** The previous chapter pointed out how action, nonaction, and vocal factors were important in understanding messages. Nowhere is attention to these factors more important than in effective discriminative listening. Words don't always communicate true feelings. The way they are said, or the way the speaker acts, may be the key to understanding the true or intended meaning.

16.4 Effective and Ineffective Listening Skills

Effective Listening:

Effective listening is challenging, in part, because people often are more focused on what they're saying than on what they're hearing in return. According to a recent study by the Harvard Business Review, people think the voice mail they send is more important than the voice mail they receive. Generally, senders think that their message is more helpful and urgent than do the people who receive it.

Additionally, listening is difficult because people don't work as hard at it as they should. Listening seems to occur so naturally that putting a lot of effort into it doesn't seem necessary. However, hard work and effort is exactly what effective listening requires.

Tips for effective listening are:

1. Concentrate on what others are saying. When listening to someone, do you often find yourself thinking about a job or task that is nearing deadline or an important family matter? In the middle of a conversation, do you sometimes realize that you haven't heard a word the other person has said? Most individuals speak at the rate of 175 to 200 words per minute. However, research suggests that we are very capable of listening and processing words at the rate of 600 to 1,000 words per minute. An internal auditor's job today is very fast and complex, and because the brain does not use all of its capacity when listening, an auditor's mind may drift to thinking of further questions or explanations rather than listening to the message at hand. This unused brainpower can be a barrier to effective listening, causing the auditor to miss or misinterpret what others are saying. It is important for internal auditors to actively concentrate on what others are saying so that effective communication can occur.

2. Send the nonverbal message that you are listening. When someone is talking to you, do you maintain eye contact with that person? Do you show the speaker you are listening by nodding your head? Does your body language transmit the message that you are listening? Are you leaning forward and not using your hands to play with things? Most communication experts agree that nonverbal messages can be three times as powerful as verbal messages. Effective communication becomes difficult anytime you send a nonverbal message that you're not really listening.

3. Avoid early evaluations. When listening, do you often make immediate judgments about what the speaker is saying? Do you assume or guess what the speaker is going to say next? Do you sometimes discover later that you failed to interpret correctly what the speaker was telling you? Because a listener can listen at a faster rate than most speakers talk, there is a tendency to evaluate too quickly. That tendency is perhaps the greatest barrier to effective listening. It is especially important to avoid early evaluations when listening to a person with whom you disagree. When listeners begin to disagree with a sender's message, they tend to misinterpret the remaining information and distort its intended meaning so that it is consistent with their own beliefs.

4. Avoid getting defensive. Do you ever take what another person says personally when what her or she is saying is not meant to be personal? Do you ever become angry at what another person says? Careful listening does not mean that you will always agree with the other party's point of view, but it does mean that you will try to listen to what the other person is saying without becoming overly defensive. Too much time spent explaining, elaborating, and defending your decision or position is a sure sign that you are not listening. This is because your role has changed from one of listening to a role of convincing others they are wrong. After listening to a position or suggestion with which you disagree, simply respond with something like, "I understand your point. We just disagree on this one." Effective listeners can listen calmly to another person even when that person is offering unjust criticism.

5. Practice paraphrasing. Paraphrasing is the art of putting into your own words what you thought you heard and saying it back to the sender. For example, a subordinate might say: "You have been unfair to rate me so low on my performance appraisal. You have rated me lower than Jim. I can do the job better than him, and I've been here longer." A paraphrased response might be: "I can see that you are upset about your rating. You think it was unfair for me to rate you as I did." Paraphrasing is a great technique for improving your listening and problem-solving skills. First, you have to listen very carefully if you are going to accurately paraphrase what you heard. Second, the paraphrasing response will clarify for the sender that his or her message was correctly received and encourage the sender to expand on what he or she is trying to communicate.

6. Listen (and observe) for feelings. When listening, do you concentrate just on the words that are being said, or do you also concentrate on the way they are being said? The way a speaker is standing, the tone of voice and inflection he or she is using, and what the speaker is doing with his or her hands are all part of the message that is being sent. A person who raises his or her voice is probably either angry or frustrated. A person looking down while speaking is probably either embarrassed or shy. Interruptions may suggest fear or lack of confidence. Persons who make eye contact and lean forward are likely exhibiting confidence. Arguments may reflect worry. Inappropriate silence may be a sign of aggression and be intended as punishment.

7. Ask questions. Do you usually ask questions when listening to a message? Do you try to clarify what a person has said to you? Effective listeners make certain they have correctly heard the message that is being sent. Ask questions to clarify points or to obtain additional information. Open-ended questions are the best. They require the speaker to convey more information. Form your questions in a way that makes it clear you have not yet drawn any conclusions. This will assure the message sender that you are only interested in obtaining more and better information. And the more information that you as a listener have, the better you can respond to the sender's communication.

Types of effective listening:

1. **Paraphrasing:** To paraphrase, one simply rewords what another individual has said. For example, the speaker might say, "She was foolish to quit her job." The listener might respond, "I hear you saying that you believe she shouldn't have quit." What has occurred is paraphrasing where the listener has clarified what the speaker has said.

2. **Open Questions:** An open question explores a person's statement without requiring a simple "yes" or "no" answer. The basic difference between an open question and a closed question is what they provide the person being asked. When you are asked an open question it helps you think more about an issue. A closed question will not do that. It may force you to answer before you are ready, or require a "yes" or "no" answer that doesn't allow more thinking about the issue. Closed questions close the door on further thought, while open questions open the door. For example, the speaker might say, "I don't like my job." The listener might respond, "What about your job don't you like?" or, "Tell me more about your feelings regarding your job."

3. **Feeling Reflection:** Feeling reflection is a response in which you express a feeling or emotion you have experienced in reference to a particular statement. For example, the speaker might say, "I get sick of working so much overtime!" The listener might respond, "I hear you feeling angry and resentful at being asked to work so much overtime." Feeling reflections are perhaps the most difficult active listening responses to make. Not only do you actively listen to what is being said but also you actively listen for what is being felt. When you make a feeling reflection, you are reflecting back what you hear of another's feelings. It is similar to paraphrasing; however, you repeat what you heard them feeling instead of what you heard them saying. To understand what individuals are feeling, you must listen to their words, to their tone of voice, and watch their body signals. By observing all three you can begin to guess their feelings.

- * Listen carefully so that you will be able to understand, comprehend and evaluate. Careful listening will require a conscious effort on your part. * Be mentally and physically prepared to listen. Put other thoughts out of your mind. Your attention will be diverted from listening if you try to think of answers in advance.
- * You can't hear if you do all the talking.
- * Think about the topic in advance, if possible. Be prepared to listen.
- * Listen with empathy. See the situation from the other's point of view. Try to put yourself in their shoes.
- * Be courteous; don't interrupt. Take notes if you worry about forgetting a particular point.
- * Avoid stereotyping individuals by making assumptions about how you expect them to act. This will bias your listening.
- * Listen to how something is said. Be alert for what is left unsaid.
- * Make certain everyone involved gets an opportunity to voice their opinions. Don't let one person dominate the conversation.
- * Face those you are talking with, lean slightly forward and make eye contact. Use your body to show your interest and concern.

Ineffective listening:

The problem of ineffective listening is applicable to a wide variety of situations. **As Ronald B. Adler and Neil Towne (1998) pointed out in their book, looking Out, Looking In: Interpersonal Communications**, listening constitutes an integral part of life for people in a wide variety of settings. The quality of the communication between lecturers and students, employers and employees, clients and service providers, or among family members and friends is highly dependent on the listening skills of the parties involved.

In spite of the importance of effective listening, most people demonstrate their inability to listen effectively, thus undermining effective communication. **Adler and Towne (1998), along with Johnson (1996)**

highlighted the following characteristics of ineffective listening. The identification of these characteristics is also accompanied by a discussion of the negative impact on the outcomes of the communication process. These characteristics are:

Pretending to listen:

Individuals who exhibit this characteristic project the appearance of listening attentively even though their mind may be engaged in daydreaming or preparing their responses to the settings, which showed that the type of feedback provided by the listeners will illuminate their pretense. The speakers who realize that their comments have been largely ignored will naturally be angry and frustratnal relationships. For instance, the failure of the two communicators to address the issue may constitute a huge barrier that prevents further genuine interaction to occur between them. Apart from undermining the effectiveness of the communication, interpersonal conflicts may also erupt over this unexplored significant issue.

Assuming a topic will be boring

We often assume a topic will be boring, either because it has been boring previously or because we have no knowledge of it. We immediately decide that we will get nothing out of this communication and so we allow our minds to wander and we miss the message the speaker is trying to share.

Allowing the speaker's voice or mannerisms to overpower the message

We may not like the sound of the speaker's voice. Perhaps the accent or pronunciation grates on us. The speaker's physical appearance can also inhibit our listening. We may query the reliability of a speaker with unkempt hair and unfashionable clothing who is talking about marketing skills. We may be more willing to hear some messages from members of our own gender or from younger or older people. We are often guilty of stereotyping people and fail to remember that individuals have their own thoughts and opinions that should be considered.

Poor concentration

Poor listening can also be caused by problems of concentration. As young children, we have a very short attention span. As we grow into adults we develop the ability to be attentive for longer periods. However, some of us are more impatient while some are more skilful at concentrating for longer on difficult material. The vulnerable areas of bias, prejudice, beliefs and areas that are taboo often stimulate listeners to interrupt. This means that rather than listening to the complete message, we hear only trigger words that prompt us to defend our own viewpoints rather than listen to another's opinion. Particular topics or the ways in which certain subjects are presented can also affect a listener emotionally. Some subjects, or even words, may be so upsetting that they cause a person to stop listening.

Poor comprehension

Lack of comprehension skills also results in poor listening. We are sometimes unable to grasp the central idea of a speech or argument because we cannot discriminate the important information from the less significant. Some of the skills required for organizing written expression are also necessary for oral communication. Listeners, as well as speakers, need to be competent in organizing ideas. A speaker has often had a great deal of time to structure the message carefully, but a listener must be able to follow the ideas instantaneously. We sometimes forget that taking notes or drawing flow charts can help us to see the connections between concepts and thoughts. On the other hand, we sometimes become so involved in taking copious notes; we completely forget to listen to meaning.

Passive listening

Listening is a complex physical and mental activity and for this reason it requires energy on the part of the listener. If we are tired, unwell or upset it becomes difficult for us to concentrate. Even good listeners are not able to function properly if they are not physiologically equipped to be attentive. If there is background

noise or some form of distraction, more effort is required to listen. If the speaker is not skilful, the listener needs to take an even more active role for the communication to be successful. Poor listeners are easily distracted by their surroundings and are unwilling to help a failing speaker. We all need to accept our share of the responsibility for successful communication by trying to develop good listening skills. With a bit of effort, we can also make a great improvement in our listening skills.

What are the seven types of ineffective listening?

Pseudo listening, stage-hogging, selective listening, insulated listening, defensive listening, ambushing, and insensitive listening

- What is pseudo listening? - Imitation of the real thing, an act put on to fool the speaker
- What is stage hogging? - attempting to turn the topic of conversation to themselves instead of showing interest in the speaker
- What are two key characteristics of stage hogging? - shift response and interruptions
- What is selective listening? - responding only to the parts of a conversation that interest them, rejecting everything else
- What is insulated listening? - Opposite of selective listening, avoiding specific information - failure to hear or acknowledge issues that are not of interest to discuss
- What is defensive listening? - taking others remarks as personal attacks
- What is ambushing? - listening carefully to the speaker only to later attack them with the information collected
- What is a good example of ambushing? - The cross examining prosecution attorney
- What is insensitive listening? - responding to the superficial content in a message but missing the more important emotional information that may not be expressed directly

16.5 Hearing vs. Listening Skills

Definitions:

Hearing - To perceive or apprehend by the ear; to gain knowledge of by hearing; to listen to with attention.

Listening - To pay attention to sound; to hear something with thoughtful attention; to give consideration; to be alert to catch an unexpected sound.

Comparison:

There is a difference between hearing and listening? Listening is active where hearing is passive. Hearing is the physiological process, involving the vibration of sound waves on our eardrums and the firing of electrochemical impulses from the inner ear to central audio system of the brain. Listening involves paying close attention as well as making sense of what we hear. Although hearing and listening may seem the same, listening takes more of an effort to achieve successfully.

We were given two ears but only one mouth.

This is because God knows that listening was twice as hard as talking.

Hearing is simply taking in sound and is a natural/physiological, passive process.

Listening, however, is an active cognitive learned process, and includes attention, processing the sensory data coming into our nervous system via our hearing mechanism.

Listening is a key to conveying clear meaning. Listening is among our most consequential communication skills even though it is too frequently relegated to a lesser role in many educational, social, and political spheres.

Since listening has to be learned, therefore people need to practise and acquire skills to be good listeners. If we have good listening models, we will hopefully turn out to be effective listeners.

When we are learning the proper listening skills, there are also some barriers that we should avoid.

Information is an intangible substance that must be sent by the speaker and received by an active listener. Listening is a skill that we all need to better develop.

Activity A :

Students can create listening guides to focus attention on the content, organization, or devices used by a speaker. The following is an example:

Sample listening Guide

Name of student: _____

Nature of spoken presentation: _____

Where heard: _____

Name of speaker: _____

Speaker's expressed purpose:

Qualifications of speaker:

Main Idea(s) presented:

Noteworthy features of presentation:

In what ways was the talk effective? Ineffective? Why?

16.6 Active Listening

Active listening is a technique for improving understanding of what is being said by taking into account how something is said and the nonverbal signs and body language that accompany it. This technique requires receptive awareness and response on the part of the listener. Six principles form the core of active listening: encourage people to express opinions; clarify perceptions of what is said; restate essential points and ideas; reflect the speaker's feeling and opinions; summarize the content of the message to check validity; acknowledge the opinion and contribution of the speaker. Active listening has many different definitions.

“Active listening is a way of listening that focuses entirely on what the other person is saying and confirms understanding of both the content of the message and the emotions and feelings underlying the message to ensure that understanding is accurate.”

“Communication technique that stimulates open and frank exploration of ideas and feelings and enables trainers to establish trust and rapport with participants. In active listening, the trainer accepts what is being said without making any value judgments, clarifies the ideas or feelings being expressed and reflects these back to the participants.”

According to Thomas Gordon, “active listening involves carefully attending to and demonstrating understanding of what another person says”. A teacher can use active listening by nodding their head and then reflecting back to what the student is saying. It is a process of mirroring back what students are trying to say. No judgment or evaluation is made, but it is important for a teacher to use active listening because it confirms that the teacher is attentive and understand the student's message.

Uses:

Active listening is used in a wide variety of situations, including public interest advocacy, community organizing, tutoring, medical workers talking to patients, HIV counseling, helping suicidal persons, management, counseling and journalistic settings. In groups it may aid in reaching consensus. It may also be used in casual conversation to build understanding, though this can be interpreted as condescending.

A listener can use several degrees of active listening, each resulting in a different quality of communication. The Active Listening Chart below shows the three main degrees of listening: Repeating, Paraphrasing and Reflecting.

The benefits of active listening include getting people to open up, avoiding misunderstandings, resolving conflict and building trust. In a medical context, benefits may include increased patient satisfaction, improving cross-cultural communication, improved outcomes, or decreased litigation.

Active listening can be lifted by the Active Listening Observation Scale.

Barriers to Active Listening

All elements of communication, including listening, may be affected by barriers that can impede the flow of conversation. Such barriers include distractions, trigger words, vocabulary, and limited attention span.

Listening barriers may be psychological (e.g. emotions) or physical (e.g. noise and visual distraction). Cultural differences including speakers' accents, vocabulary, and misunderstandings due to cultural assumptions often obstruct the listening process.

Frequently, the listener's personal interpretations, attitudes, biases, and prejudices lead to ineffective communication.

Overcoming Listening Barriers:

In order to use the active listening technique to improve interpersonal communication, one puts personal emotions aside during the conversation, asks questions and paraphrases back to the speaker in order to clarify understanding, and one also tries to overcome

Activity B:

Next time you're in a conversation, make a point to make eye contact with the person you're talking to. Uncross your arms, and lean forward slightly toward the person you're talking to. If you're sitting, sit up straight, uncross your legs and move forward in your chair. Turn off distractions, like your cell phone ringer or your email alert notification, so that you're not pulled away from the conversation. You can ask a friend to help you practice focusing, or you can hone your focusing skills in everyday conversation.

16.7 Roadblocks to Effective Listening

There are many types of responses that indicate ineffective listening which are roadblocks to effective listening, they are warning, interrogating, preaching, ordering, judging, diverting, analyzing, blaming, labeling, moralizing, probing, ridiculing, threatening, reassuring, distracting, sympathizing, demanding, interpreting, teaching, withdrawing, giving solutions, scolding, praising, advising, criticizing, directing, lecturing, name-calling.

But the most common roadblocks to effective listening are:

1. Interrupting
2. Judging
3. Faking Attention
4. Becoming Emotional
5. Tuning Out

6. Jumping to Conclusions
7. Becoming distracted.

Interrupting is a problem for many reasons. First, it is aggressive behavior and will most likely bring a negative response from the speaker being interrupted. Second, it is difficult to listen and speak at the same time. When the listener is interrupting, he or she is certainly not listening fully.

Faking attention (often associated with tuning out) can be offensive and is usually hard to hide. This is hurtful and sends the message to the speaker that the listener doesn't really care about what the speaker is saying. If an individual cannot listen actively in the present moment, it is best to let that be known and suggest that the communication process be put off until a point when there are no distractions.

Becoming emotional can hinder one's ability to listen. It is important that the receiver be aware of his or her emotions. If the sender is sending a message that is offensive, it is important to acknowledge that fact and be aware of the fact that something is threatening a breakdown in the process. When a receiver is angered, it is easy for him or her to miss the most important part of the sender's message.

To avoid jumping to conclusions, it may be helpful for the listener to wait until the speaker is finished before responding. It can also be helpful to ask questions throughout the conversation to clarify issues, or to let the speaker know that he or she is communicating in a way that suggests a certain thing, which may not be what they are intending to say.

It is easy to become distracted while trying to communicate. Often one has many tasks to do or there is a lot of other activity taking place while someone is trying to communicate. This can be a problem because it leads to miscommunication, faking attention, and tuning out all together—all of which threaten future communication.

16.8 Tips for Active Listening Skills

Active listening is really an extension of the Golden Rule. To know how to listen to someone else, think about how you would want to be listened to.

While the ideas are largely intuitive, it might take some practice to develop (or re-develop) the skills. Here's what good listeners know

- 1. Face the speaker:** Sit up straight or lean forward slightly to show your attentiveness through body language.
- 2. Maintain eye contact:** to the degree that you all remain comfortable.
- 3. Minimize external distractions:** Turn off the TV. Put down your book or magazine, and ask the speaker and other listeners to do the same.
- 4. Respond appropriately:** to show that you understand. Murmur ("uh-huh" and "um-hmm") and nod. Raise your eyebrows. Say words such as "Really," "Interesting," as well as more direct prompts: "What did you do then?" and "What did she say?"
- 5. Focus solely on what the speaker is saying:** Try not to think about what you are going to say next. The conversation will follow a logical flow after the speaker makes her point.
- 6. Minimize internal distractions:** If your own thoughts keep horning in, simply let them go and continuously re-focus your attention on the speaker, much as you would during meditation.
- 7. Keep an open mind:** Wait until the speaker is finished before deciding that you disagree. Try not to make assumptions about what the speaker is thinking.
- 8. Avoid letting the speaker know how you handled a similar situation:** Unless they specifically ask for advice, assume they just need to talk it out.

9. Even if the speaker is launching a complaint against you, wait until they finish defending yourself: The speaker will feel as though their point had been made. They won't feel the need to repeat it, and you'll know the whole argument before you respond. Research shows that, on average, we can hear four times faster than we can talk, so we have the ability to sort ideas as they come in...and be ready for more.

10. Engage yourself: Ask questions for clarification, but, once again, wait until the speaker has finished. That way, you won't interrupt their train of thought. After you ask questions, paraphrase their point to make sure you didn't misunderstand. Start with: "So you're saying..."

As you work on developing your listening skills, you may feel a bit panicky when there is a natural pause in the conversation. What should you say next? Learn to settle into the silence and use it to better understand all points of view.

Activity C:

Asking questions keeps you engaged in a conversation, so it can be a practical way to build your listening skills. Next time you're in a conversation, listen carefully for opportunities to ask questions. You may find that you want to clarify a point, or your curiosity may be piqued by something said. As you form a question in your mind, listen carefully to see if your question is answered or addressed by the speaker; if it's not, ask, and listen to the speaker's response.

16.9 Barriers to Effective Listening

There are a lot of barriers to effective listening. Some of the things that seem normal to you might actually be a factor(s) as to why you can't seem to listen properly.

Effective listening is every bit as important as effective speaking, and generally much more difficult. Although numerous barriers to effective listening can make the practice difficult, there are several habits one can adopt that will lead to a higher level of listening proficiency.

There are many hurdles in the path of effective listening they are:-

1. If the communication is a long one it makes the listener difficult to get it. Big message makes it difficult for the listener to understand it.
2. If there is an uncalled for bias in the mind of the sender of the message it increases the difficulty of listener. The communication in such a case is not effective as the sender's bias makes him exert unnecessarily on things uncalled for.
3. The difference in the attitude of both the sender and the receiver also hampers the process of effective listening.
4. The speed of the communication also matters a lot. If the message is delivered at a fast speed it makes it difficult for the listener to get to the right note.
5. Cultural and linguistic diversity also play an important role in making listening effective. If the sender and receiver have different cultural background and speak different languages there can be no effective listening.
6. If some sort of training is required both parties must go in for it. Lack of proper training makes effective listening difficult.

16.10 Summary

Listening is an important part of the process of communication. If listening is excluded from communication the communication becomes wastage of time. By listening the idea is not of 'hearing'. Listening means making effort to get the speaker's full meaning. It involves not only understanding the content of message, but also understanding the feeling of the speaker. Listening is of various types like informative, relational, appreciative, critical, discrimination. Effective listening is challenging, in part, because people often are more focused on what they're saying than on what they're hearing in return. In spite of the importance of effective listening, most people demonstrate their inability to listen effectively, thus undermining effective communication. There is a difference between hearing and listening? Listening is active where hearing is passive. Active listening is a technique for improving understanding of what is being said by taking into account how something is said and the nonverbal signs and body language that accompany it. There are many types of responses that indicate ineffective listening which are roadblocks to effective listening, they are interrupting, facing attention etc. Effective listening is every bit as important as effective speaking, and generally much more difficult. Although numerous barriers to effective listening can make the practice difficult, there are several habits one can adopt that will lead to a higher level of listening proficiency. So concluding the matter listening is important part of communication and one cannot discard its importance, it is an important part of communication process.

16.11 Self Assessment Questions

- Q1 What do you mean by listening? Explain different types of listening.
- Q2 What do you understand by effective listening? Explain tips of effective listening?
- Q3 Explain barriers of effective listening?
- Q4 What is ineffective listening? Differentiate between effective and ineffective listening?
- Q5 What is active listening? And also briefly explain methods of active listening?
- Q6 Differentiate between the following:
- (a) Effective and Ineffective Listening Skills.
 - (b) Hearing Vs Listening.
- Q7 Write short notes on:
- (a) Roadblocks to effective listening.
 - (b) Barriers to effective listening.
 - (c) Active listening.
 - (d) Advantages of listening.
- Q8 Explain various types of effective listening? Also explain various methods for effective listening?

16.12 Reference Books

1. Madelyn Burley Allen, Listening (the forgotten skills)
2. Dennis M. Kartz, Effective Listening Skills
3. Meenakshi Gupta, Listening Skills.
4. Steven Brown, Active Listening.
5. H.S. Pandey, Neelima Pareek, Business Communication.

Unit - 17 Personal Interview Skills

Structure of Unit:

- 17.0 Objectives
- 17.1 Introduction
- 17.2 Types of Interview
- 17.3 Fundamental Principles of Interviewing
- 17.4 Characteristics of Successful Interview
- 17.5 How to Close the Interview
- 17.6 Common Interview Mistakes
- 17.7 Common Interview Questions
- 17.8 Telephonic Interview Skills
- 17.9 Summary
- 17.10 Self Assessment Questions
- 17.11 Reference Books

17.0 Objectives

After completing this unit, you will be able to understand:

- What is Interview and various types of interview?
- Basic fundamental principles involved in interviewing;
- How to prepare and present the successful interview;
- Most common interview mistakes and common interview questions;
- Telephonic interview skills and how to close the interview.

17.1 Introduction

To meet the challenges of professional life, one has to be familiar with many skills to grab the attention of an interviewer, out of which Interview skills are the basic necessities to meet up the future challenges with success. Either you are applying for a job or want to qualify an entrance examination for a professional degree; you should have to be prepared in advance for an interview. It's the only way you through which you can gain the trust of an interviewer. An interviewer always attempt to decide that why they should select you? What are the qualities, which you have and other do not have? How can you benefit their organization? If you can show your trust, your confidence, your commitment, and appropriate skills, then you could win a successful future. Interview is a form of oral communication. It's one to one, or one to group interaction, where an applicant proves themselves as a unique person to be the part of an organization. Remember that interview is always pre-planned and structured. It's a formal presentation between an interviewer and an interviewee. Only those pass it with flying colours, who are original and show their interest with confidence and who present themselves appealing.

Interviewing is the most stressful part of the job search for many people. But it doesn't have to be. Interviews are an opportunity to show you are an enthusiastic worker who would do a job well.

You can make the most of that opportunity by being prepared, presenting a professional demeanor, and describing your qualifications well.

Going for an interview can seem a daunting task, but it doesn't need to be unduly stressful or scary. The better prepared you are for an interview, the better you will feel and perform, and the better your chance of being hired.

Good communication is the key to a good interview; you need to know what you want and why you are there, and be able to convey that to the employer. You are trying to convince the employer that you would be a positive and beneficial addition to their company or business.

Applying for a job is a process that includes researching a prospective job, utilizing personal and professional networks, and marketing yourself through a resume. Hopefully, the climax of this process is an interview with a prospective employer who invites you in, in order to explore your qualifications. However, many people seem to be unprepared for this task, with less than ten percent of students taking advantage of interviewing guidance and coaching before starting to apply for jobs.

This unit is a brief introduction into the art of interviewing for beginning job seekers. It is not necessarily geared at the non-profit sector; its content may be more appropriate for job seeking in general, including in the for-profit sector. There is some good basic information in this session as well as ideas for planned interview.

17.2 Types of Interview

Employing a new candidate for a company is very difficult for the interviewer. Because in this job market competitors are increased and new interview methods are introduced. There are many types of interviews a person can face for selection. The type of interview selected is based on recruiters' choice and requirements. For example, BPOs prefer telephonic interview as screening test. . If you attended any interview you can realize that you had faced the given below interview types.

- 1 Face to Face interview
- 2 Group interview
- 3 Behavioral interview
- 4 Telephone interview
- 5 Panel interview
- 6 Stress interview
- 7 Informal interview
- 8 Formal & Structured interview
- 9 Depth interview
- 10 Screening interview
- 11 Video interview
- 12 Background information interview

Face to Face interview:

Most of the interviews are face to face interviews. This is also known traditional interview in which job seekers meet the employers in face to face. Whether you are fresher or experienced you are in need to attend the interview. The advantage of the traditional interview is that the employer and job seekers can get to know each other about their environment. In face to face interview, they may ask questions like the strengths and weakness of the candidates, expecting salary etc.

Before interview the candidates should have knowledge about the company, their products and financial positions. Also the candidates must be prepared with their resumes. Most employers will ask questions from the resumes. So be prepared and dress neatly while going for interview.

Group interview:

There are two methods of conducting group discussion interview, namely, group interview method and discussion interview method. In first method all candidates are brought into one room i.e. interview room and are interviewed one by one under group interview This method helps a busy executive to save valuable time and gives a fair account of the objectivity of the interview to the candidates.

The group interview will show the candidates

- 1 Knowledge level
- 2 Leadership qualities
- 3 Communication skill
- 4 Team work
- 5 Listening Capacity
- 6 Reaction under stress

In group interview express your opinion confidently and allow others to speak. Don't interfere while other candidate speaks. After the interview send at least one thank you letter, to the head of the committee

Under the discussion interview method, one topic is given for discussion to the candidates who assemble in one room and they are asked to discuss the topic in detail. This type of interview helps the interviewer in appraising, certain skills of the candidates like initiative, inter-personal skills, dynamism, presentation, leading comprehension, collaboration etc.

Interviewers are at ease in this category of interview because of its informality and flexibility. But it may fail to cover some significant portions of the candidates' background and skills.

Behavioral Interview:

In behavioral interviews, candidates are asked to explain their skills, experience, activities, hobbies, school projects, family life - anything really - as examples of your past behavior. The purpose of this type of interview is to predict future based on past experiences. This interview shows the candidates willingness in learning, willingness to travel, self-confidence and Creativity. Listen each question carefully, and give an example that provides an appropriate description of how you demonstrated the desired behavior.

Telephone interview:

Telephone interview is a technique used to recruit the candidates for employment through phone. The main purpose of conducting telephone interview is to reduce the expenses of the out of state or out of town candidates. Telephone interview is also conducted in professional manner as like other interviews. During telephone interview you have to sell yourself only through your voice and confidence in speech. At the last, if you don't have confirm information, be sure to ask for the interviewer's exact title and name spelling, along with a street or email address, so that you can send a thank you note. This method is used to obtain additional information about a candidate's skills and experience than can be obtain from the application or resume.

In this method, you never know when a company is going to call and you may not be prepared for the interview at that time. This will become one of the advantages for the company to know your capability and this situation makes them to judge you. Most of the companies use this method to eliminate the candidates who don't have essential skills, knowledge, education etc.; Candidates who are capable for the required position will attend the next level face to face interview.

Panel interview:

In Panel interviews or Committee interviews candidates will meet several higher authorities and this method is used to hire for advanced positions. Questions may be asked by all panel members and you can expect any type of critical questions from them. Try to answer for all questions and be sure to impress all of the interviewers. The Panel members may be

- 1 The supervisor
- 2 The manager
- 3 The human resource officer
- 4 The union representative
- 5 Employees who are in recruiting team

Make eye contact with each member of the panel while you answering the question. Preparing best before the interview will succeed you in this type of interview.

Stress interview:

Stress interview creates discomfort in you and the main purpose of stress interview is to give you stress and difficult situation. This type of interview is to test the candidates ability in stress situations. The interviewer's may try to introduce stress by asking continuous questions without giving time to think and answer the questions. Starting you might be asked to wait in the waiting room for an hour before the interview. The interviewer might openly challenge your believes or judgement. You might be called upon to perform an impossible task on convincing the interviewer to exchange. Answer each question in calm as it comes.

Informal Interview:

This is the interview which can be conducted at any place by any person to secure the basic and non-job related information.

Formal and Structured Interview:

In this type of interview, all the formalities, procedure like fixing the value , time, panel of interviewers, opening and closing, intimatiOng the candidates officially etc. are strictly followed I arranging and conducting the interview. The course of the interview is preplanned and structured, in advance, depending on job requirements. The questions items for discussion are structured and experts are allotted different areas and questions to be asked. There will be very little room for the interviewers to deviate from the questions prepared in advance in a sequence.

Depth Interview:

In this type of Interview, the candidates would be examined extensively in core areas of knowledge and skills of the job. Experts in that particular field examine the candidates by posing relevant questions as to extract critical answers from them, initiating discussions regarding critical areas of the job, and by asking the candidates to explain even minute operations of the job performance. Thus, the candidate is examined thoroughly in critical core areas in their interviews.

Screening Interview

Screening Interview is usually taken by organizations to see whether the candidate is suitable for further enquiry or not. It always focuses on rejection rather than selection. The interview aims at finding anything that can justify the candidate's rejection.

The screening interview can be telephonic or face-to-face or a candidate can be judged on the basis of his/her resume.

Video Interview

The video interview is undertaken by the organizations while recruiting global capabilities or when the candidate is applying overseas. It is the same as video conferencing.

The candidate must focus on camera, not the display screen.

He/she should consider this as a face-to-face interview and must give attention to his/her physical appearance.

Background Information Interview:

This interview is intended to collect the information which is not available in the application blank and to check that information provided in the application blank regarding education, place of domicile, family, health, interests, hobbies, likes, dislikes, extracurricular activities of the applicant.

17.3 Fundamental Principles of Interviewing

You don't get a second chance to make a first impression. This common sense wisdom will serve you well during your job interview. Knowing the fundamental principles of interview before going to an interview helps much a candidate to overcome the interview phobia. It provides the basic knowledge about the interview process and candidate's role during the interview. Here are ten important tips to remember when interviewing.

Be on time

Don't arrive late or too early. Ideally you should arrive between 10 to 15 minutes before the scheduled interview is scheduled. While waiting for the interview to begin, get ready physically and mentally. Turn off your cellular phone or pager as this will prevent any distractions during the interview.

Appearance

Dress for the occasion. The dress code is dictated by the position and in the industry in which you are applying. If you're not sure what to wear remember that it's tough to go wrong with conservative attire. In any case, your appearance should be groomed, clean and tidy. Appearance includes white teeth and fresh breath. Wearing perfume or cologne to an interview can do more harm than good so remember to leave the potions and lotions at home.

Introduction

Beginning with the receptionist and ending with the last person you meet, always introduce yourself to everyone you meet with your first and last name. A handshake is a sign of respect and appreciation, a firm shake and a look into the eyes of the person you are meeting is always appreciated. You should sit when invited to do so. If you can choose a sitting location such as a meeting or conference room, chose a seat that will enable you to see the interviewer and anyone who may enter the room during the interview.

Body language

Do not fidget as this is very distracting to the interviewer. Mirror the body language of the interviewer. If they are sitting back in their chair, you should do the same. If they are sitting upright and towards the front of the chair, do the same. Feel comfortable in your chair and if you don't, adjust it so you will feel comfortable, allowing you to move your hands and feet. Try to avoid placing your hands on the desk of the interviewed as this is often interpreted as an invasion of personal space.

Tone of voice

Adapt the tone of your voice to your interviewer's. Listen carefully to make sure you understand what is being asked. Get clarification on questions before you answer if you are unsure. Taking your time to answer questions are always a sign of a seasoned professional so do not answer quickly and without thinking your answer through? Make your answers concrete, relevant but not too long.

Honesty

Honesty and candor is refreshing to most recruiters and hiring managers. Don't invent or inflate facts, events or details. White lies and untruths can easily be uncovered by a competent interviewer and will likely result in your not being considered for the job. Coming across as a credible and trustworthy person is probably the most important challenge you face.

Know your professional story

Whether you just got out of high school or college or are a seasoned pro, you should understand what you bring to the table. Whether you have brains, brawn, energy or experience, you should understand what it is that you bring to the table. If you are motivated to learn the business tell them why. If you already know

the business, tell them how you learned it. Do not expect your interviewer to remember your resume details. Don't expect them to automatically have an opinion about who you are other than what you told them on the phone, in an email or during the interview. The interviewer will have read dozens of resumes and spoken to many prospective employees other than you. Even the most well written resumes are far from being able to tell your professional story so understand what your professional story and prepared to tell it.

Be Prepared

Prior to arriving for the interview learn about the company and its products, customers and competition. Bring extra copies of your resume, a copy of your Reference Books and some paper to take notes. Ask questions in the end to let the interviewer know you already know about their business, industry and the trends affecting both.

Loaded questions

Prepare to answers typical interview questions. Here are a few common questions which most of us have had to answer: "Why do you think you are the right person for this job?" - Discuss the advantages you have which are relevant to the position, to the organization and to the industry as a whole. Provide relevant details and experiences to illustrate your main points. "What are your salary expectations?" - Let the interviewer know that you are considering several opportunities and that each opportunity comes with different salaries and benefits. Ask if there is a salary range they are offering and if the interviewer insists on hearing your range first, reply that your salary's range is between X and Y. Be sure that this range seems reasonable enough for the respective job. Be realistic about your starting salary expectations especially in times of higher unemployment. "What do you think so far?" - Mention what you find interesting about the job or organization first and then if you need to, ask for clarification on areas of responsibility that were unclear or which made you think twice.

Closing the Interview

There comes a point in nearly every interview when the interviewer needs to step up and tell the hiring manager or recruiter that they are interested in the job. Letting the interviewer know you are interested is a natural next step after everyone's questions have been answered. If you are not interested in the job, do not try to close. Closing is simply a natural next step which might sound like this, "This sounds like a unique organization and opportunity which I am interested in pursuing. If you think I'd be a good fit, I'd like you to consider me."

Follow-up

It usually takes time for the employer to get back to you with indications of their interest in hiring you. Do not pester your interviewer on how the interview went. End the interview positively with a handshake and farewell greeting such as "thank you for the opportunity to discuss the position with you. It was very nice to meet you and I hope to hear from you soon. "Remember that the interview process is the opportunity for you and the employer to get to know each other before deciding to join forces. Be honest, ask the important questions, and be polite. Like dating, make sure the interest is mutually genuine.

17.4 Characteristics of Successful Interview

There are mainly three topics under which we can study the characteristics of successful interview:

1. Preparation
2. Presentation
3. Content (Resume)

1. Preparation for the Interview: The candidate must be physically, mentally and psychologically prepared for the interview. It is not only information and knowledge of the candidate that is assessed at an interview; the whole personality is also assessed.

(i) **Physical Preparation**

The candidate should be physically and mentally prepared to face the interview

- (a) The candidate is expected to be properly groomed and formally dressed. Clean and well-cut nails, properly combed hair and general personal hygiene are very important. Well laundered and well-fitting clothes, neat footwear, and a suitable handbag or brief case are the normal requirements of formal appearance.
- (b) Posture, that is, carriage and bearing develop over the years; it cannot be changed in a short time. Those who find that their posture is poor must practice to improve it. The way a candidate carries himself while standing, walking and sitting reveals a good deal about him.
- (c) Good manners and conduct are necessary. The candidate must know what is the suitable greeting for the time of the day. Indian style greeting of “Namaste” is acceptable if the company is Indian and all interviewers are Indian
- (d) Do not offer to shake hands unless it is offered by an interviewer
- (e) Do not sit until you are asked to sit down, if you are not asked to sit, ask for permission to sit: “*May I sit down?*” should be said politely and without embarrassment
- (f) Take care while handling the chair; it should not be dragged noisily or clumsily. Sit comfortably and with good posture
- (g) If you have a large brief case, put it down on the floor near the chair. If you have a small hand bag, keep it on your lap. Be comfortable and well practiced in handling your bag or brief case.
- (h) Do not put elbows or hands on the table. Practice keeping hands comfortably when you are not using them.
- (i) Maintain comfortable posture throughout the interview.
- (j) At the end of the interview, remember to thank the interviewers and wish them *Good day*.

(ii) **Mental Preparation**

- (a) For new job-seekers, it is necessary to revise subjects studied for the completed examinations and courses. Knowledge in the field of specialization must be up-to-date. It is absolutely necessary to take a look at the bio-data, and be prepared to give more information about all items including hobbies and other interests mentioned in it.
- (b) Current events, important current issues in the country and in the world will be subject at the interview.
- (c) Regular reading of newspapers, listening on TV news and discussions on current issues are useful in being well-informed.
- (d) Some personal views and opinions on current issues may be asked for; candidates must be able to discuss issues intelligently and support their opinions with well-considered reasons.
- (e) Information about the interviewing company, its owners/directors, its products, its turnover, share capital, etc. are available in the company’s annual report. The candidate must find out as much information as possible about the company whose employment she/he seeks.

(iii) **Psychological Preparation**

Several situations or questions during an interview can cause discomfort or embarrassment to the candidate. It is better to anticipate some, and be prepared to handle such situations or questions. Psychological preparedness has to be built up slowly and gradually.

- (a) Honesty in answering questions is that best policy. Dishonesty often shows up, and makes a bad impression.
 - (b) Being able to admit lack of information on a topic without loss face is a strong point.
 - (c) Inability to discuss a topic makes a bad impression. If there is any topic that seems too embarrassing to talk about, it is useful to read up information on it and talk about it objectively to a few friends for practice.
 - (d) Salary is a topic that must be discussed at the interview. It is important to talk about the compensation package without appearing to be bargaining, or being driven or defeated. Information about salaries given for such jobs and one's qualifications, and a good self-assessment should give a candidate the confidence to negotiate the compensation package.
 - (e) Information about the nature of duties, future prospects, other benefits, and any other desired information must be got before leaving.
- (iv) **Self-Assessment**

Anyone who wants to be successful in life must make good self-assessment knowledge of one's strong points and weaknesses are very useful in gaining self-confidence.

Self-assessment takes time and should be done carefully and patiently. Parents and close friends can help in pointing out faults and in correcting them and also in finding out strong points and strengthening them.

2. Presentation at the Interview

Candidates should arrive at the place of interview at least ten minutes before the given time. A candidate is under observation from the moment of showing up at the door till he/she goes out of the door. An interview can be considered as having four parts, all of which must be properly performed: Entry, answering questions, asking questions, and leaving.

- (i) **Entry:** The candidate walks into an unfamiliar room; he/she must be able to adjust quickly to the size and appearance of the room. Style of opening and closing the door, walking, greeting, and taking the chair will show whether the candidate is clumsy or graceful and well-mannered, nervous or composed and confident.

Entry takes only a minute, but it makes the first impression and impact. A natural pleasant expression makes a better impression than a grim, tense expression or a vain attempt to appear relaxed.

- (ii) **Answering questions:** This takes the major art of the interview item. Good interviewers take care to make the candidate feel comfortable because they are interested in finding out the qualities and suitability of the candidate for their job; a nervous and uncomfortable candidate does not show his best qualities. It is the interest of both that the candidate should be composed and calm.

Questions range from details of education and experience, special abilities, personal interests, family background and circumstances, to any problems faced and handled in the past. The questions are meant to test the candidate's information and knowledge as well as personal qualities, character, attitude to work and life, career goals, motivation, and circumstances.

- (iii) **Asking questions:** The candidate is often invited to ask questions. If not invited, the candidate may seek permission to ask for information by saying, *May I ask a few questions?* or *May I ask for some information?*

The candidate's questions should arise out of clarity of purpose, motivation and career goals. The questions may be about working conditions, prospects of career growth in the organization, working

relationships, etc. some examples are given below:

- Will there be opportunities for training in this job?
- Will this job involve travelling?
- What are the avenues for promotion?
- What are the retirement benefits?

The questions must be asked politely and with sincere desire to get information to assess the opportunities the job offers.

- (iv) **Leaving:** Interviewers generally indicate when the interview is over. They may say something like. *Thank you, we'll get in touch with you later.* Like the entry, leaving takes a very short time, but can be confusing and uncomfortable for the candidate. Leaving should be responsive to the interviewers.

- Thank the interviewers.
- Collect and pack all papers and files quickly and neatly.
- Get up gracefully, without scraping the chair.
- Wish them *Good day*.
- Do not offer to shake hands, but be alert; if anyone offers to shake hands be quick to take it.
- Put the chair back in its place.
- Shut the door carefully and noiselessly

3. Content (Resume):

In today's complex and competing environment such presentations are needed which can present maximum information to the employer in an impressive manner. Resume is a brief summary of the qualifications, qualities, and his/her achievements along with experience of a person. Resume content presents their achievements, personal details and education qualification to the possible employer.

Murphy, Hilderhandt and Thomas have divided the content of a resume into the following six parts:

1. **Opening Section:** This part contains the heading, work target and basic requirements of a job.
 - (a) Heading
 - (b) Career/job objective
 - (c) Basic qualifications
2. **Educational qualifications:** In this part the candidate should give a description his educational achievements starting from class 10th and afterwards.
3. **Work experience:** In this part candidate should provide the experience gained earlier in other organizations.
4. **Achievements of Awards:** This part contains special achievements made at school or college level. Social work also be included.
5. **Personal Data:** Now a day's giving personal data is not compulsory. But on the basis of jobs nature or company demand and acceptable general norms personal data can be demanded.
6. **Reference Books:** In the reference the names of respected people and employees of that particular company are given along with their address who knows the candidate. Giving the Reference Books before the interview leaves a good impact on the interviewer.

Activity A:

You have been called for an interview for a job of market research assistant. What preparation would you make?

17.5 How to Close the Interview

Knowing how to successfully close an interview can make the difference between getting the job and being one of the unfortunate individuals who receives a rejection letter in the mail. While much attention is given to the matters of how to write a resume and cover letter as well as what to expect in regards to interview questions, far too many job seekers are unprepared when comes to knowing how to successfully close an interview. Keep in mind that this is perhaps your last opportunity to demonstrate why you are perfect for the job. Successfully closing an interview walks a fine line between being too aggressive and not being aggressive enough.

It's always a good idea to bring along some questions that you can ask the interviewer at the end of the interview. This shows that you have more than just a passing interest in the position and truly want the job. If you have taken the time to do your research on the company, this also demonstrates initiative and increases your chances of being hired.

Once all questions have been asked and answered, it is quite appropriate to ask the interviewer when they anticipate making a hiring decision as well as what the next step in the interviewing or hiring process will be. Make a point to ask the employer for a business card so that you can have readily available contact information for following up with the employer in the days to come. This will also make it much easier for you to mail the all important interview thank-you letter as soon as you return home.

Also don't forget to shake hands with the employer and summarize how your skills and experience, as well as ambition and desire, make you the perfect candidate for the position. If you're really confident and don't mind taking risks, you might ask "So, is there anything stopping you from offering me the job right now?" This ploy should only be used if you feel the interview has gone well, however. Otherwise you might be setting yourself, as well as the interviewer, up for an embarrassing response.

A much milder version of this tactic would be, "Is there anything else I can answer for you to make a hiring decision?" If you really aren't sure how well the interview went and don't want to waste your time waiting for a call that may never come, you could simply ask, "Have I done well enough to advance to the next level of the hiring process?"

In the event that the employer does not offer you a firm commitment and seems to be a bit hesitant about when a firm decision will be made, don't take it as a personal affront. There could be any number of reasons why the employer is reluctant to hire you on the spot-the least of which could be the need to consult with superiors. It's important that even if you are disappointed about not receiving a job offer on the spot that you remain positive, up beat and confident. Finally, take the time to thank the employer for meeting with you. Above all, remember to always be professional no matter what happens.

Closing the interview is important, but your closing should be tailored to the position; your personality and interviewing style, and the interviewer. Keeping these things in mind will help you determine which closing is appropriate for you and the situation.

17.6 Common Interview Mistakes

The job interview is the make-it-or-break-it part of the job application process. While the resume may get you the interview, the interview gets you the job. You want to impress your possible employer so much

that nobody else will be appropriate or perfect for the job. For many job seekers, the interview is the single most stressful part of the job search process. Any number of things can go wrong, and a big part of being successful is avoiding simple mistakes

Here is what not to do in order to guarantee interview success:

Incorrect attire:

Dress appropriately for the type of job interview. Always dress in more conservatively than you would normally. Make sure that you are not wearing outlandish colors, showing too much skin, or wearing too much jewelry (man or woman).

Unprepared answers:

You know the typical job questions, so have them prepared. Know ahead of time your answers to questions such as, “What are your strengths and weaknesses? Where do you see yourself in ten years? What can you bring to the company that nobody else can? What brought you to this part of your career?” These generalized questions will more than likely be asked of you on the big day.

Unprepared questions:

Just as much as must prepare the answers to give to your interviewer, you must also come prepared with questions to ask of the interviewer about the position and the company. Employers want to see people who think on their toes and are interested in the position as much as possible. Scribble down a few quick questions that you can ask at the appropriate time of the interview so that you are not trying to think on the spot of what to ask.

Forgetting to do your research:

If you are going on a job interview and know nothing about the company, than you are mistaken. You must learn as much as possible about the position and company prior to your interview. Therefore, you will be able to hold an intelligent and well-informed discussion about the company. You will also be able to ask questions more comprehensively.

Slips of the tongue:

Although this mistake is difficult to control, people often make them. People accidentally say the wrong thing, infer the wrong idea, or blurt out an insult or profanity. Any of these slips of the tongue can throw you out of the interview race. Concentrate on what you say, so that it comes out intelligibly and not incoherently.

Ringling of cell phones:

Make sure your phone is off prior to the interview. Nothing is ruder or more disrespectful to an interviewer than listening to another ring.

Checking the time:

Be careful not to glance at your watch or the wall clock in the middle of your interview. Perhaps you should take off your watch prior to the interview so that you have no chance of accidentally looking at your wrist.

Asking about salary too early:

While it probably one of the determining factors in your decision to work at a company, do not jump the gun in the interview to ask about salary. The interviewer will inevitably tell you what salary and benefits come with the job. There are so many people looking for jobs, so if the company sees you as someone who just wants the money and does not necessarily care about the job, it will work against you in the long run.

Giving your demands:

You are on the job interview and you are unemployed (or are looking to change jobs). You are no diva. Therefore, you should never make demands at an interview. Even if you have reached a professional status that enables you to make certain demands in the workplace, the interview is never the place for it. They will laugh at you and more than likely never call you again. People want to work with compromising and congenial co-workers; not demanding prima donnas.

Telling about other job offers:

While you may think it appears desirable to speak about other companies offering you a position, it may come across as ridiculous in a job interview. It is important to keep matters separate. They may see you as someone who already has a job. Why would they want to give you their position if you've already got one somewhere else?

Dropping too many names:

Again, this "do not" is a double-edged sword. While contacts are vital in the job market, they can often be used for the wrong purposes. You do not want to be seen as someone who gets by only on his or her connections.

Tardiness:

Do not be late to your job interview. Rather, arrive around 10-15 minutes early so you can settle in, fill out paperwork, and allow your interviewer to get ready.

Fidgeting:

While you will probably be nervous prior to and during your job interview, try not to fidget. It is distracting and reads nervousness and anxiety. No employer wants a fidgety co-worker in the building.

Lying:

While it is common to exaggerate on resumes, it is downright wrong to lie on them and in your job interview. Honesty is the most venerable quality in a worker and an employer and interviewer will respect your truth and honesty. Do not claim to have worked somewhere if you have not, and so on and so forth.

Offering too little detail when answering case questions or technical questions or solving technical problems, take the time to "talk through" your thought processes. Recruiters are interested in seeing how your mind works and how it attacks a problem.

Lacking enthusiasm Maintain eye contact, greet the interviewer with a smile and a firm handshake (not too weak, not too strong), and show common courtesy. Don't be afraid to display your passion for the job/industry and to show confidence.

17.7 Common Interview Questions

Review these typical interview questions and think about how you would answer them. Read the questions listed; you will also find some strategy suggestions with it.

1. Tell me about yourself:

The most often asked question in interviews. You need to have a short statement prepared in your mind. Be careful that it does not sound rehearsed. Limit it to work-related items unless instructed otherwise.

Talk about things you have done and jobs you have held that relate to the position you are interviewing for. Start with the item farthest back and work up to the present.

2. What experience do you have in this field?

Speak about specifics that relate to the position you are applying for. If you do not have specific experience, get as close as you can.

3. What do you know about this organization?

This question is one reason to do some research on the organization before the interview. Find out where they have been and where they are going. What are the current issues and who are the major players?

4. What kind of salary do you need?

A loaded question. A nasty little game that you will probably lose if you answer first. So, do not answer it. Instead, say something like, that's a tough question. Can you tell me the range for this position? In most cases, the interviewer, taken off guard, will tell you. If not, say that it can depend on the details of the job. Then give a wide range.

5. Are you a team player?

You are, of course, a team player. Be sure to have examples ready. Specifics that show you often perform for the good of the team rather than for yourself is good evidence of your team attitude. Do not brag; just say it in a matter-of-fact tone? This is a key point.

6. How long would you expect to work for us if hired?

Specifics here are not good. Something like this should work: I'd like it to be a long time. Or As long as we both feel I'm doing a good job.

7. What is your philosophy towards work?

The interviewer is not looking for a long or flowery dissertation here. Do you have strong feelings that the job gets done? Yes. That's the type of answer that works best here. Short and positive, showing a benefit to the organization.

8. Explain how you would be an asset to this organization

You should be anxious for this question. It gives you a chance to highlight your best points as they relate to the position being discussed. Give a little advance thought to this relationship.

9. Why should we hire you?

Point out how your assets meet what the organization needs. Do not mention any other candidates to make a comparison.

10. What is your greatest strength?

Numerous answers are good, just stay positive. A few good examples: Your ability to prioritize, Your problem-solving skills, Your ability to work under pressure, Your ability to focus on projects, Your professional expertise, Your leadership skills, Your positive attitude.

11. Tell me about your dream job.

Stay away from a specific job. You cannot win. If you say the job you are contending for is it, you strain credibility. If you say another job is it, you plant the suspicion that you will be dissatisfied with this position if hired. The best is to stay generic and say something like: A job where I love the work, like the people, can contribute and can't wait to get to work.

12. Why do you think you would do well at this job?

Give several reasons and include skills, experience and interest.

13. Tell me about your ability to work under pressure.

You may say that you thrive under certain types of pressure. Give an example that relates to the type of position applied for.

14. Are you willing to work overtime? Nights? Weekends?

This is up to you. Be totally honest.

15. Are you willing to put the interests of the organization ahead of your own?

This is a straight loyalty and dedication question. Do not worry about the deep ethical and philosophical implications. Just say yes.

16. Do you have any blind spots?

Trick question. If you know about blind spots, they are no longer blind spots. Do not reveal any personal areas of concern here. Let them do their own discovery on your bad points. Do not hand it to them.

17. How do you propose to compensate for your lack of experience?

First, if you have experience that the interviewer does not know about, bring that up: Then, point out (if true) that you are a hard working quick learner.

18. Describe your work ethic.

Emphasize benefits to the organization. Things like, determination to get the job done and work hard but enjoy your work are good.

19. Do you have any questions for me?

Always have some questions prepared. Questions prepared where you will be an asset to the organization are good. How soon will I be able to be productive? And what type of projects will I be able to assist on? Examples are.

Activity B:

Trying to wing the interview Practice! Get a list of general interview questions, a friend, a tape recorder, and a mirror and conduct an interview rehearsal. Practice until your delivery feels comfortable, not canned.

17.8 Telephonic Interview Skills

The trend of telephonic interviews or you may call it cell phone interview is now fast picking up. Telephonic interviews are generally conducted for preparing a candidate shortlist for a face-to-face interview. A telephonic screening round usually precedes an actual face-to-face interview.

A telephonic interview is actually conducted to interview people who reside outside the immediate area (who are relocating or plan to work from home) or when the interviewer is located at a distant place. To pre-screen applicants, a short phone interview is conducted first and then a core group is picked up to interview in person. The candidate should remember that since the interviewer is not seeing him, his voice has to be expressive and convincing.

Employers use telephone interviews as a way of identifying and recruiting candidates for employment. Phone interviews are often used to screen candidates in order to narrow the pool of applicants who will be invited for in-person interviews. They are also used as a way to minimize the expenses involved in interviewing out-of-town candidates.

While you're actively job searching, it's important to be prepared for a phone interview on a moment's notice. You never know when a recruiter or a networking contact might call and ask if you have a few minutes to talk. Review these tips, and then take a look at our phone interview tips video for more advice on how to pull off your phone interview without a hitch.

Be Prepared to Interview:

Prepare for a phone interview just as you would for a regular interview. Compile a list of your strengths and weaknesses, as well as a list of answers to typical phone interview questions. In addition, plan on being prepared for a phone conversation about your background and skills.

Keep your resume in clear view, on the top of your desk, or tape it to the wall near the phone, so it's at your fingertips when you need to answer questions.

Have a short list of your accomplishments available to review.

Have a pen and paper handy for note taking.

Turn call-waiting off so your call isn't interrupted.

Pre-Preparation

The pre-preparation for a telephonic interview is almost similar to a face-to-face interview but with a slight difference.

1. Keep all your documents ready as the telephonic interviewer may call you anytime.
2. Select a quiet, private room with a telephone or cell phone in good working condition. Battery should be preferably fully charged.
3. Prepare brief points that you would speak during the interview.
4. Keep a pen and paper ready near the telephone to jot down the important information that the interviewer provides.
5. Keep a calculator and a calendar ready.
6. Keep the job ad, the resume and the cover letter that you had sent in response to the advertisement.
7. Keep ready the information on the research you have done on the company.
8. Keep a short list of questions about the job ready that you would like to ask the interviewer.
9. Make sure that you do not receive other phone calls if you know when the interview is scheduled.
10. Once you know the name of the interviewer, jot it down.

Tips to Follow

These are the following simple tips if you follow during the telephonic interview will help you to achieve your goal easily.

1. If the interviewer gives you a surprise call, avoid sounding perturbed.
2. appear calm and greet the interviewer pleasantly.
3. Smile as you speak, as a smile helps to change your tone, making it sound cheerful to the person at the other end of the line.
4. Breathe deeply and relax.
5. Speak slowly, clearly and with purpose.
6. Avoid being loud or too soft.
7. be assertive and confident.
8. If you cannot hear the interviewer clearly avoid saying 'I cannot hear you' or 'speak loudly'. Instead, say, 'I hope you can hear me clearly since you aren't audible to me.'
9. Support your statements with detailed examples of accomplishments, whenever possible. Since it is easy to get distracted on a phone call, keep the interviewer interested.
10. Don't let anyone else guide you while answering. This will result in confusion and you might end up stammering. It is better to be alone while being interviewed.

11. Avoid repeating questions. It gives the caller a feeling that you are trying to steal some time before answering.
12. Avoid mono answer—"yes" and "no".
13. In case you do need time to think, request for it. Simply keeping silent during a telephone conversation is dead air time – as in radio.
14. be natural and do not adopt any alien accent or style while speaking.
15. Address the interviewer using 'Mr. or Mrs.' Followed by his last name and if he holds any title as –Dr, make use of it while addressing him.
16. Since the interview will be preliminary in nature, you won't generally be asked technical questions. The focus will be more on communication skills.
17. As the interview comes to a close, you may ask, "When am I likely to hear from you?"
18. Promptly send a formal follow – up/ thank you letter, just as you would for a face-to-face interview.

Phone Interview Etiquette

Phone interview etiquette is just as important as in-person job interview etiquette when it comes to getting hired. That's because, regardless of how you interview, a successful interview will get you to the next stage of the hiring process.

Activity C:

Prepare a telephonic interview with your classmates follow the above mentioned tips and try to match your speaking rate and pitch to that of the interviewer.

17.9 Summary

Interviewing is the most stressful part of the job search for many people. But it doesn't have to be. Interviews are an opportunity to show you are an enthusiastic worker who would do a job well. You can make the most of that opportunity by being prepared, presenting a professional demeanor, and describing your qualifications well. Employing a new candidate for a company is very difficult for the interviewer. Because in this job market competitors are increased and new interview methods are introduced. There are many types of interviews a person can face for selection like Face to Face interview, Group interview, Behavioral interview, Telephone interview, Panel interview etc. Knowing the fundamental principles of interview before going to an interview helps much a candidate to overcome the interview phobia. There are mainly three topics under which we can study the characteristics of successful interview (Preparation, presentation, content). Knowing how to successfully close an interview can make the difference between getting the job and being one of the unfortunate individuals who receives a rejection letter in the mail. While much attention is given to the matters of how to write a resume and cover letter as well as what to expect in regards to interview questions, far too many job seekers are unprepared when comes to knowing how to successfully close an interview. For many job seekers, the interview is the single most stressful part of the job search process. Any number of things can go wrong, and a big part of being successful is avoiding simple mistakes like Incorrect attire, Unprepared answers, Unprepared questions, Forgetting to do your research etc. are some most common interview mistakes.

A telephonic interview is actually conducted to interview people who reside outside the immediate area (who are relocating or plan to work from home) or when the interviewer is located at a distant place. The trend of telephonic interviews or you may call it cell phone interview is now fast picking up. Telephonic interviews are generally conducted for preparing a candidate shortlist for a face-to-face interview.

17.10 Self Assessment Questions

Q 1. What is meant by interview? Explain characteristics of an interview.

- Q 2. Explain different types of interview?
- Q 3. What types of questions are usually asked in interviews?
- Q 4. Explain fundamental principles of interviews and also explain the way to close the interview?
- Q 5. List most common interview mistakes?
- Q 6. Briefly defines telephonic interview skills?

17.11 Reference Books

- | | | |
|----|--------------------|------------------------|
| 1. | Mathew, | Active Communication |
| 2. | Raymond L. Gorden, | Basic Interview Skills |
| 3. | Neil M. Yeager, | Power Interviews |
| 4. | Carole Martin, | Boost Your Interviews |
| 5. | Prabhakar Kamath, | Interview Skills. |

Unit - 18 Ethics in Business Communication

Structure of Unit:

- 18.0 Objectives
- 18.1 Introduction
- 18.2 Ethical Communication
- 18.3 Values, Ethics and Communication
- 18.4 Ethical Dilemmas Facing Managers
- 18.5 A Strategic Approach to Corporate Ethics
- 18.6 Ethical Communication on Internet
- 18.7 Ethics in Advertising
- 18.8 Summary
- 18.9 Self Assessment Questions
- 18.10 Reference Books

18.0 Objectives

After completing this unit, you will be able to understand:

- What is ethical communication?
- Why ethics are important in organizational communication?
- Various ethical issues involved in organizational communication;
- Strategic approaches to ethical communication;
- What are the ethical implications of communication using electronic mail and various issues involved in it?
- Ethical issues involved in advertising.

18.1 Introduction

Ethics are standards or moral principles, which individuals or groups of people follow. In other words, their decisions are governed by principles. Communication is central to our human experience. Through communication we cultivate relationship and come to understand ourselves, others, and the world in which we live. To live well, we must communicate well, and to communicate well, we must understand both the visible and the subtle issues related to communication. Ethical issues related to business communication are one such aspect that helps us understand communication effectively.

In recent years, stories concerning the ethics in business and communication have steadily, and unfortunately, become more common. Tales of corporate malfeasance that include dubious accounting practices and misleading financial reports underscore the importance that we attribute to business communication, while also highlighting our concerns about ethical conduct. While reports, memos and presentations may indicate a communicator's ethical shortcomings or those belonging to the people on whose behalf the communicator is speaking, personal ethics is only one aspect of the problem. Understanding the ethics of communication helps us to communicate effectively.

Traditional notions of organizational communication have framed ethical questions as largely frivolous, and ethics in organizational communication played a limited role. There were two fundamental factors which contributed to this thought:

- (i) There was an inherent confusion over the responsibility and accountability issues related to ethical communications in organizations.
- (ii) There were serious limitations on discussions regarding ethical questions in organizations.

The application of general ethical concepts to the unique situations confronted in business. It asks what is right or wrong behaviour in business and what principles or rules can be used as guidance in business situations. Ethics is about sense of belongingness to society of business or organization. What is ethics to individual is known as strategy for organization and therefore no organizational growth is possible without strategy.

18.2 Ethical Communication

Ethical issues are bound to arise because communication plays a significant role in influencing others. The way a person communicates in the organization is largely affected by the way he/ she want to be perceived by others, and also how he/ she would like others to behave. Some important characteristics of ethical communication are as follows:

1. Getting your point across without offending the audience.
2. Maintaining and sustaining a relationship with your audience.
3. Presenting information to the audience without deliberately withholding vital information.
4. Understanding that ethics are related to values, and may differ for the audience.
5. Making sure all information is accurate and researched.

1. Getting your point across without offending the audience:

It is the most important issue that must be kept in mind while communicating with people. In order to get a desired response one should ensure that the target audience is clear about the fact for which the communication took place. Thus, one needs to get his / her point across in an effective manner.

2. Maintaining and sustaining a relationship with your audience:

While communicating the communicator must ensure that the target audience does not feel any difference as if they are communicating to someone else. They must create an environment that is familiar to the target audience so that they feel comfortable while communicating. Master communicators strike a chord with the audience immediately and develop a relationship which is based on trust.

3. Presenting information to the audience without deliberately withholding vital information:

There should be no manipulation of any sort to be done with the information that is provided while communication. They should see to it that the information being communicated is complete, and that no vital information is being withheld on purpose. All the parties that are involved in the communication process must be fully informed about the facts in any decision making process within the organization.

4. Understanding that ethics are related to values, and may differ for the audience:

For this concept to be successfully understood and practiced in an organization, there should be a conscious effort by the top management to have a well defined value system perpetuating throughout the organization. Once that is done, employees tend to have mutual respect for each other and the way they communicate within the organization and with outsiders. Respect for each other comes naturally.

5. Making sure all information is accurate and researched:

The information that is passed on or transferred while communicating one should ensure that the information is well researched and is accurate. The information should be tested, source identity must be verified, and only then should information be communicated formally. Information which is not true is even worse than no information at all.

The study of ethics within communications and the communication of ethical ideas represent such a platform. All forms of communication are inextricably linked to ethical reasoning through the common principles of truth and honesty, trust and relationships, reputation and integrity, conduct and justice. The intent is as

important as motivation. the speaker brings his/ her intention in his/ her style of communication. If the intention is clear and strong, it will be easily reflected in the way the message is being communicated.

Activity A:

Is effective communication and ethical communication one and the same thing? Collect some of the instances from daily life to elucidate this fact.

Role of ethics in organizational communication:

In any organization carrying on any type of activity communication is an essential part and herein ethics matter a lot as there are many kind of people working in the organization who have different ideology. Starting from the time when an individual joins an organization to the time he retires, there are many landmark events in his career where communication has ethical dimensions attached to it.

The role of ethics in organizational communication can be listed as follows:

- 1 Helps in understanding things in a better manner.
- 2 Helps in creating cordial relations among the employees at various levels.
- 3 Enhances the psychological understanding of the employees at work place.
- 4 Imparts a sense of motivation.
- 5 Creates a disciplined environment in the organization.
- 6 Avoids conflicts and discrepancy in the organization.

Ethical code in communication:

There is no pre- defined code of conduct for communication but there are certain principles that must be followed when it comes to ethical communication. Some of these principles are:

- (a) Truthfulness, accuracy, honesty and reason are essential to the integrity of communication.
- (b) Strive to understand and respect other communicators before evaluating and responding to their messages.
- (c) Promote communication climates of caring and mutual understanding.
- (d) Condemn communication that degrades individuals and humanity.
- (e) Commit to the courageous expression of personal convictions in pursuit of fairness and justice.
- (f) Access to communication resources and opportunities are necessary for fulfilling human potential and contributing to the well being of families, communities and society.
- (g) Unethical communication threatens the quality of all communication, and consequently, the well being of individuals and the society in which we live.

All the above stated principles must be followed while communicating in the organization, individual communication or any type of communication that takes place in our daily life. These principles when followed help in maintaining the cultural and social etiquettes to be followed to survive well in the society. In following these principles, communicators must take responsibility for encouraging all participants to share information, and at the same time, communicators must care for others by respecting others' wishes.

18.3 Values, Ethics and Communication

Values are amongst the most stable and enduring characteristics of individuals, and are the basis upon which attitudes and personal reference books are formed, as well as the basis for crucial decisions, life

direction and personal tastes. Organizations also have a value system that is important for the success of any organization. Excellent companies have clearly stated values that make sense to their employees, and they reinforce these values through everything they do.

Ethical issues are those that focus on value judgments concerning right or wrong, and goodness and badness in human conduct. Ethics go beyond simple questions of legality or illegality. The field of ethics what our relationships are and ought to be with our employees, coworkers, subordinates, customers, stock holders, suppliers, distributors, and all other members of the communities in which we operate.

From a communication perspective, ethical communication facilitates the individual's ability to make sound choices. In general, those who aspire to communicate ethically and supportively should espouse the following kinds of behaviour:

- A. Descriptive (rather than evaluative)
- B. Problem oriented
- C. Spontaneous
- D. Respectful
- E. Empathic
- F. Provisional

Ethical Perspectives

The way a person approaches choice making and communicative interactions depends largely on the ethical perspective from which he/ she is operating. Some of these perspectives are:

- i Religious perspective
- ii Economic perspective
- iii Legal perspective
- iv Utilitarian perspective
- v Universalistic perspective
- vi Humanistic perspective
- vii Dialogic perspective
- viii Situational perspective

The above stated perspectives are discussed in detail as follows:

Religious perspective:

This perspective teaches to treat all the religions equal. The behaviour such as lying, stealing, murder or treating others with disrespect on grounds of religion is wrong.

Economic perspective:

The economic perspective bases ethical judgments on impersonal market forces. This school of thought holds that managers should consistently act to maximize revenues and minimize costs, and that this strategy will itself assure society of the greatest long - term benefits.

Legal perspective:

Legal analysis reduces ethical judgments to a matter of law. Anything that is legal is ethical. Anything illegal is unethical.

Utilitarian perspective:

One of the classic cases of ethical tension exists between those who are concerned with the moral quality of an action, independent of its consequences, and those who believe that any action is right if it produces the greatest good for the greatest number of people.

Universalistic perspective:

The universalist perspective states that, because outcomes are too difficult to predict or control, the more appropriate focus is on intention. It focuses that truth must be told while communicating.

Humanistic perspective:

It makes an attempt to make ethical judgments philosophically, isolating certain unique characteristics of human nature that would be valued and enhanced. It then takes a look at a particular technique, rule, policy, strategy, or behaviour and attempts to determine the extent to which it either furthers or hampers these unique human attributes.

Dialogic perspective:

This perspective states that the attitude that individuals in any communication transaction have towards one another is an index of ethical level of that communication. The dialogic perspective is unique in its focus on communication as the primary means of examining the ethical level of human behaviour.

Situational perspective:

Ethical criteria depend upon the situational change in the organization. In an organizational crisis involving genuine danger to human lives, the leader who uses emotional appeals or behaves autocratically might not be well judged to be harsh from a situational perspective, although the same behaviour in ordinary circumstances would more likely viewed unethical.

Activity B:

Pick an event of communication that involves ethical perspectives and analyze its importance

18.4 Ethical Dilemmas Facing Managers

There are many ethical dilemmas facing the manager some of them are discussed as follows:

1. Secrecy
2. Whistle blowing
3. Leaks
4. Rumours and gossip
5. Lying

1. Secrecy:

Secrecy is defined as ‘intentional concealment’. Secrets have a clear and detrimental impact on decision making and consumer safety. In some situations secrecy may be essential in order to make successful decisions or to encourage innovation. Corporations also have a legitimate need to protect certain information from competitors. Trade secrecy has implications not only for individual corporations but also for the general technological advancement of the society. Too much secrecy about trade practices creates more problems than solving them. Therefore, one of the continuing dilemmas for the business society is to work out ways to avoid the stifling effects of either extreme of the secrecy continuum.

2. Whistle blowing:

An employee who goes public with information about corporate abuses or negligence is known as a whistle blower. The most important issue for the manager is to find ways to make whistle blowing

unnecessary. Corporations and managers legitimately expect employee loyalty. Only under extraordinary circumstances should such obligations be cast aside. In short either swallowing the whistle or blowing it can be problematic. Therefore the central challenge for organizations is to plan how to properly channel employee dissent.

3. Leaks:

A leak is a kind of anonymous whistle blowing. The accused does not know who chose to release certain information or why they have done so. Employees also leak information to the press for honourable or dishonourable reasons. Leaks may cause organizational plans to be alerted or abandoned. Leaks can be a form of political maneuvering in the organization or a way to sabotage the career of a colleague competing for a job. There should be preventive measures taken regarding the same.

4. Rumours and gossip:

Rumours and gossip seem to be an inevitable part of everyday corporate life. Even though rumours and gossip often travel through the same networks, there is a distinction between the terms. Rumours focus on events and information, while gossip focuses on people. Rumours can have disastrous effect on corporations when they are unauthentic and baseless.

5. Lying:

One of the greatest harms of a lie is that potentially valuable information is not made available to change a policy, alter a procedure, or mitigate potentially serious situations.

Activity C:

Analyze the various situations where the above stated ethical dilemmas are intentionally used by people. Are these ethically appropriate or these should be used in some situations.

18.5 A Strategic Approach to Corporate Ethics

No one can assure or place guarantee that the employees in the organization will behave ethically. The organizations should strive for ethical behaviour. For organizations, it implies actions on three basic levels:

Level 1: Cultural

Level 2: Policy based

Level 3: Personal

Ethical organizations are created and sustained by individuals of personal integrity, operating in a culture of principle, and governed by ethical policies.

Culture is an important part in order to create an ethical environment in the organization. The ethical organizations must have a culture that symbolically signals commitment. There are varieties of ways and principles to do this, but principles are not enough; they must be translated into policies.

This calls for level 2 which is policy based. There are three critical policy issues that every organization must face. These issues are:

- (i) What information should be gathered?
- (ii) How is the information gathered?
- (iii) How is the information used?

Once we know regarding all the three issues one can formulate the policies and can frame ethical levels to be achieved by the personnel. They should ensure that the information they are collecting is valid, reliable and accurate for the purpose of analysis.

Finally, some issues that are personal on ethical grounds must be dealt with utmost care and delicacy so as no person is harmed by the action or interpretation that is the outcome of that act.

18.6 Ethical Communication on Internet

Communication technology has changed so radically in the past decade that we no longer even know what is ethical, let alone legal. The internet is the latest and in many respects most powerful in a line of media - telegraph, telephone, radio and television. It has enormous consequences for individuals, nations and the world. This technology can be a means for solving human problems, promoting the integral development of persons, and creating a world governed by justice, peace and love. The spread of internet also raises a number of other ethical questions about matters like privacy, security and confidentiality of data, copyright and intellectual property law etc. The internet has many striking features due to which it has become the most popular mode of communication these days. It is instantaneous, world wide, decentralized, interactive, endlessly expandable in contents and outreach, flexible and adaptable to a remarkable degree.

Ethical implications of privacy in Electronic Mail

Cyberspace, the electronic frontier, may be perceived as a lattice of communities; some linked, some isolated. Communities (users of e - mail) have shared the commonality of a hierarchy of virtues, intra group civility, loyalty, tolerance and common pursuits. One must be alert about the community, identity and privacy.

Personal problems with e - mail transmission arising from the technology employed and current legal framework include the following:

Received mail

- Can be from any one other than the account holder
- Can be from hackers
- Can be from someone with access to the account
- Can arrive via anonymous re - mailer
- Can arrive due to mailing lists, where e -mail address of everyone on the list is accessible

Sent mail

- Computer systems may crash and may not resolve names into address
- Computer and domain names at destination sites frequently change
- Anonymous re - mailers may not be secure

In general,

- Bounced mail may be seen by an unscrupulous person
- System administration and operators can read messages
- Many companies consider individual e - mails as corporate property
- Service provider specifications can distort the mail sent

Storing files

- Note system backup times and delete any unwanted files stored there.
- Encrypt messages that are reader sensitive before storing them on a system.

Password

- Choose a secure password
- Do not let anyone see it being entered
 - Change it frequently
 - Never mention passwords in e - mail
 - Always logout completely
 - Do not leave online account unattended
 - Check host file

Computer Ethics

The various commandments of computer ethics are:

- 1 Do not use computer to harm other people.
- 2 Do not interfere with other people's computer work.
- 3 Do not snoop around in other people's computer files.
- 4 Do not use computer to steal.
- 5 Do not use computer to bear false witness
- 6 Do not copy or use proprietary software which has not been paid.
- 7 Do not use other people's computer resources without authorization or proper compensation.

18.7 Ethics in Advertising

In advertising ethical issues are broadly divided into two categories. These categories are:

1. Ethical dilemma
2. Ethical lapse

An ethical dilemma arises when the pros and cons regarding particular issue are even, where ethics are concerned. An ethical lapse refers to unethical behaviour that is violation or deviation from standards knowingly. Conveying an inaccurate message through an advertisement while being well aware that is wrong is an ethical lapse.

It can be decided whether an advertisement is ethical or not on the basis of three parameters. These three parameters are:

- (i) Advocacy
- (ii) Accuracy
- (iii) Acquisitiveness

Advocacy refers to what the advertisement is trying to say and whether this is objective or neutral. Accuracy refers to whether the claim made by the company is true and verifiable. Acquisitiveness refers to whether it is promoting materialism. Some common ethical issues which come up are:

- A. Puffery
- B. Bad taste
- C. Stereotyping
- D. Targeting children
- E. Advertising harmful products

Advertisers are selective about the values and attitudes to be fostered and encouraged, promoting some while ignoring others. This selectively gives the lie to the notion that advertising does no more than reflect the surrounding culture. Advertising also has an indirect but powerful impact on society through its influence on media. For their part advertisers naturally seek to reach audiences; and the media, striving to deliver audiences to advertisers, must shape their content so as to attract audiences of the size and demographic composition sought.

Ethical guidelines for Advertising

Following are the ethical guideline for advertising:

1. Truthfulness in Advertising

Some advertising is simply and deliberately untrue. Generally speaking, though, the problem of truth in advertising is somewhat more subtle: it is not that advertising says what is overtly false, but that it can distort the truth by implying things that are not so or withholding relevant facts. To be sure, advertising has its own conventions and forms of stylization, and these must be taken into account when discussing truthfulness. People take for granted some symbolic exaggeration in advertising; within the limits of recognized and accepted practice, this can be allowable.

2. The Dignity of Human Person

Advertising can violate the dignity of the human person both through its content (what is advertised, the manner in which it is advertised) and through the impact it seeks to make upon its audience. Much advertising directed at children apparently tries to exploit their credulity and suggestibility, in the hope that they will put pressure on their parents to buy products of no real benefit to them. Advertising like this offends against the dignity and rights of both children and parents; it intrudes upon the parent-child relationship and seeks to manipulate it to its own base ends. Also, some of the comparatively little advertising directed specifically to the elderly or culturally disadvantaged seems designed to play upon their fears so as to persuade them to allocate some of their limited resources to goods or services of dubious value.

3. Accountability

Advertisement technique should be reliable enough to be scrutinized by any customer product magazine.

4. Use of Language

Product should be presented using clear and straight forward language. Exaggerated claims should be avoided.

5. Use of Graphics

They should accurately depict product. Significant information should not be in small print or placed in an unobtrusive spot.

Benefits of advertising

Enormous human and material resources are devoted to advertising. Even people who are not themselves exposed to particular form of advertising confront a society, a culture - other people - affected for good or ill by advertising messages and techniques of every sort. Advertising also has significant potential for good, and sometimes it is realized. Some of the benefits of advertising are as follows:

1. Economic benefits of advertising
2. Cultural benefits of advertising
3. Moral and religious benefits of advertising

Economic benefits of advertising:

- Contributes to human development

- Necessary part of functioning of modern market economies
- Most efficient instrument for utilizing resources and effectively responding to needs
- Inform people about the rationally desirable new product and services and improvements in existing ones
- Helps in creation of new jobs
- Increase the level of income
- Helps in improving the standard of living

Cultural benefits of advertising

Because of the impact advertising has on media that depend on it for revenue, advertisers have an opportunity to exert a positive influence on decisions about media content. This they do by supporting material of excellent intellectual, aesthetic and moral quality presented with the public interest in view, and particularly by encouraging and making possible media presentations which are oriented to minorities whose needs might otherwise go unserved. Moreover, advertising can itself contribute to the betterment of society by uplifting and inspiring people and motivating them to act in ways that benefit themselves and others.

Moral and religious benefits of advertising

In many cases too benevolent social institutions, including those of a religious nature, use advertising to communicate their messages - messages of faith, of patriotism, of tolerance, compassion and neighbourly service, of charity towards the needy, messages concerning health and education and constructive and helpful messages that educate and motivate people in a variety of beneficial ways.

Harms done by advertising

There is nothing intrinsically good or evil about advertising. It is a tool, an instrument; it can be used well, and it can be used badly. It can have a negative, harmful impact on individuals and society. If harmful or utterly useless goods are routed to public, if false assertions are made about goods for sale, if less than admirable human tendencies are exploited, those responsible for such advertising harm society and forfeit their good name and credibility. More than this, unremitting pressure to buy articles of luxury can arouse false wants that hurt both individuals and families by making them ignore what they really need.

Advertising and Social responsibility

Social responsibility is such a broad concept that we cannot cover all the issues but only few of the many issues and concerns relevant under this heading. One of such issue is ecological issue. Advertising that fosters a lavish life style that wastes resources and despoils the environment offends important ecological concerns.

Something more fundamental is at issue here: authentic and integral human development. Advertising that reduces human progress to acquiring material goods and cultivating a lavish life style expresses a false, destructive vision of the human person harmful to individual and society alike. Advertisers like people engaged in other form of social communication, have a serious duty to express and foster an authentic vision of human development in its material, cultural and spiritual dimensions. Communication that meets this standard is, among other things, a true expression of solidarity.

In the final analysis, however, where freedom of speech and communication exists, it is largely upto the advertisers themselves to ensure ethically responsible practices in their profession. Besides avoiding abuses, advertisers should also undertake to repair the harm sometimes done by advertising, by publishing corrective notices, compensating injured parties, increasing the quantity of public service advertising and the like.

Moreover for reasons and in the ways sketched here, we believe advertising can, and often does, play a constructive role in the growth of the economy, in exchange of information and ideas, and in the fostering of solidarity among individuals and groups. In the light of these reflections, therefore, we call upon advertising

professionals and upon all those involved in the process of commissioning and disseminating advertising to eliminate its socially harmful aspects and observe high ethical standards in regard to truthfulness, human dignity and social responsibility. In this way, they will make a special and significant contribution to human progress and to the common good.

Activity D:

List some of the advertisements that you see in your daily life that are ethical and unethical.

Also state the basis of judging them.

Activity E:

Is it morally correct to advertise to young children? For example, is it ethical to use cartoons to promote a product or to target children who are too young to understand that they are being targeted?

18.8 Summary

Effective communication in organizations is always embedded with the ethical aspect of communication. With growing complexity in businesses, it has become imperative for organizations to have a sound value system and to try to instill a reasonable level of ethics in the employees. Ethical communication calls for some very simple practices. The communication partners should have a high element of trust, must share full and correct information without any prejudices and above all try to respect the audiences or the receiver's value systems. Ethical issues in communication could be related to secrecy, whistle blowing, rumours and gossips, leaks and ambiguity. Organizations should make efforts to contain these ethical dilemmas or, if at all they appear, should handle them professionally. Communication over the Internet adds more ethical issues to the already existing loopholes. E-mails have become the most popular means of communication in modern organizations, and with their increased popularity comes the added responsibility of practicing high level of ethics while transferring messages over the computer. Ethical issues assume a very high level of significance when a company is using mass communication, like an advertisement, to tell about a product or service. Advertisements should be carefully drafted so that they do not impinge upon the target audiences' value systems.

18.9 Self Assessment Questions

- Q1. What is ethics? What are the basic characteristics of ethics? Who decides what is ethical?
- Q2. How does culture influence ethics? Are ethics just standards agreed upon by members of a culture?
- Q3. How do you think multicultural awareness relates to effective and ethical communication?
- Q4. How can technological advances help make communication more effective? How do you think technology affects the ethics of communication?
- Q5. Discuss whether or not communication must be intentional. Do you think intentionality of communication relates to communication effectiveness or communication ethics?
- Q6. Do you think that it is correct that students at undergraduate level should have a compulsory course on cyber ethics?

- Q7. Is it ethical to tell a lie if someone gave you permission to?
- Q8. When does the public's right to know go too far in violating an individual's right to privacy?
- Q9. What ethics / morals are best applied to the business world?
- Q10. Is it ethical for corporations to use psychological research to manipulate people through a message? What is the most appropriate way to handle ethical issues when they arise?
- Q11. Discuss the relevance of ethics in communication. Substantiate your argument with suitable example
- Q12. Case Study

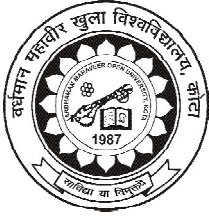
Advertisers know that young people are a rich market. Even very young children can be influenced enough to get their parents to purchase a desired product. A new, slick 200 - page magazine Toy Wishes bills itself as 'the ultimate holiday buying guide.

Some observers see the magazine as a helpful tool for busy parents who can now study the new toys and make purchase decisions, while, at the same time, avoiding the crowded aisles at toy stores. Other observers however see the publication as a thinly veiled marketing ploy directed at the children themselves. What child could resist paging through the magazine while squealing, 'I want that! I want that!?' The magazine's publisher notes that the publication is targeted to both kids and parents and that it will make shopping a pleasant and less stressful experience. The magazine includes wish list cards which kids can fill and send to relatives. What better way to get the toys they want?

1. What ethical principles should govern advertisements that target young children?
2. Is it ethical to make sales pitches to very young children who may not understand the advertising's purpose and often lack the cognitive skills to make discriminating choices?
3. Is it a parent's responsibility to shield a child from intrusive advertising messages?
4. Does the publication in which an advertisement have any responsibility in this situation?

18.10 Reference Books

1. Jaksa & Pritchard, Communication Ethics.
2. Ryudu, Business Communication.
3. ICFAI, Hyderabad, Marketing Communication.
4. Raman & Singh, Business Communication.



BBA-06

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