

Master of Business Administration (MBA) -ODL Mode (Semester Pattern)



DCMBA16: Business Communication & Soft Skills

School of Management Studies & Commerce
CENTRE FOR DISTANCE AND ONLINE EDUCATION (CDOE)
VELS INSTITUTE OF SCIENCE, TECHNOLOGY AND ADVANCED STUDIES (VISTAS)

Velan Nagar, P.V. Vaithiyalingam Road, Pallavaram, Chennai – 600 117

**Vels Institute of Science, Technology
and Advanced Studies (VISTAS)
Centre for Distance and Online Education (CDOE)**

**Master of Business Administration (MBA)-ODL Mode
(Semester Pattern)**

DCMBA16: Business Communication and Soft Skills

March-2023

Programme Advisory Committee

Dr. P. R. Ramakrishnan
Dean
School of Management
Studies & Commerce
VISTAS

Dr. B. Chandramohan
Director
School of Management
Studies & Commerce
VISTAS

Dr. G. Rajini
Professor
Department of Management
Studies, VISTAS

Course Material Preparation Team

Dr. Saraswathy C
Assistant Professor
Department of Management Studies
CDOE, VISTAS

Ms.P.C.Saranaya
Assistant Professor
Department of Management Studies
VISTAS

Programme Coordinator

Dr.S.Sudha
Professor
Department of Management Studies
CDOE, VISTAS

Vetting/Editing

Dr. K. Ashok Kumar Katta
Associate Professor
Department of Management Studies,
CDOE, VISTAS

Dr.A.A.Jayashree Prabhakar
Professor
Department of English, VISTAS

Print Production

Ms. M. S. Vijayalakshmi
Deputy Registrar
CDOE, VISTAS

Mr. V. Kumar
Section Officer
CDOE, VISTAS

March 2023 (First Edition - Updated)

© **Vels Institute of Science, Technology and Advanced Studies-2023**

All rights reserved. No part of this work may be reproduced in any form, by mimeograph or any other means, without permission in writing from the Vels Institute of Science, Technology and Advanced Studies (VISTAS).

Further information on the VISTAS ODL Academic Programmes may be obtained from VISTAS at Velan Nagar, P.V.Vaithiyalingam Rod, Pallavaram, Chennai-600117 [or] "<http://www.velsuniv.ac.in>"

Course Introduction

This course mainly focuses on developing the communication skill for the MBA student, especially in business truncation. There should be clarity, and the Message must be ambiguous so that the parties involved in the business will give their explicit consent. The 14 units in the five blocks comprise the course's business communication and soft skills.

- Block-1: Essentials Of Business Communication** The three units of the Essentials of Business Communication are as follows. Unit 1 provide an introduction to business communication, while Units 2 and 3 describe the communication process and the 7cs of effective communication and writing skills, respectively.
- Block-2: Business Reports** been divided in to three Units. The Business Report is discussed in Unit 4, Written Communication in Unit 5, and New Age Communication Channels in Unit 6.
- Block-3: Etiquette and Interview** has been split into three sections, with Unit 7 discussing body language and manners, Unit 8 discussing interviews, and Unit 9 focusing on curriculum vitae/resume writing.
- Block-4: Meetings, Circular, Letters** "Meetings, Circular, Letters," with units 10 and 11 covering company meetings and unit 12 covering circular letters.
- Block-5: Soft Skills** Unit 13 works with Group Discussion and Unit 14 with Time Management.

DCMBA16: Business Communication & Soft Skills

	PARTICULARS	PAGE NO
BLOCK 1: ESSENTIALS OF BUSINESS COMMUNICATION		
Unit 1	Introduction to Business Communication	7
Unit 2	Communication Process	23
Unit 3	7Cs Of Effective Communications and Writing Skills	38
BLOCK 2 - BUSINESS REPORTS		
Unit - 4	Business Report	48
Unit - 5	Written Communication	59
Unit - 6	New Age Communication Channels	68
BLOCK 3 - ETIQUETTE AND INTERVIEW		
Unit - 7	Body Language And Etiquettes	78
Unit - 8	Interview	98
Unit - 9	Curriculum Vitae / Resume Writing	109
BLOCK 4 – MEETINGS, CIRCULAR, LETTERS		
Unit 10	Company Meetings	117
Unit 11	Notice, Agenda And Minutes of Meetings	127
Unit 12	Circular Letters	136
BLOCK 5 - SOFT SKILLS		
Unit -13	Group Discussion	146
Unit - 14	Time Management	156
	Plagiarism Certificate	168

Unit-1

Introduction to Business Communication

STRUCTURE

Overview

Learning Objectives

1.1 Introduction

1.2 Definitions

1.3 Scope and Importance of Business Communication

1.4 Types / Dimensions of Business Communication

Let Us Sum Up

Check Your Progress

Glossary

Answers to Check Your Progress

Suggested Readings

Overview

Effective Communication is the order of the day in business either globally or locally. Managers with good communication skills can achieve the organization's goals and be harmonious in the workplace. Decision making and strategy formulations starts from Diplomacy skills and business strategy implementation through collaborations, negotiations, leadership, presentation, listening, delegation and Interpersonal skills

Learning Objectives

After reading this lesson, you will be able to:

- Understand the meaning and definition of communication
 - Understand the need for communication
 - Define the dimensions of communication
-

1.1. Introduction

Business A business's nerve system is its communication. Without effective dialogue, business cannot be conducted. William Pride, Robert Hughes, and Jack Kapoor, three renowned professors, define business

as "the organised effort of individuals to produce and sell, for a profit, the goods and services that satisfy society's needs." So, an organisation that seeks to earn a profit by having its members work towards a common objective is called a business. Depending on the sort of business and the business strategy being employed, the goals of the company will change. Regardless of the chosen approach, businesses must offer a service, product, or good that in some way addresses a need in society.. Business communication is now essential in order to function a business. The dissemination of organizational goals to the workforce, the sharing of management choices with the workforce, and the promotion of the services, goods, and merchandise offered by the company are all accomplished through communication. As a result, for a company, business communication serves as a system for information flow and control.

The effectiveness of business communication are essential to a company's success because it involves transactions between two or more people exchanging information about businesses. These stakeholders may include the administration, the workforce, the management, the clients, the shareholders, and so forth.

Making a business presentation, running a meeting, mediating a conflict, composing a letter, or negotiating a business deal are all examples of situations in which business communication occurs. For instance, a business like Amway uses presentations to communicate with a small group of clients. To raise consumer awareness of their products, the majority of FMCG (fast moving consumer goods) businesses turn to television advertising. A manager may use office order mail to convey a decision. To obtain permission for a start-up, an entrepreneur may submit a plan to the government. These are all types of corporate communication formats..

Business life requires effective communication, which can be challenging. Even if a company is the most creative and effective in its field, it still needs to be able to explain to both current and potential customers why their goods and services are valuable. The company should also be able to unite all of its internal stakeholders under its vision and mission in order to accomplish the intended goals. I'll use Mr. Kumar Mangalam Birla, Chair of the Aditya Birla Group, as an example, "It is a reality that is either ignored by many managers or if accepted, it is given a low priority in the event of things". My interactions with thousands of professionals both men and women over a period has led me to believe that communication plays a key role in the success of any human

endeavor, whether it is personal or professional. Failure of any human effort is not so much a matter of lack of proficiency or competence than a matter of poor communication. This is truer in business than in any other human activity...”

Effective business communication skills are therefore a necessity for business success because people working in the industry are increasingly faced with an overload of information and constrained time frames in which to organize their thoughts and convey them. The magic wand that enables managers to provide their services with the greatest sincerity and effectiveness is business communication skills.

The transformations that are in the business world are a reflection of several changes in how business communication abilities are perceived. In reality, there has been a paradigm shift in favour of business communication skills over fundamental professional competencies. It's also true that communication skills are just as crucial as professional knowledge, but managers without these skills will not be able to effectively share the information and insights gained from using and applying these technical and professional skills, making even the most sophisticated technical or professional knowledge useless.

1.2. Definitions

An organization's communication is its vitality. Over 75% of a person's time at work is usually spent in interpersonal interactions. Organizations with effective communication outperform others significantly because poor communication is the cause of many organizational issues. So, one of the main factors influencing organizational success is efficient communication, which is a crucial component of organizational effectiveness.

Sharing and idea interchange are both considered to be forms of communication. According to the Oxford Dictionary, communication is, “the transfer or conveying of meaning”.

Communication is transfer of information from one person to another, whether it elicits confidence. But the information transferred must be understandable to the receiver -G.G. Brown

Most of the scholars use a working definition of communication that is “Communication is a process of sharing or exchange of ideas, information, knowledge, attitude or feeling among two or more persons through certain signs and symbols or language- as you may call it”.

Business Dictionary defines communication as a “two-way process of reaching mutual understanding, in which participants not only exchange (encode-decode) information but also create and share meaning.” It defines business communication as, “The sharing of information between people within an enterprise that is performed for the commercial benefit of the organization. In addition, business communication can also refer to how a company shares information to promote its product or services to potential consumers.”

Business communication is the exchange of information between parties within as well as outside of an organization that is done so for the organization’s financial gain. It can also be described as the dissemination of knowledge by employees within a company. (Wikipedia)

1.3. Scope and Importance Of Business Communication

Business communication is the process by which buyers, sellers, producers, suppliers, rivals, government agencies, etc. share information, messages, news, etc. related to business. To carry out managerial duties and to guarantee organizational success, business communication is crucial..

Scope of business communication

The usual operating area of this topic is referred to as the scope of business communication. The scope of communication is broad and pervasive because it is necessary in every aspect of human existence. Humans are somehow involved in contact from birth to death. Without dialogue, no one could possibly get through a day. In a similar vein, corporate communication is essential to the operation of any organization. The range of corporate communication includes the following:

1. **Communication in business activities:** In this post-modern era, business cannot be thought of without dialogue. Business communication is essential because it provides the knowledge needed to create plans and policies for the organization. Additionally, it makes sure that company operations like production, distribution, finance, and warehousing are carried out effectively. So, the business's long-term prosperity is dependent on effective communication.
2. **Communication in management:** Organizational objectives are accomplished through management. Communication between the different internal and external parties must be effective for management to be efficient and effective. Communication is essential to every aspect

of administration. Plans cannot be created, actions cannot be planned, orders cannot be given, and control cannot be maintained without information.

3. Communication in industrial relations A labour management relationship within a company or business is referred to as a "industrial relation." A positive working environment is a requirement for an effective business.

On the other side, establishing good workplace relations requires free and fair communication. Open communication between employees and management reduces uncertainty, misunderstanding, and disagreements. As a consequence, the organisation experiences harmonious relationships

4. Communication in Decision Making: Managers must take decisions on various issues daily. Proper information is vital to make perfect decision and Communication plays pivotal role here by supplying relevant information.

5. Communication in international relations: The world is now seen as a singular village because of the tremendous advancement in communication in this era of globalization. (global village). The world is changing, and in order to keep up with the most recent changes, every organization must interact with various groups of people very quickly. Effective and efficient business communication is the cornerstone of foreign relations in the fields of diplomacy, commerce, and economy.

6. Communication in Publicity: In this world of information, every organization is keen to advertise itself through some distinctive ways. By Communicating with concerned parties an organization does publicity also.

7. Communication in cross-cultural environment: The business environment now has more viewpoints. People from different cultures are now employed by a company, providing opportunities for cross-cultural collaboration and communication.

8. Communication in media: Business and media are closely related. The public is informed about businesses, products, and services through the media. The press, TV, radio, or social media are used for this. Business communication can therefore be used in this industry while working with marketing, media planning, and advertising.

Importance of Business Communication

The following examples show the significance of business communication for any organisation:

1. **Exchanging information:** Communication is mainly the exchange of information between two or more parties. Through communication, organizations exchange information with internal and external parties. Communication also brings dynamism in organizational activities and helps in attaining goals.
2. **Preparing plans and policies:** Communication helps in preparing organizational plans and policies. Realistic plans and policies require adequate and relevant information. The managers collect required information from reliable sources through communication.
3. **Execution of plans and policies:** For timely implementation of plans and policies, managers must disseminate those in the whole organization. To disseminate the plans and policies to the internal and external parties, managers rely on communication.
4. **Increasing employee's efficiency:** Communication also helps in increasing the efficiency of employees. With the help of communication, organizational objectives, plans, policies, rules, directives, and other complex matters explain to the employees that broaden their knowledge and thus help them to be efficient.
5. **Achieving goals:** Effective communication helps the employees at all levels to be conscious and attentive. It ensures timely accomplishment of jobs and easy achievement of goals.
6. **Solving problems:** Through various communication channels, the managers can be informed of various routine and non-time problems of the organization and accordingly they take the necessary actions of steps to solve the problems.
7. **Making decisions:** Making timely decisions requires updated information. Through effective communication, managers can collect information from different corners and can make the right decisions.
8. **Improving industrial relation:** Industrial relation is the relation between workers and management in the workplace. Good industrial relation is always desired for business success. Communication plays a vital role in creating and maintaining good industrial relation.
9. **Publicity of goods and services:** In the modern age, business is becoming highly competitive. Almost every competing manufacturer produces products of common consumption. However, all of them cannot

sell equally well. The organization that can communicate better, can also sell better.

10. **Removing controversies:** Effective communication allows smooth flow of information among various parties involved in the negotiation or transaction. As a result, conflicts, controversies, and disagreements can be resolved easily.

11. **Enhancing employee satisfaction:** If there is free and fair flow of information in the organization, it will certainly bring mutual understanding between management and workers. Such understanding enhances the satisfaction of employees.

12. **Enhancing loyalty:** Effective communication helps the managers to be aware of the performance of their subordinates. In such a situation, the subordinates try to show their good performance. Later, if management praises their performance, it will enhance employees' loyalty.

As a result, business communication acts as the link between all of the organization's divisions and functions. There are numerous aspects to communication. These elements contribute to effective and efficient dialogue within an organisation.

1.4. Types / Dimensions of Business Communication

There are various dimensions of communication. It can be based on use of language-

- Phase 1:** Language-based vocal and nonverbal communication
- Phase 2:** Depending on the format, either verbal, written, or audio visual.
- Phase 3:** Formal and informal based on the channel.
- Phase 4:** In accordance with the formal organizational framework, upward, downward, horizontal, or diagonal.
- Phase 5:** Based on the number of individuals involved in the communication process, communication can be interpersonal, group, or mass.

Verbal and Nonverbal Communication

Verbal Communication

Verbal communication consists of words. It is written as well as aural. In general, oral and verbal contact are seen as being interchangeable. It is because "verbal" in the dictionary has the definition "oral" as one of its

definitions. Speech and writing are the two general categories that verbal communication falls under. Face-to-face interaction, telephone discussion, public speaking, presentations, meetings, and other speech-based activities are examples of speech communication. Writing letters, emails, memos, proposals, reports, and other types of written correspondence.

According to various surveys conducted across globe, about 80% of the time a manager in the organization spends communicating with others.

And most of the communication is oral in nature which is assisted by nonverbal communication. As discussed earlier, verbal communication uses "words" or "language" for disseminating information whereas, nonverbal communication does not. For example, the expression "Parking Area" is verbal, but is nonverbal as it is a symbol.

Non-Verbal Communication

In essence, nonverbal communication reveals a person's behaviour. It exhibits a person's temperament and demeanour. Managers must therefore comprehend the significance of nonverbal cues, including singular and clusters. Kinesics, proxemics, paralanguage, sign language, time language, object language, movement, silence, and demonstration are all examples of nonverbal cues.

Body language Kinesics and postures are the two groups that body language falls under. The term "kinesics" refers to a vocabulary of bodily language that some American academics have attempted to create. This is based on the hypothesis that each culture has its own vocabulary of communication, which may be generated by bodily movements. Kinesics can therefore be examined through facial expression, gestures, eye contact, appearance, space, tactile sensations, and odour.

Facial expressions More information is conveyed by facial expressions than by speech alone. A frown on the face indicates dissatisfaction, a grin indicates joy, a palm on the chin indicates concentration, and a red face with a stern expression and clipped lips under the teeth indicates anger. These examples demonstrate how crucial facial expressions are for successful communication.

Gestures Expressions are conveyed through bodily movements, particularly those of the hands, neck, and shoulder. Waving a palm in front of someone's face conveys the message "goodbye," "come here," etc. various cultures assign various meanings to gestures. The only universal gestures used by people around the world to convey joy and desolation are the smile and the cry.

Eye contact Making eye contact with someone can reveal a lot about them. In a face-to-face conversation, staring at someone typically means gazing into their eyes. Along with the brows, eyelids, and pupils, the eyes show a person's emotions. Raised eyebrows and dilated pupils, for instance, indicate astonishment, excitement, or fear in a person.

Appearance Body composition, form, and posture all contribute to appearance. People with a decent personality are thought to have their heads held high and their bodies upright. As opposed to those who bowed their heads or continued to lean, these individuals were seen as having great ethics, confidence, and self-respect. Body types also leave an impact on those who observe them.

People who are soft and fat frequently make people giggle because they are seen as passive and inactive. People who are tall, thin, and young are more accepted in society than their heavier peers.

Intimate, personal, social, and public spaces can be used to categorize the spacing between people having a face-to-face conversation. According to social scientist Edward T. Hall, personal distance ranges from 18" to 4' (between close friends and relatives) and social distance ranges from 4' to 12' (between officials of various cadres). Public distance, on the other hand, is defined as 12' and above. (while communicating with a large audience). Proxemics is the term for this kind of spatial separation between individuals.

Touch Another non-verbal method of contact is touch. This is known as haptics. One can tell if a stranger is flirtatious, warm, tough, or compassionate by how they shake hands. Touch allows one to feel this. When a child feels its mother's contact, it responds positively; however, if the touch sounds strange, the child reacts negatively. So, touch is a crucial component of communication that can aid in better understanding an individual. It is also a non-verbal form of communication.

Posture A component of body language is posture. It was briefly covered in the part on appearance. In addition to being a component of look, posture is a powerful tool for nonverbal communication. Standing straight-backed and with shoulders back conveys that the individual is dynamic and active. A person who has their shoulders sagging and their back arched looks lazy. Sitting positions have a similar impact on dialogue. These illustrations can be seen in a lecture setting. If the speaker is stooping or crouching, the audience becomes quickly disinterested. But if the speaker keeps his or her back straight, the audience looks engaged.

Paralanguage: Para means "like". Paralanguage refers to the way language is spoken. To understand this better, let us consider this sentence- "She is clever". This sentence can be spoken in different ways-

- She is \ clever. (Fall in the tone indicates a statement.)
- She is /clever. (Rise in the tone indicates a question.)
- She is ~clever. (Fall- rise tone indicates that the speaker is implying something that is not spoken.)

The words and sentences in oral speech make up the "what," whereas paralanguage is the "how" of spoken language. Voice, loudness, speed, stress, intonation, pitch, and pauses are all parts of paralinguistic communication. When we listen to a lecture, this is quite obvious. We are drawn to the speaker by the voice tone. For instance, the clarity, modulation, and intensity of the voice of the well-known actor Amitabh Bachchan draw audiences. Oral conversation also requires attention to volume and speed. The audience that a speaker is speaking to typically affects how loud they talk. Poor dialogue can result from any unusual use of volume.

Object Language

People's possessions speak a vernacular all their own. This includes the clothing worn, the accessories, and any other items transported or displayed. A person's overcoat, for instance, can reveal whether they are a doctor or a barrister. People who wear watches are time aware, and those who display beautiful jewellery are seen as wealthy. Similarly spotless clothing and shiny shoes are signs of intelligence. Therefore, clothing and items can reveal information about a person and cannot be ignored as trifles.

Time Language

"Time and tide don't stop for anyone, as the proverb goes, and those who do so come across as sincere, disciplined, and alert. Time and money are also compared. People avoid giving a latecomer a responsible job because they assume they are not sincere. Procrastination is a sign of carelessness in a similar way. Time thus conveys information about a person's character. It's also true that different cultures place different values on leisure. Nothing is more significant in western society than time. However, time is treated more laxly in Indian society.

Sign Language

The earliest means of communication were signs and symbols. Early human cave paintings serve as examples of how our predecessors communicated with signs and symbols as early as the Stone Age. The use of sign language in contemporary conversation is also common.

Action, Silence, and Demonstration

Body language and other non-verbal cues are combined to create action language. We can tell that a man is excavating when we observe him from a distance using a spade and moving it up and down. We infer that from his behavior. Action language can be seen in a variety of performances and plays. The next line of action in a corporate setting is used to assess communication effectiveness. Action is a crucial type of communication as a result.

Communication can also occur in silence. Silence is crucial for proper understanding even though it can be perceived differently depending on the situation. Silence while working indicates focus and control. At a funeral, keeping quiet shows reverence. In an empty office, remaining silent is a sign of dissent. Silence from a defendant in court signals admission of guilt, and senior management's silence on the bonus controversy indicates denial. Consequently, stillness conveys.

Learning how to operate electronic equipment is aided by the equipment's instruction manual's use of pictures. The majority of the time, visual directions are easier to understand than written ones. This is a demonstrational method of nonverbal conversation. There are two different kinds of demonstrations: graphical or pictorial and physical. A simulated environment is used for the physical presentation. Examples of live or physical demonstrations include demonstrating an operation in the operating room or having a director play a role for the benefit of the actors. Along footpaths, office exits, and gas stations, salespeople set up kiosks where they showcase and exhibit their goods. This is done to entice customers to purchase the product by giving them a first-hand experience with it. Excellent instances of live demonstrations are test drives.

Formal and Informal Communication

A person's manner of speaking can determine whether an expression is formal or casual. These distinctions result from proximity, the type of contact (scheduled or unscheduled), and the method of message transmission. As the name implies, formal correspondence is more structured and has official approval. Contrarily, unplanned casual communication, also known as the grapevine, results from unofficial

relationships between individuals. Therefore, gossip, idle conversation, personal chats, and impromptu interactions are informal forms of communication while meetings, scheduled discussions, showing courtesy, and similar activities are official forms.

The degree of formality in the choice of words used in a piece of conversation also gets affected by situation and relationship. "All participants are requested to go upstairs" is a formal expression whilst "up you go chaps" is informal.

Not all communication is official. In actuality, informal conversation takes place in workplaces much more frequently than formal communication. According to a Whittaker study, individuals spend between 25% and 70% of their workdays having face-to-face conversations and between 88% and 93% of their time communicating informally. This demonstrates how commonplace informal communication is in business settings.

According to a survey by J. David Johnson, there are several key distinctions between formal and informal communication, "informal communication usually does not follow the organizational chart and tends to be more personal, for example, work-related discussions with co-workers, calling friends in another work unit on how to handle a work problem, etc. Formal communication is "official" such as oral communication up and down the organizational chart and written communication contained in formal memoranda and departmental directives."

Interpersonal, Group and Mass Communication

Depending on the number of participants, communication can be interpersonal or mass. Additionally, it depends on elements like the feeling of immediateness, intimacy, engaged tonality, and common knowledge and experience. Mass communication includes everyone without much fuss about specific identification, whereas interpersonal communication basically has communicators who are clearly defined. A face-to-face conversation is therefore interpersonal, while a news programmed or telecast is mass communication.

A letter for a specific audience is interpersonal and a newspaper article is mass communication.

Memos, workplace orders, letters, and circulars can all be classified as interpersonal communiqué in an organizational setting. The term "mass communication" refers to the dissemination of information to a large audience through advertisements, advertising, and promotional materials.

When more than two people participate in a communication procedure, it is referred to as group communication. It has to do with interactions among group members who have to take part in the process because communication wouldn't be full without them. Group communication can take the form of conferences, meetings, panel talks, and more. Group communication also includes informal group contact in organisations. Only when there is open and honest dialogue among the members does a cohesive group become a team.

Upward, Downward, Diagonal and Horizontal Communication

Depending on whether employees or the general public are the target audience, organizational communication may be internal or external operational.

Depending on whether the target is internal staff or the general public, organizational communication may be internal operational or external operational. The direction of dialogue within an organization can be upward, downward, horizontal, or diagonal. Horizontal communication occurs between peers, diagonal communication occurs across levels and divisions, and upward communication occurs when information is passed from lower levels of hierarchy to higher levels. A Vice President (VP) communicating with the President is an example of upward communication, whereas the President communicating with the VP is downhill communication. Horizontal contact occurs when the VP of Marketing speaks with the VP of Sales or the VP of Production. Diagonal contact occurs when the Sales Manager speaks with the Accounts Officer.

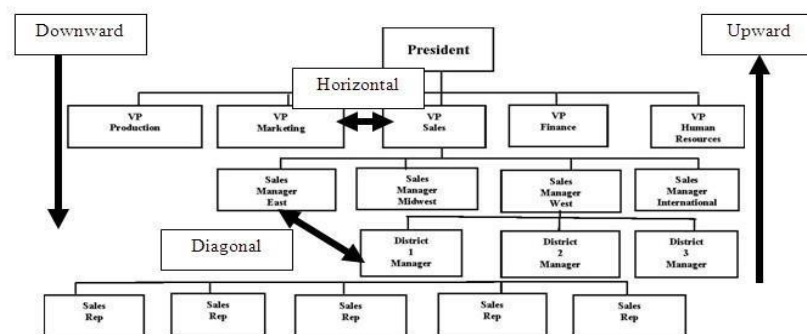


Fig: Hierarchical Communication in an Organization

Source: Google

Formal channel: The organizational ideology, policies, and structure serve as the foundation for the formal channels of communication within an organization. (as discussed in the previous section). Formal channels can be vertical, horizontal, upward, and downward. A communication in

an organization proceeds in this manner. However, it is not all since one-to-one contact is not always possible. Its movement can be at different altitudes or in a group.

One example of upward communication is a sales representative who simultaneously reports to the District Manager and Sales Manager, but this definition is not comprehensive

Informal The grapevine is another name for an informal contact channel. It is characterized by close proximity between people, the perception of members as knowledgeable or trustworthy, friendship and confidence between one another, getting to know one another outside of the workplace, and meeting up when an informal communication network is required. It is an unauthorized form of communication and typically relieves tension while people are at work.

Let Us Sum Up

- Business A necessary and difficult element of business life is communication. Even if a company is the most innovative and effective in its field, it still needs to be able to explain to both current and potential customers why their goods and services are valuable.
- Business communication is the process by which buyers, sellers, producers, suppliers, rivals, government agencies, etc. share information, messages, news, etc. related to business. To carry out management duties and guarantee organisational achievement, effective business communication is crucial.
- There are several aspects to conversation. It may be founded on verbal and nonverbal language use, depending on the manner of expression, founded on relationships, both formal and informal. Depending on the organisational framework and the quantity of participants, communication can move upward, downward, horizontally, or diagonally. It can also move interpersonally, in groups, or in large groups. Business Communication is very important for any organization.

As a result, business communication acts as the link between all of the organization's divisions and functions. Communication can take many forms. These factors contribute to effective and efficient dialogue within an organization.

Check Your Progress

1. Communication is sharing of information between two or more persons, with continuous

2. Communication between peers is essential for_____coordination
3. ----- Communication may be defined as information that flows from subordinates to superiors

Glossary

Business Communications, Dimensions of Business Communication, Scope of Business Communication.

Answers To Check Your Progress

1. Feedbacks
 2. Functional.
 3. Upward communication
-

Suggested Readings

1. Raman, Meenakhshi, and Prakash Singh, "Business Communication", O U P, New Delhi, 2nd Edition, 2012.
2. Kaul & Asha, Effective Business Communication, PHI 2nd Edition, 2006.
3. <https://www.softskillsusa.com/what-is-meaning-of-business-communication-skills.php>

Unit-2

Communication Process

STRUCTURE

Overview

Learning Objectives

2.1 Introduction

2.2 The communication process

2.3 Models of communication

2.4 Barriers to Communication

2.5 Overcoming the barriers to communication

2.6 Communicating in Teams

Let Us Sum Up

Check Your Progress

Glossary

Answers to Check Your Progress

Suggested Readings

Overview

This unit provides a thorough explanation of the communication process, communication models, barriers to contact, and how to get around them.

Learning Objectives

After reading this lesson, you should be able

- To understand communication process
 - To understand the barriers of communication.
 - To understand the ways of overcoming barriers to communication.
-

2.1. Introduction

The words "communication" and "make common" are derived from the Latin words communis, which means "common," and communicate, which means "make known." Different people have characterized communication in different ways. Communication, according to G.G.

Brown, is the transfer of information from one person to another, regardless of whether it inspires trust.

But However, the person who receives it must be able to comprehend the information being transmitted. As a result, it is clear that communication refers to a process in which two or more people share or trade ideas, knowledge, attitudes, or feelings by using specific signs, symbols, or language. Business communication is the term used to describe this process when used by managers or businesspeople in a professional setting for business deals.

Since communication is an ongoing activity, it never ends. Therefore, in order to successfully participate in this process, managers within the organisation must possess the necessary skills. They must be conscious of the steps and components involved in communication for this.

The process starts with the sender's conception and proceeds through message encoding, transmission, receipt, and deciphering at the receiver's end. communication is a process- it continues; it never ceases. Therefore, managers in the organization need to be skilled enough to effectively participate in this process. For this, they need to be aware of the process and elements involved in communication. The process begins with the sender's ideation, leading to encoding of the message, transferring the message, receiver receiving the message, decoding the message, deciphering, and giving feedback.

2.2 .The Communication Process

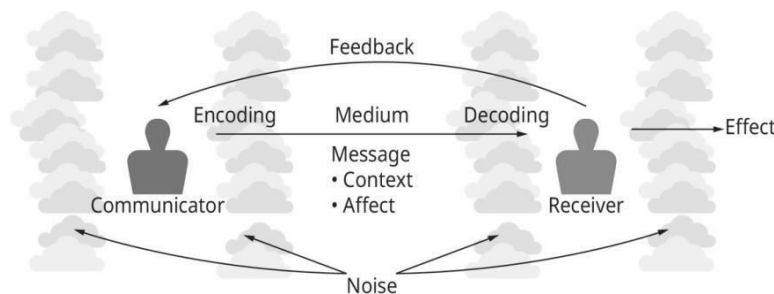


Fig: Communication Process

Source: Google

Process of communication begins with ideation. Ideation means generating a thought or an idea or an emotion. Now, this idea needs to be expressed to others in a meaningful manner. Therefore, the idea takes the shape of a coded message. Code, here, refers to the language or signals used for creating the message. Encoding is done by the sender, who wants to communicate. This message uses a channel and a medium to reach the receiver. The receiver receives and decodes the

message and reacts to the message which is called feedback. This process is affected by the understanding of the sender and the receiver, physical distances, and disturbances etc.... These barriers that affect, distort, or impede the process are represented as noise. Some scholars say that it is difficult to get rid of noise, although it can be minimized through effective communication skills.

The basic elements of communication are sender, receiver, message, channel, medium and feedback.

Sender

Sender is the person who intends to send a message to others. The sender receives a stimulus, perceives it, generates an idea, and encodes that idea into a message. The sender needs to be careful about the codes used for coining the message because an uncommon code can break- down the communication process. For example, speaking in English to a person who does not know English will not complete the process of communication. The sender must be aware of six variables when communicating with another person.

- Receiver's Communication Skills
- Receiver's Attitudes
- Receiver's Knowledge Level
- Receiver's Social Position
- Receiver's Culture
- Receiver's Feedback

This is known as receiver centered communication.

Receiver

Receiver receives the message from the sender and decodes it. The receiver understands the message and expresses that to the receiver in the form of feedback. The receiver is guided by his or her background, experience, education, and attitude etc... to understand the meaning of the message. Therefore, receiver's perception plays an important role in the successful completion of a communicative act. For example, the sender cracks a joke, but the receiver's sense of humor is poor then the experience for both the sender and the receiver will be bad as the intended message is not understood in the right spirit. To make communication effective the receiver should also try and understand the following aspects:

- Sender's Communication Skills

- Sender's Attitudes
- Sender's Knowledge Level
- Sender's Social Position
- Sender's Culture
- Message received by Sender

Message

It is the coded content. It is the piece of information or expression that moves from the sender to the receiver. It is basically the subject matter that sender intends to share with the receiver. This can be a greeting, an order, information, instruction and so on. The message has three components:

1. **Content:** It is simply communicating what you desire to communicate i.e., the subject matter.
2. **Context:** It involves adapting your presentation to the situation in which the audience is.
3. **Treatment:** It is the arrangement or ordering of the content by the speaker. The treatment directly supports the context and content of the message.

Channel

It is the pathway the sender uses to send a message to the receiver. It can be formal or informal. Formal channels that are used in organizations include upward, downward, horizontal, and diagonal. Formal channels connect various departments and hierarchy levels with one another. Informal channels can be in the form of one-to-one spontaneous transactions or even a group gossip.

Medium

It is the carrier of the message. The medium used by the sender will depend on sender and receiver's mutual convenience and requirement. It can be oral, written, audio-visual, electronic etc. For instance, if the sender wants to send a message to the receiver who stays in another town, the sender may choose to speak over the phone, or use mobile phone, or send SMS, or write a letter, or send an email, or sit for videoconferencing etc. The choice of the medium depends on the mutual convenience and requirement of the participants.

Feedback

This is the reply or reaction of the receiver towards the message sent by the sender. It is vital for the success of communication process. Without feedback, it is difficult to assess the impact of the message sent. For example, to assess whether a TV program is successful or otherwise, production houses ask viewers to write in about the program. If there are no responses from the audience, the production houses may not be able to know their performance. Similarly, in an organizational situation a manager must seek and provide feedback to make the communication process effective.

Noise

The “noise” or the gap that remains between the communicated message and the interpreted message is barrier in the process of communication. These gaps are created due to various factors both human and environmental. It is important to reduce these gaps for a fair understanding between the communicating partners. The lesser the gap the more is the understanding and vice-versa.

Following is a figure that represents the process of communication with technology in the backdrop.

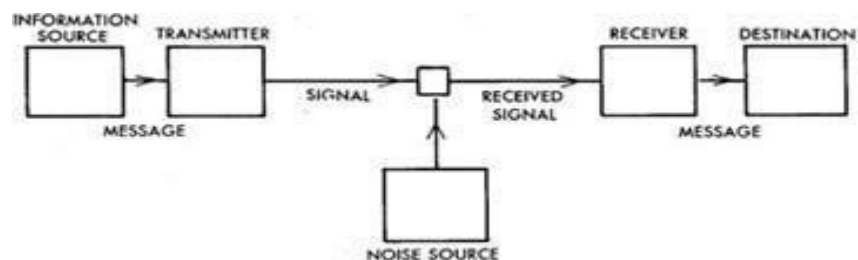


Figure: Communication process using technology

Source: google

Knowing the elements that go into communication is necessary for successful communication. Regardless of the industry, awareness improves planning, situation analysis, issue solving, and overall performance at work

Many individuals are concerned about communication. Therefore, various communication situations have been given a lot of thought, consideration, and debate. Psychologists, teachers, physicians, sociologists, engineers, and journalists are just a few of the professionals working today.

2.3. Models of Communication

Various academics have various perspectives on communication. Consequently, its representation and perception are also different. Some people categorize it as linear, others as participatory, still others as transactional, and still others as multidimensional. Communication is viewed as a "one-way" procedure in the linear model, from sender to receiver. The interactive approach views feedback as a crucial part of the communication process. Communication is sent and received during a communication event in the transactional paradigm. A turn-taking exchange does not constitute communication; rather, it is a process of several actions or events.

The multidimensional model focuses more on the actual determinants of the process, namely intrapersonal, interpersonal, group, and societal levels, rather than the structural attributes of communication (source, message, receiver, and so on). The four communicative functions of evaluating, sending, receiving, and channeling are also included in each degree of activity.

Aristotle's Model of Communication

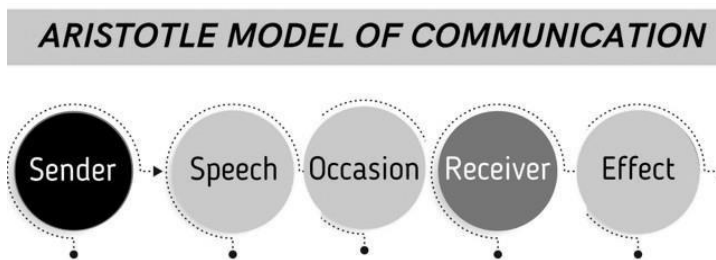


Figure: Aristotle Model of Communication

Source: google

Before Christ was born, more than three hundred years ago, Aristotle offered a still-valuable explanation of oral conversation. Using the term "rhetoric," he described three components that make up the study of speech. The following information was offered by him: The three types of audiences for talks help to divide rhetoric into these three categories. The final component—the hearer—determines the speech's goal and conclusion out of the three components: speaker, subject, and individual addressed. Aristotle describes a speaker, a message, and a receiver as the three main participants in a communication process. Note that he emphasizes that whether communication occurs depends on the individual who is in control of the process at the end.

The model he showed was linear. Based on the Greek paradigm, rhetoric or persuasive communication primarily emphasizes public speaking. It offers a framework for evaluating how well a speaker adapts to the demands of a speaking scenario.

Laswell's Model of Communication

Political scientist Harold Laswell thoroughly examined the results of the 1948 presidential election in the United States. He developed a crucial model that is depicted in his works on the process of political campaigning and propaganda as:

- Who
- Says What
- In Which Channel
- To Whom
- To What Effect

Main characteristics of this model are:

- It is based on effect of the sender's message on receiver.
- There is no feedback for the message.
- It is linear in nature
- It presents communication as more of persuasive process rather than an informative process

This model significantly emphasizes the influence of the message on the recipient; it places more emphasis on the message's "effect" than its "meaning."

Communicator: means the sender of the word, whose characteristics, credibility, and personality are taken into account during communication.

Message: When communicating with others, the message's substance and tone are very important.

Channel: It is the method used to transmit a communication. The means of contact are included. The goal of communication can be defeated by choosing the incorrect medium.

Receiver: It is the method used to transmit a communication. The means of contact are included. The goal of communication can be defeated by choosing the incorrect medium.

Effect: It is the audience's reaction to the word. This relies on each of the previously covered factors. Effective communication is when it has a positive influence.

Roger and Kincaid's Model

According to this convergence paradigm, human communication is a dynamic, circular process. The main objectives of this communication process are mutual comprehension and agreement. Since communication is the sharing of knowledge for mutual benefit, the process of communication should have:

- Information-action-belief (sender)
- Information-collection- action (physical reality- channel/medium)
- Information-action-belief(receiver)

In their book *Communication Networks: Toward a New Paradigm for Research* (Free Press, 1981), Kincaid and Everett Rogers introduced the convergence model of communication, a nonlinear model of communication in which two communicators try to achieve "mutual understanding." Proponents of development communication have recently taken a special liking to this model.

Rogers and Kincaid identified seven epistemological biases that had characterized the dominant Western models of communication:

1. a view of communication as linear rather than cyclical;
2. a message-source bias rather than a focus on relatedness and interdependence;
3. an analysis of objects of communication in a manner that isolates them from larger contexts;
4. a concentration on discrete messages instead of silence, rhythm, and timing;
5. a concentration on persuasion rather than understanding, agreement, and collective action;
6. attention to individuals rather than relationships;
7. a model of one-way mechanistic causation rather than mutual causation.

Aside from these, Kincaid created new techniques for multivariate causal attribution analysis of communication impact, the communication for participatory development model, the ideational model for behavior changes communication and evaluation, computer programmes to

analyses the multi-dimensional image of audience perceptions, computer simulation of social networks for the theory of bounded normative influence, and drama theory to assess the effectiveness of entertainment-education programmes.

2.4. Barriers to Communication

There are limitations to human communication. People's individual perspectives, ideas, and views result in gaps in it. Along with this, there might also be physical obstacles that prevent effective dialogue. The paragraphs that follow explain these obstacles. Eric Garner lists seven significant obstacles to successful communication. There are several types of barriers: interpersonal, societal, linguistic, physical, perceptual, emotional, and linguistic.

Physical barriers

There are a number of physical obstacles at work, such as:

- Marked off areas where guests are not permitted.
- Separate areas for those with various statuses, barrier screens at office doors, and closed office doors
- Working in a large space that is literally isolated from other units, or in such a space.

Research shows that one of the most important factors in building cohesive teams is proximity. If the physical distance between employees is large, the communication gap may increase.

Perceptual barriers

Since everyone has a unique perspective on the universe, communicating with others can be difficult. People's perceptions are formed based on their individual histories, which causes uneven comprehension of messages. What one person may view as a "impossible task" may be viewed by another as a "great challenge."

Emotional barriers

The emotional barrier is one of the main obstacles to honest and unrestricted conversation. It primarily consists of mistrust, suspicion, envy, and dread.

Cultural barriers

A child is born into a family, a community, a civilization, etc. when it is born. There is always a cultural setting to help the youngster feel identified. The child absorbs all the cultural quirks of the neighborhood

and assimilates into that neighborhood or culture. Similar to this, individuals who join a group and want to stay in it eventually have to adjust to the behavioral patterns of the group. The group sees these actions as indications of membership. It becomes more challenging for a person to fit into other organizations once they have become accustomed to their own culture.

Language barriers

Others who are unfamiliar with the expressions, buzzwords, and jargon that a person uses to explain what they want to say might find it difficult to understand them. For instance, the term "surfing" may refer to browsing different websites for a person who uses the internet, but it would imply riding a board across waves of the ocean for someone involved in adventure sports.

Gender barriers

The speech patterns of a man and a lady are very different from one another. A male speaks between 7,000 and 10,000 words per day, compared to a woman's 22,000 to 25,000. Men and women interact differently and have different needs from one another aside from this. For instance, males may view jewellery as a waste of money while women may treasure it. Men and women both have in-group dialects that they use in their personal networks.

Interpersonal barriers

There are six stages at which individuals can separate from one another. Retraction is one of them. Absence of social interaction is withdrawal. It signifies refusal to be in touch and need to remain alone. This behavior blocks all communicative entries and thus leads to communication gap.

A careful analysis of communication barriers reveal that they are generally created by:

- **Improper encoding:** The sender is not competent to send the right message
- **Bypassing:** Misunderstanding due to missed meanings. Sender means something else, and receiver understands it differently.
- **Frame of reference:** People have varied perceptions because of their backgrounds or frames of reference.
- **Physical distraction:** Environment in which the sender is sending the message is not conducive.
- **Psychological and emotional interference:** Personal state of

mind and mood may affect message processing.

- **Cultural differences:** Creating a message and understanding it emanates from a person's cultural background.
- **Loss in transmission and retention:** The channel can lose information or distort it.
- **Information overload:** Both sender and the receiver may have so much of information that they may not be able to take the right decision.

2.5. Overcoming the Barriers to Communication

Communication barriers can be eliminated (or at least lessened) if communicators are conscious of them and receptive to the strategies used to close communication gaps. A dialogue with the fewest barriers leads to effective interaction, improved mutuality, and strong team building. The following tactics can aid in lowering communication hurdles barriers:

- Communicating with a positive mindset.
- Refraining from being defensive because it impedes dialogue.
- Improving speaking abilities.
- Orienting communication towards an objective.
- Treating conversation as a creative process as opposed to just a routine task. Try different methods of contact.
- Having empathy for the other person because "(s)he" is not "you" and "you" are not "her/him." Try to consider the situation from the other person's point of view as well.
- Constantly being human. Remember! Being human and using the ABCs of communication—accuracy, brevity, and clarity—is important because The principles of effective communication can also help reducing the barriers to communication.

1. **Brevity:** Delivering a communication should be done so quickly. It shouldn't be either too brief or too lengthy. Long words can be confusing and cause misunderstandings. Short-sentence conversations offer the listener the chance and time to follow what the speaker is trying to convey. Effective communication requires the use of precise language, straightforward and well-known terms, and the avoidance of superfluous words.

2. **Clarity:** • Clarity is crucial to effective dialogue. Before speaking, one must consider and reconsider their thoughts to ensure their clarity. Then and only one can express ideas in straightforward words in conversation. Simple words, short sentences, and popular words can all help to make a point more clearly.

3. **Choosing Precise Words:** • Speaking precisely means using the correct words in the proper context and at the appropriate time. Avoid ambiguous language as much as.

4. **Avoiding Cliché:** Cliché A statement that is overused and has no real meaning is considered cliché. A good communicator stays away from clichés. When a speaker is taking part in a discussion, he or she may unintentionally use them. The most compelling argument against its use is that it is trite because it is overused and used inappropriately. Certain clichés are. Some of the clichés are:

- The supreme sacrifice.
- The order of the day.
- Conspicuous by his absence.
- Slowly but steadily.
- Last but not the least.

5. **Logical Sequence:** Presentation of matter in a logical sequence is yet another important principle of effective communication. The communicator should not jump points or change the sequence. Consistency, continuity, and logical development of the subject matter should be there.

6. **Avoiding Jargon:** Jargon is an expression relating to a field, or a particular section of profession. It means language or terminology relating to law, commerce, sports, defense etc. Only people who are well-versed in a particular subject can understand it. It can create communication gap if the receiver does not understand jargon.

7. **Avoid Verbosity:** To convey meaning is more important than using superfluous words. Verbosity in oral communication is a great danger. Using more words does not assure greater clarity. Using more words will take more time and the time of audience is wasted. The listener may tire and may misunderstand the meaning.

8. **Appropriate Prepositions:** Use of unnecessary prepositions should be avoided. For instance, all employees must follow the safety regulations regarding work. Here the word 'about' can be used in place

of “in regard to.” Some other examples are in connection with, with reference to, in relation to, about etc...

9. **Adjectives and Adverbs:** Adjectives and adverbs should be used only when necessary. They emphasize the meaning with the degree of importance. For instance, the problem is under active consideration; a positive decision will be taken; definite results; comparatively, the results are poor.

2.6. Communicating in Teams

“A team is a collection of people who must work interdependently to achieve a common goal or output.” — Baden Eunson (from Communicating in the 21st Century)

Today, teams are a typical form of organization in companies. In fact, according to some research, teams are considered one of the most effective and efficient methods for achieving organizational tasks and goals.

Team Communication formats and channels

The specific forms and types of communication that take place will depend on your field of work, and the structure of your team. Here’s a non-exhaustive list of team communication channels:

Verbal team communication: team meetings, one-on-one interactions, water-cooler conversations, calls

Written communication: paper documentation, electronic documentation, emails, team chat, tasks

Within a team, any combination of these communication formats will be in use. There are no rights or wrongs here, it’s a matter of making sure whatever forms your team uses work for your team. Most typically, it is the team manager’s responsibility to choose the appropriate channels for team communication, ones that help them achieve their team’s goals.

Role of communication in team

- A team member must clearly understand what his fellow team members are up to.
- He should be very clear about his roles and responsibilities in the team.
- It is the duty of the team leader to delegate responsibilities as per the interest and specializations of the team members without imposing things on them.

- Never confuse any employee.
- Verbal communication sometimes may create misunderstandings and confusions, thus it is always better to rely on written communication for better clarity and transparency.
- Communication is effective when the information is passed on through emails. Emails are more reliable. Do not send the mails to individuals separately as they might assume that you want to hide something from them.
- It is always better that the issues are discussed on an open forum and the participants are allowed to speak freely.

Let Us Sum Up

Process of communication begins with ideation. Ideation means generating a thought or an idea or an emotion. Now, this idea needs to be expressed to others in a meaningful manner. Therefore, the idea takes the shape of a coded message. Code, here, refers to the language or signals used for creating the message. Encoding is done by the sender, who wants to communicate. This message uses a channel and a medium to reach the receiver. The receiver receives and decodes the message and reacts to the message which is called feedback. This process is affected by the understanding of the sender and the receiver, physical distances, and disturbances etc. These barriers that affect, distort, or impede the process are represented as noise. Some scholars say that it is difficult to get rid of noise, although it can be minimized through effective communication skills.

The basic elements of communication are sender, receiver, message, channel, medium and feedback.

Communication between persons cannot be fool proof. It has gaps because people have their own perceptions, ideas, and opinions. Along with this, there may be physical hindrances that create gap or barrier to effective communication process. Eric Garner gives 7 great barriers to effective communication. They are physical barriers, perceptual barriers, emotional barriers, cultural barriers, language barriers, gender barriers, and interpersonal barriers.

Check Your Progress

1. The sender is not competent to send the right message is known as_____.
2. To communicate effectively, one needs to be familiar with the factors involved in the _____
3. The _____ that remains between the communicated message and the interpreted message is barrier in the process of communication

Glossary

Business Communication Process, Business Communication Models, Barriers of Communication, team communication

Answers to Check Your Progress

1. Improper encoding
2. Communication process.
3. Noise or the gap

Suggested Readings

1. Guffey, Mary Ellen., "Business Communication: Process and Product", Thomson and Southwestern, 7th edition, 2010
2. Kaul & Asha, Effective Business Communication, PHI 2nd Edition, 2006.
3. https://www.atctraining.com/soft_skills_definition_of_communication.htm

Unit -3

7Cs of Effective Communications and Writing Skills

STRUCTURE

Overview

Learning Objectives

3.1 Introduction

3.2 7Cs of Business writing

3.3 Stages in business writing

3.4 Business Communication Skills for effective businessmanagement

Let Us Sum Up

Check Your Progress

Glossary

Answers to Check Your Progress

Suggested Readings

Overview

The 7Cs of communication—Clear, Concise, Concrete, Correct, Coherent, Complete, and Courteous—as well as the phases of business writing and the skills necessary for successful business management—will be thoroughly covered in this unit.

Learning Objectives

After reading this lesson, you should be able

- To understand 7Cs of communication process.
 - To develop business communication skills.
-

3.1. Introduction

The 7 Cs of Communication is a checklist that helps to improve the professional communication skills and increases the chance that the message will be understood in the same way as it was intended.

3.2.7Cs of Business Writing

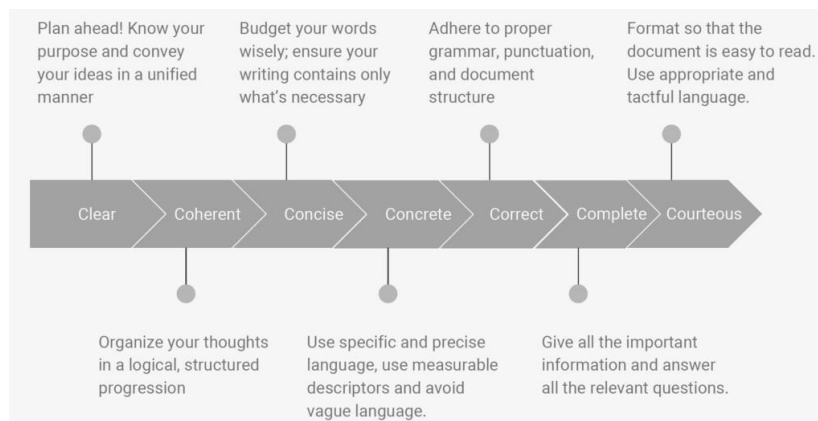


Fig : 7Cs of Business writing

Source: google

1. **Clear:** The message should be clear and easily understandable to the recipient. The purpose of the communication should be clear to sender then only the receiver will be sure about it. The message should emphasize on a single goal at a time and shall not cover several ideas in a single sentence.
2. **Correct:** The message should be correct, i.e. a correct language should be used, and the sender must ensure that there is no grammatical and spelling mistakes. Also, the message should be exact and well-timed. The correct messages have a greater impact on the receiver and at the same time, the morale of the sender increases with the accurate message.
3. **Complete:** The message should be complete, i.e., it must include all the relevant information as required by the intended audience. The complete information gives answers to all the questions of the receivers and helps in better decision-making by the recipient.
4. **Concrete:** The communication should be concrete, which means the message should be clear and particularly such that no room for misinterpretation is left. All the facts and figures should be clearly mentioned in a message to substantiate to whatever the sender is saying.
5. **Concise:** The message should be precise and to the point. The sender should avoid the lengthy sentences and try to convey the subject matter in the least possible words. The short and brief message is more comprehensive and helps in retaining the receiver's attention.

6. **Consideration:** The sender must take into consideration the receiver's opinions, knowledge, mindset, background, etc. to have an effective communication. To communicate, the sender must relate to the target recipient and be involved.

7. **Courteous:** It implies that the sender must take into consideration both the feelings and viewpoints of the receiver such that the message is positive and focused at the audience. The message should not be biased and must include the terms that show respect for the recipient

3.3. Stages in Business Writing Introduction

Almost all business activities are envisioned, planned, implemented, and analyzed in some form of the written word. These forms include reports, and report summaries, letters, memos, and email, any document, in fact, that communicates something about business. Collectively, they are the hard-copy paper trails recording the proposals, activities and results of countless business transactions. Organizations rely upon these documents to communicate vital information, both internally and externally, regarding the condition and conduct of their business.

It is fundamentally important that they be written in a clear and concise manner. When they are, the risk of miscommunication is greatly reduced. Poorly written business documents can produce unintended results and potentially disastrous consequences. Strong writing competencies can help reduce or avoid this all together. Well-chosen words, well organized and well written, increase the likelihood of effective business communication.

Stages in Business writing

1. Pre-writing
2. Writing
3. Post-Writing

Pre-writing

- Define your purpose and gather information.
- Develop an audience profile and determine their needs.
- Match your message to the audience and your purpose.
- Select the appropriate medium (paper based or online) for your message.
- Organize and structure your content into either the direct or indirect order of information.

Writing

- Convey your meaning concisely, courteously, confidently.
- Use a Plain English writing style.
- Use unbiased, inclusive language and a 'you' attitude.
- Emphasize the positive and focus on what can be done rather than criticizing.
- Establish your credibility and build a relationship with your audience.
- Use your organization's signature elements to create a professional layout.

Post Writing

- Evaluate and revise your content.
- Review the document's readability, edit and rewrite.
- Use design and signature elements to project your organization's preferred image.
- Proofread and correct spelling and punctuation errors, typos, omitted words and layout.
- Deliver your message in the appropriate medium to your intended audience.

3.4. Business Communication Skills for Effective Business Management

A person's capacity for professional interaction with clients, coworkers, subordinates, and supervisors is referred to as their business communication talent.

Generally speaking, communication skills are the art or method of persuasion using both oral and written words. To comprehend the fundamentals of communication skills, one must realize that everyone in an organization requires communication as one of their essential competencies. It involves extensive knowledge, deeds, and events, as well as a wide range of deeds and transactions and the application of various technologies. This covers official gatherings like meetings, lectures, workshops, and trade shows. Then there are media-based interactions, using things like radio, television, newspapers, websites, etc.

The four fundamental types of communication are: verbal and nonverbal; technological and non-technological; mediated and non-mediated; and participatory and non-participatory. But the most well-known forms of contact are:

1. **Intra-personal communication skills:** Individual thought, meditation, and concentration are implied by this. Meditation that involves transcendence is one instance of this. Using rituals, prayers, and other forms of contact, specialists claim that this type of communication includes speaking with the divine and with spirits.

2. **Interpersonal communication skills:** Direct face-to-face contact is taking place in this situation between two people. Essentially, it is a conversation or dialogue between two or more individuals. It allows for the most engagement possible through words and gestures and is intimate, direct, and personal. Interpersonal interactions could include: Focused Interactions: These mainly come about as a consequence of a real-world encounter between two people. This suggests that both parties are fully conscious of the communication taking place between them. Examples include conversations, get-togethers, etc. Unfocused interactions: These happen when someone just watches or listens to people they aren't speaking to. This typically happens as you pass offices, divisions, a canteen, etc.

3. **Nonverbal communication skills:** This includes aspects such as body language, gestures, facial expressions, eye contact, etc., which also become a part of the communicating process; as well as the written and typed modes of communications.

4. **Mass communication skills:** This is frequently associated with contemporary mass media instruments, such as books, the press, movies, television, radio, websites, etc. It is a way of getting a word across to a large group of people

5. **Presentation skills:** Public speaking and presentation skills come in very handy in many facets of job and life. In business, sales and selling, training, teaching, lecturing, and usually feeling comfortable speaking to a group of people, effective presentations and public speaking skills are crucial.

Basic language proficiency is also necessary for corporate communication. These include reading, writing, speaking, and hearing..

Listening skills

Supervisors spend a good deal of their workday in activities that involve listening. Like attending meetings, briefings, and lectures; giving instructions; receiving instructions; sharing information with management and employees; receiving information from co — workers; making decisions based on conversations; marketing products or services; supervising others; interacting with guests to provide services; providing services for groups or departments; giving presentations; using the telephone and so on.

An observant person pays attention actively. In other words, the listener actively contributes to the dialogue process. He or she participates in the conversation through speech, body language, nonverbal cues, and mental activity.

Speaking skills

Speech is meant to be understood by others. Ineffective, flawed, and ambiguous speech is to blame for the confusion and misunderstanding in discussion. Speaking a language clearly is important because communication is only successful when the recipient of the message has understood it. Speech is used in talks, meetings, and when addressing the public or sizable crowds in an organizational setting.

To speak language intelligibly, one needs to take care of the following points:

1. **Learn the Language:** Right Knowing the language one wants to communicate in is crucial. Learning a language entails mastering its syntax, idioms, vocabulary, sentence structures, and more
2. **Audibility of Voice:** Different circumstances call for various speaking qualities. It implies that while a loud voice is appropriate in a speech intended to inspire, a soft voice is strongly recommended in a speech intended to offer condolences
3. **Controlling Pace:** The statement should be delivered at the appropriate speed. For example, a running commentary must move quickly, whereas a board room talk demands poise. Restraint must be exercised..
4. **Bringing out the Meaning:** Even when speech is clearly and appropriately audible, the substance of what is said might not be understood. Employees might not understand the comparison if a manager gave them instructions to get ready for a meeting along the lines of, "Let the floor of the room look like a newlywed bride draped in a

bright red sari." They may think it is ridiculous as well. The manager might simply direct someone to lay down red carpet in the meeting area, making sure it is a vibrant red color. Speaking ought to make the point clearer. It shouldn't appear insignificant.

5. **Sincerity:** A speech needs to be inspired by thought, emotion, and imagination if it is to sound genuine. Feelings are indescribable. Thoughts are indestructible. Imagination also cannot be duplicated. People value sincere emotions, positive ideas, and enjoyable imaginations. Sincere endeavors and original concepts are always appreciated. Consequently, one should communicate with complete sincerity.

6. **Tone:** Tone refers to a sound or voice's character. The speaker's mindset towards a message and the reaction they want from the audience are conveyed through tone. Tone in spoken language affects how readers view word choice, paragraph structure, and punctuation used in writing. Tone aids in persuasion, influence, goodwill-building, and confidence-inspiring. Tone is influenced by word choice as well. As a result, the speaker must carefully select their words while keeping the audience and situation in mind.

7. **Opening and Closing Words:** The opening message should be thoughtfully constructed for the context, target audience, and topic using the right words and phrases to grab the audience's attention. The speech's message should run as a single central idea that keeps the audience interested. The speech's conclusion should leave the audience with a lasting impression of the speaker and his or her address

8. **Avoid use of Slang:** "Slang refers to words and expressions used in speaking very casually and not in a formal or polite manner. The right circumstance is crucial for its use, but it must always be handled carefully. In a closed circle, they are typically used to relate a humorous story. For instance, a superior might inquire, "How are you?" "Cool," the assistant replies. It's inappropriate to do this. "Fine," "Okay," or "Good" would be the typical answer. Reading Skills

In general, reading is viewed as a passive ability. Many individuals don't think it's that significant for managers. That, however, is untrue. Reading is just as important as speaking, hearing, and writing. It is necessary for a manager to peruse correspondence such as emails, memos, circulars, office orders, proposals, legal notices, and client complaints. It is essential that written documents are carefully read and comprehended in order to make the best choices possible. For instance, if a bank manager improperly interprets a project plan and approves a loan, the

manager may suffer severe repercussions. Similarly, if a customer complaint is not understood properly, it may result in a delayed action that could spread bad word of mouth about the company.

Reading skills are specialized abilities that allow a reader to interpret written language as meaningful, to independently read anything with comprehension and fluency, and to cognitively engage with the message.

Strategies for quick and effective reading

- **Previewing:** reviewing titles, section headings, and photo captions to get a sense of the structure and content of a reading selection
- **Predicting:** using knowledge of the subject matter to make predictions about content and vocabulary and check comprehension; using knowledge of the text type and purpose to make predictions about discourse structure; using knowledge about the author to make predictions about writing style, vocabulary, and content
- **Skimming and scanning:** using a quick survey of the text to get the main idea, identify text structure, confirm, or question predictions
- **Guessing from context:** using prior knowledge of the subject and the ideas in the text as clues to the meanings of unknown words, instead of stopping to look them up.
- **Paraphrasing:** stopping at the end of a section to check comprehension by restating the information and ideas in the text

Writing Skills

- A craft is writing. Clarity and accuracy are the two guiding principles of written communication. Learning the language's rules is necessary for successful writing. However, simply following the grammar and syntax rules may prevent someone from being able to write effectively. Consider this well-known quote from Noam Chomsky:
- All mimsy were the borogoves,
- Writing involves the following steps:
- **Prewriting:** The writer needs to consider during this stage. The writer must select a subject to write about, take into account the reader's viewpoint, generates ideas for the topic, makes a list of potential sources for information, and conducts investigation.

- **Drafting:** This is the step where one writes. Put the information you researched into your own words. Sentences and paragraphs are written as ideas flow (even if they are not perfect). It includes reading what is written and judge if it says what is meant. Asking for suggestions for improvement can also be of help.
- **Revising:** This step makes writing better. This step involves repeated reading of what is written, considering the opinions of other persons, rearranging words, or sentences, deleting or adding parts, replacing overused or unclear words, ensuring that the flow is smooth.
- **Proof reading:** This step ensures that the writing is correct. It is done to check if all sentences are complete, rules governing spellings, capitalization, and punctuation are used correctly, deletion of words that are not used correctly, getting the worked checked by someone else and recopying the work correctly and neatly.
- **Publishing:** This step is the final one that makes the writing a finished product. This includes sharing the work with the reader/ audience for whom it is meant.
- These are some of the important business communication skills for effective business management.

Let Us Sum Up

The 7C's of Communication is a checklist that helps to improve the professional communication skills and increases the chance that the message will be understood in exactly the same way as it was intended.

1. Clear
2. Correct
3. Complete
4. Concrete
5. Concise
6. Consideration
7. Courteous

Business communication skill is the ability, an individual display in effectively dealing with clients, colleagues, subordinates, and supervisors in a professional manner.

Communication skills are generally understood to be the art or technique of persuasion using oral language and written language.

Verbal and nonverbal communication, technological and non-technological, mediated and non-mediated, and participatory and non-participatory are the four fundamental categories into which communication is typically divided. However, the most well-known forms of dialogue are as follows are:

Check Your Progress

1. A good listener is an _____
2. _____ a quick survey of the text to get the main idea, identify textstructure, confirm, or question predictions
3. _____implies that the sender must take into consideration both the feelings and viewpoints of the receiver such that the message is positive and focused at the audience

Glossary

7 Cs of Communication, Business Communication Skills

Answers to Check Your Progress

1. Active Listener
2. Skimming and Scanning
3. Courteous

Suggested Readings

1. Raman, Meenakhshi, and Prakash Singh, Business Communication. O U P, New Delhi,2008.
2. Sanjay Kumar & Pushpalatha, Communication Skills, Oxford University Press, 2011

Unit-4

Business Report

STRUCTURE

Overview

Learning Objectives

4.1 What is Business Report?

4.1 Need for and importance of business reports

4.2 Types of Business Reports

4.3 Characteristics of a good business report

4.4 Steps involved in the preparation of a report

4.5 Parts / Layout of a formal report

4.6 Visual aids and supporting material for oral business presentation

Let Us Sum Up

Check Your Progress

Glossary

Answers to Check Your Progress

Suggested Readings

Overview

Business reports are discussed in depth in this unit, including their types, purposes, and importance. Visual aids and supporting materials for oral business presentations are also quickly described, as well as the procedures involved in report preparation, the components and layouts of a formal report, and the steps involved in creating a report..

Learning Objectives

After reading this lesson you should be able to understand:

- Meaning of Business Report
- Need for and importance of business reports
- Types of Business Reports
- Characteristics of a good business report
- Steps involved in the preparation of a report
- How to organize a report?

4.1. What is Business Report

Reports are tools for managerial planning, decision-making, and control. They meet management's information requirements. They might come from a board, commission, group, or individual. They are always given to whoever or whatever is asking for them. They could be written or verbal. As a result, one definition of a business report is an organized, objective communication of information for a specific business reason.

The main characteristics of a business report are

- Orderliness,
- Objectivity and
- Communication.

It must not be lackadaisical, which is what is meant by orderliness. In order to be objective, a report must be founded on data rather than preconceptions and the author's opinions. Communication requires that the information be delivered to the intended audience.

4.2. Need for and Importance of Business Reports

When there is an issue, reporting is required. The issue may be related to manufacturing, sales, finances, plant and equipment, the creation of new products, employees, plant location, etc. For a business to operate successfully, reports that contain information must be received, then that information must be analyzed and interpreted. Based on knowledge of the production activity during a specific time period, management must plan production and the sale of what is created. Reports are required to evaluate circumstances. They are useful for verifying the accuracy of the management's already-possession information.

Reports are also necessary for gaining fresh perspectives on tricky circumstances. Reports are also necessary for research and inquiry. Instead of acting rashly, wise management will request a report, evaluate the situation, and consider the pros and cons before acting decisively. In order for the management to respond appropriately to problem stressors like failing sales, etc., an objective report given in an unblemished manner will be extremely helpful.

4.3. Type of Business Reports

The business reports lend themselves to several types of classifications, viz.,

- Informative Reports and Analytic Reports

- Formal and Informal Reports
- Statutory and Non-Statutory Reports
- Short reports and long reports
- Letter Reports and Memorandum Reports
- Oral Reports and Written Reports
- Routing and Special reports.

Informative Reports: Informative papers only present the facts, without any suggestions or judgments. This group includes daily sales reports, production reports, expenses reports, etc. Later choices by management are based on these reports.

Analytic Reports: Analytical reports also include an analysis of the data, along with interpretations, suggestions, and recommendations. For instance, it is possible to research the reasons why sales declined during the previous season and show the results analytically.

Formal Reports: In addition to the facts, analytical reports present an analysis of the facts along with the interpretations, recommendations, and suggestions. For example, why sales have fallen during the last season may be studied and the findings presented in an analytical manner.

Statutory Reports According to the Companies Act of 1956, a company must provide the Registrar of Companies with the following reports: Statutory Report, Director's Report, Annual Return, Auditors' Report, and Report of Inspectors designated by the federal government to investigate a company's affairs.

Non-Statutory Reports: Non-statutory reports are a component of an information system created to aid management in creating policies, making decisions, planning, budgeting, etc. These could be delivered to management on a regular schedule or as needed. Reports that are not required by law include: 1) Directors' report to shareholders, 2)

Financial Reports, 3) Report on meetings, 4) Reports by executive heads and officers of the company, 5) Reports of Committees of Directors or Special Committees, 6) Reports of the Secretary Short Reports: Short reports are more common in business world. They need little introductory material. They begin directly with conclusions or recommendations. Personal writing is common in short reports.

Long Reports: Length and formality characterize long reports. It has several components or parts viz., 1) Preparatory part, 2) Report Proper and 3) Appendices. It is to be arranged in a highly technical manner.

Letter Reports: The most common form of brief communication is a letter. The letterform used for writing it. It is mailed to a recipient who is not a member of the organization.

Memorandum Reports: Memorandum Reports are written between acquainted parties. These have a very casual writing style. They are used in connection with commonplace or everyday issues or difficulties. They don't make an opening statement. The majority of memoranda reports deal with issues.

Oral Reports: Oral reports are delivered through spoken communication from one individual to another. The reporter's time is saved. It is inappropriate for important communications or material intended to be archived and analysed for proper interpretations and subsequent actions.

Written Reports: Executives who are busy can peruse written reports when they have time, which saves them time. They are kept as documents forever. It is unlikely that they will be misunderstood. They usually are thorough and precise.

Routine Reports: Regular reports are those that are required for control and feedback purposes and are sent to management by department leaders, salespeople, etc. Without waiting for a particular demand, they could be sent on a regular basis.

Special Reports: The business secretary, auditors, and technical staff may be asked to submit Special Reports regarding particular circumstances or issues. The secretary might be requested to provide information about employee unrest. The technician may be questioned about routine machine breakdowns that interfere with production schedules, and the auditor may be asked to investigate and report on any suspected defalcation..

4.4. Characteristics of a Good Business Report

A good business report if it is to serve the purpose for which it is demanded should possess the following characteristics:

- Clarity
- Accuracy
- Brevity

- Restrained Language
- Convenience

Clarity: Unless the information sought to be conveyed through the report is clear, the purpose of reporting will be defeated. To ensure this, appropriate words and simple language should be used.

Accuracy: To ensure accuracy, complete and correct facts should be presented in the report, Omissions and commissions should be avoided. Personal views should not color the report.

Brevity: All irrelevant information and unnecessary details should be avoided in a report. The waste of time will be avoided through this. Brevity may even avoid unnecessary conclusions.

Restrained Language: All exaggerations, superlatives, conclusions not based on facts and sentiments should be strictly avoided. The language used should be restrained and should not be assertive. However, honest, and unbiased opinions can be made.

Convenience: Use of restrained language will ensure convenience in reading the report. Side-headings, tables, charts, graphs, and diagrams, if used liberally in the report, will add to convenience. A brief resume at the beginning and a summary at the end of the report may also be given.

4.5. Steps Involved in the Preparation of Report

1. Defining the objectives of the report from the terms of reference.
2. Collection of all relevant information, evidence, and data to draw meaningful conclusions.
3. Editing, classification, and tabulation of data
4. Analysis of data
5. Drawing appropriate conclusions or inferences.
6. Making suggestions and recommendations if the terms of appointment or order so require.
7. Preparation of the draft report.
8. Making necessary corrections and changes in the draft report.
9. Preparation of the final report for submission to the management

Parts / Layout of a Formal Report

The parts or format of formal report include the following:

1. The heading or title.
2. Letter of Transmittal
3. Table of Contents
4. Body of the report
5. References and Bibliography
6. Index

1. **Heading or Title:** In a long report it is given both on the cover page and the inside sheet next to the cover. In a short report, it is written on top of the first sheet only.

2. **Letter of Transmittal:** A letter addressed to the authority to whom the report is submitted may be included after the inside title sheet.

3. **Table of Contents:** This shows chapter titles with pages duly marked. A separate table of contents for charts, tables and diagrams is given.

4. **Body of the Report:** The body of the report will contain (a) introduction, (b) the development of the subject and findings, (c) conclusions and summary.

5. **Signature:** The report should be signed.

6. **References and Bibliography:** This will be forming part of the report only when it is based on extensive research. It is nothing but a list of books, reports etc., cited in the report, or consulted.

7. **Index:** For lengthy reports giving index at the end of the report is meant for easy reference of specific points.

Sample Reports

DIRECTORS REPORT AND CHAIRMAN'S SPEECH

The Companies Act requires that a Directors' Report dealing with the following matters shall be attached to every Balance Sheet laid before a company in general meeting.

1. The state of the company's affairs.
2. How the company has fared during the year under report and why.
3. Prospects in the current year in which the Annual General Meeting is held:
4. Mention of any special difficulties such as heavy burden of taxation, labor trouble, transport bottlenecks, government policy, falling off in the demand, etc.,
5. Output and sales:
6. Changes in management etc.,
7. The disposal of profits of the company, the non-distributable amount to be credited to any reserves and the distributable amount recommended in the form of dividends or bonuses on the various classes of shares.

The Directors' Report must be duly dated and signed by the Chairman of the Board if he is authorized to do so or it shall be signed by not less than two directors of the company, one of whom shall be a Managing Director where there is one.

**A LETTER REPORT FROM THE SECRETARY OF A COMPANY ON
FALLINGSALES**

SNOWWHITE COOLERS LIMITED

30, Nehru Street,
Pondicherry – 1

May 2, 1995.

The Executive Director
Snowwhite Coolers Limited,
Pondicherry – 605 001.

Sir,

**Sub: Report on the Falling Sales at the Karaikal Region
during the last half-year.**

From the on-the-spot study and the feedback from our field staff and our stockiest at the Karaikal region, the fall in sales noticed there during the last half year are mainly traceable to the increased presence of competition from our market rivals. They had stepped up their promotion campaigns and offered more incentives to the customers and middlemen. Compared to their marketing efforts, our had been very deficient particularly in advertising in the mass media, television.

Further, at Karaikal town proper tow duty-free shops have come up and they are doing brisk business attracting even the rural population adjoin the town.

In these circumstances, it is essential on our part to step up promotional campaigns and offer incentives to the customers and middlemen to makethem patronize our products.

Yours faithfully,

4.6. Visual Aids and Supporting Materials for Oral Business Presentations

PowerPoint

Microsoft PowerPoint is probably the most used visual aid for presentations as one can easily create attractive and professional presentations with it. The advantage of being able to insert a wide range of videos, audios animations and other things into the slides helps in catching the audience's attention better.

Whiteboards

Whiteboards work great when you must give further explanations like explaining difficult words, explaining the order of a process, creating diagrams etc. They are generally used for writing headings, important information to be displayed for the entire duration, and to note the suggestions given by the audience.

Video clips

You can engage your audience well by using an appropriate audio or video. This also adds variety to your presentation.

Charts and graphs

A variety of charts and graphs are available to assist you in various purposes like pie charts, line graphs, bar charts, flow charts and organizational charts. Choose the most suitable one to convey your points.

Handouts

The key information from your presentation or further information of your presentation may be given in printed form on sheet of papers. These are called handouts. They are generally used when your topic is too complex to understand just by speaking.

Flip chart

In public speaking, flip charts are a low-cost solution to record and convey information while you present. They are very low in technology. They prove to be beneficial when you have a small audience. They are often used for brainstorming sessions to collect the ideas easily and to summarize the information given.

Props

A prop can be either an object or a model. An object is the actual item you are talking about whereas a model is a representation of the item

you are talking about. Whichever prop you use, the purpose is to clarify the message and maximize understanding. They can make a dull topic interesting.

Overheads

An overhead projector is an extremely popular device for using as a visual aid. They can be used to show how a machine works, how a building has been built, to show some step by step procedures or processes.

Let Us Sum Up

Business reports are aids to managerial decision making. It fulfils the information needs of management. The reports may be sent by individual committees, a Board, technician, auditors, or a Commission of Inquiry. A business report may be defined as an orderly and objective communication of information that serves a business purpose.

The types of business reports include Informative and Analytic Reports, Formal and Informal Reports, Statutory and Non-Statutory Reports, Short Reports and Long Reports, Letter Reports and Memorandum Reports, Oral Reports and Written Reports and Routine Reports and Special Reports.

The essential characteristics of business reports are Clarity, Accuracy, Brevity, Restrained Language and Convenience.

The steps involved in the preparation of a long report are defining the objectives, collection of information, editing, classification, & tabulation of data, analysis of data, drawing conclusions, making suggestions and recommendations, preparing the rough draft, making necessary corrections and changes, and preparation of the final report.

The parts of a formal report are Title, Letter of Transmittal, Table of Contents, Body of the Report, References and Bibliography and Index.

Check Your Progress

1. _____ are aids to management decision making, planning and control.
2. _____ will be forming part of the report only when it is based on extensive research.
3. The body of the report will contain the development of the subject and findings, conclusions and summary.

Glossary

Business Reports, Report Writing

Answers To Check Your Progress

1. Reports
 2. References And Bibliography
 3. Introduction
-

Suggested Readings

1. Darics, E., & Koller, V. Language in business, language at work. Bloomsbury Publishing 2018.
2. Gerson, Sharan J., and Steven M Gerson, "Technical Writing: Process and Product", Pearson Education, New Delhi, 8th Edition, 2013.

Unit-5

Written Communication

STRUCTURE

Overview

Learning Objectives

5.1 Introduction

5.2 Revising to improve the content

5.3 Revising to improve the sentence structure

5.4 Proofreading

5.5 Evaluating whether the message achieves its purpose

Let Us Sum Up

Check Your Progress

Glossary

Answers to Check Your Progress

Suggested Readings

Overview

This unit gives a quick overview of written communication and explains how to make text and sentences better. Additionally, a thorough explanation of how to determine whether the communication is succeeding in its goal is provided.

Learning Objectives

After reading this lesson you should be able to:

- Revise and improve content
 - Perform Proof reading
-

5.1. Introduction

The Written Communication refers to the process of conveying a message through the written symbols. In other words, any message exchanged between two or more persons that make use of written words is called as written communication.

The written communication is the most common and effective mode of business communication. In any organization, the electronic mails, memos, reports, documents, letters, journals, job descriptions, employee

manuals, etc. are some of the commonly used forms of written communication.

Such communication is used when the information to be transmitted is lengthy and includes some complex terms that cannot be explained verbally. Also, the organizations maintain their documents in writings such that these can be used as a reference and evidence of any transaction anytime in the future. Thus, it is essential for every business organization to develop effective writing skills and inculcate this in all its employees.

The effectiveness of written content depends on the correct choice of words, their organization into correct sentence sequence and the cohesiveness in the sentences. The information in writing is considered more legal and valid than the spoken words. Also, people rely more on the written content than what has been said orally. But, however, unlike verbal communication the feedback of written communication is not immediate since it is not spontaneous and requires time to get into the understandable form.

5.2. Revising To Improve The Content

Revision typically means you are making sure your information is well organized, appropriate, and complete. This is your opportunity to remove unnecessary text, rearrange paragraphs, or add sections/paragraphs. You may even find it necessary to do more research for a particular part of your paper.

Revising is required for the following purposes

- To improve the content and sentence structure
- Avoiding redundant phrases and words
- Proof-reading to correct grammar spelling, punctuation, format, and mechanics,
- Evaluating whether the message achieves its purpose.

Importance of revising content

- Improving your writing skills
- Remember facts, figures, topics, and methodologies.
- Writing Essay in a polished manner
- Mature piece of writing
- Increase your confidence and reduce anxiety

- End product of your best results

5.3. Revising to Improve the Sentence Structure

Sentence structure

The way a sentence is arranged, grammatically. The sentence structure of your writing includes where the noun and verb fall within an individual sentence. Sentence structure depends on the language in which you're writing or speaking.

Types of sentence structure

- Simple,
- Compound,
- Complex, and
- Compound-complex.

Each sentence is defined using independent and dependent clauses, conjunctions, and subordinators.

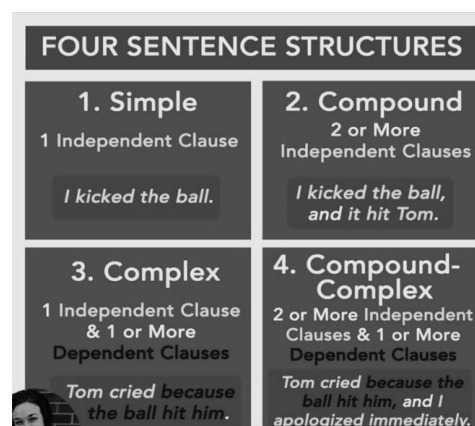


Fig. Four sentence structures

Source: google

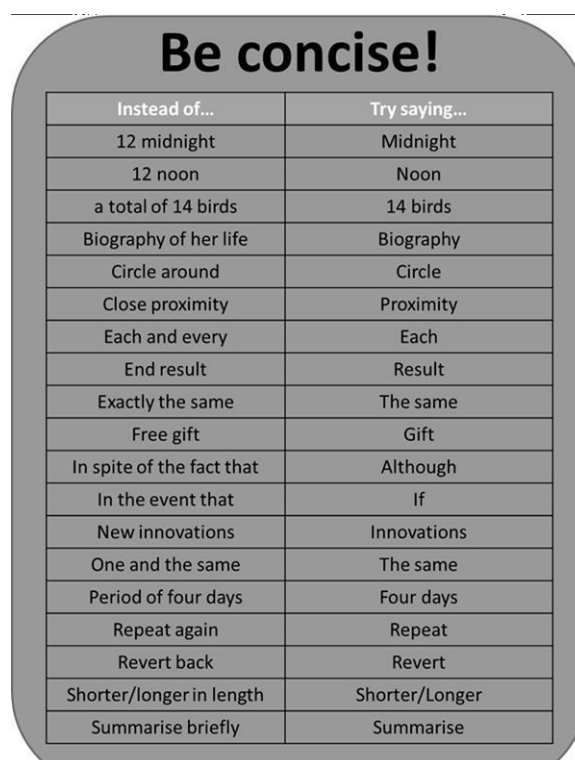
Avoiding redundant phrases and words

Repetition of the same meaningful words in a single sentence. It is an unnecessary part of the sentence structure. Besides, redundant words or phrases do not contribute to the meaning rather removing them improves readability. So, it should be avoided during structuring a sentence.

When a writer unnecessarily repeats something. Avoid phrases like 'exactly the same', 'absolutely essential', 'extremely significant', and 'very unique'. Phrases made up of two or more words that repeat the same idea.

Common examples

- “small in size” or “large in size”
- “True facts”
- “Basic fundamentals”
- “Past history”
- “Smiled happily”
- “Evolve over time”
- “Consensus of opinion”



Instead of...	Try saying...
12 midnight	Midnight
12 noon	Noon
a total of 14 birds	14 birds
Biography of her life	Biography
Circle around	Circle
Close proximity	Proximity
Each and every	Each
End result	Result
Exactly the same	The same
Free gift	Gift
In spite of the fact that	Although
In the event that	If
New innovations	Innovations
One and the same	The same
Period of four days	Four days
Repeat again	Repeat
Revert back	Revert
Shorter/longer in length	Shorter/Longer
Summarise briefly	Summarise

Fig. Redundant phrases

Source: google

5.4. Proofreading

Proofreading refers to the process of reading written work for “surface errors. “These are errors involving spelling, grammar, punctuation, format, and mechanics.

Proof reading to correct grammar

- Proofreading is the final stage of the editing process.
- Focusing on surface errors such as misspellings and mistakes in grammar and punctuation.

- Proofreading only after you have finished all your other editing revision.
- Proofreading refers to the process of reading written work for "surface errors."

Proof reading to correct spelling

Spelling errors are among the most common surface errors as well as the most easily corrected.

- Correct spelling errors
- Use spell-checker
- Spelling skill
- Dictionary to help
- Right alternative

Remember that the spell-checker won't help with homonyms, words that sound alike but have different spellings and meanings. Some words that can cause trouble are listed below.

- Their (possessive form of they)
- There (in that place)
- They're (contraction of they are)
- Accept (a verb, meaning to receive or to admit to a group)
- Except (usually a preposition, meaning but or only)
- Who's (contraction of who is or who has)
- Whose (possessive form of who)
- Its (possessive form of it)
- It's (contraction of it is or it has)
- Your (possessive form of you)
- You're (contraction of you are)
- Affect (usually a verb, meaning to influence)
- Effect (usually a noun, meaning result)
- Than (used in comparison)
- Then (refers to a time in the past)
- Were (form of the verb to be)
- We're (contraction of we are)
- Where (related to location or place)

Proof reading to correct punctuation

- Use a comma to signal a pause between the introductory element of a sentence and the main part of the sentence.
 - Frankly, the committee's decision baffled us.
 - Though I gave him detailed advice for revising, his draft only became worse.
- Use a comma when you join two independent sentences with a conjunction (for, and, nor, but, or, yet, so).
 - Meredith wore jeans to the hotel, but she changed before the wedding.
- If the element is in the middle of the sentence, use a comma before and after the element.
 - Marina, who was the president of the club, was the first to speak.
- A restrictive element cannot be deleted without changing the sentence's basic meaning.
 - **Wrong:** I'll return the sweater, that I borrowed, after I wear it tonight
 - **Right:** I'll return the sweater that I borrowed after I wear it tonight.
 - **Wrong:** The people, who vandalized the school, were never caught.
 - **Right:** The people who vandalized the school were never caught.
- Traditionally, commas separate all the items in a series (three or more words, phrases, or clauses that appear consecutively in a sentence).
 - Sharks eat squid, shrimp, crabs, and fish



Fig. Punctuation

Source : google

Proof reading to correct format

- Proofreading is about checking your work for mistakes, while formatting is about presentation
- Correcting minor errors and inconsistencies
- Punctuation and capitalization
- Proof-readers check for formatting issues especially in print publishing.

Formatting is everything about your document, including the font you use, the size of the margins, page numbering, and any headers or footers you need in your document. In addition, our formatting service includes:

- A Title Page
- Titles and Subtitles
- Charts and Figures
- Dynamic Tables

Proof reading to correct mechanisms

The very last target for proofreading as you finalize your draft for submission is mechanics. In English writing, mechanics relates to typographic style such as the choice between UPPERCASE and lowercase letters, italics or boldface type and plain style, as well as using figures (e.g., 1, 2, 3) or written out numbers (e.g., one, two, three).

Consider the following as your guide for how to get your writing mechanics right

- Capitalizing
- What to capitalize
- What not to capitalize
- Abbreviations
- Italicizing, underlining, and bolding
- Numbering.

5.5. Evaluating Whether The Message Achieves Its Purpose

We may be certain of a message, its meaning, and intent, and may assume that the message will be clear to the receiver. Without guidelines in place, evaluating our own messages may prove to be a subjective exercise.

There are four main qualities for an effective message:

1. Simplicity
2. Specificity
3. Structure
4. Stickiness

Strategies for evaluating a message

- To evaluate whether a message is effective, we can ask ourselves a series of questions which reflect a message's simplicity, specificity, structure, and stickiness.

Let Us Sum Up

The Written Communication refers to the process of conveying a message through the written symbols. In other words, any message exchanged between two or more persons that make use of written words is called as written communication.

The written communication is the most common and effective mode of business communication. In any organization, the electronic mails, memos, reports, documents, letters, journals, job descriptions, employee manuals, etc. are some of the commonly used forms of written communication.

Revision typically means you are making sure your information is well organized, appropriate, and complete. This is your opportunity to remove unnecessary text, rearrange paragraphs, or add sections/paragraphs. You may even find it necessary to do more research for a particular part of your paper.

Proofreading refers to the process of reading written work for “surface errors. “These are errors involving spelling, grammar, punctuation, format, and mechanics

Check Your Progress

1. _____ refers to the process of reading written work for “surface errors.
2. Revision typically means you are making sure your information is well organized, appropriate, and -----
3. Types of sentence structure Simple, Compound, Complex, and -----

Glossary

Written communication, Proof reading, revising

Answers to Check Your Progress

1. Proofreading
2. Complete
3. Compound-complex.

Suggested Readings

1. Sharma R C & Mohan K, Business Correspondence & Report Writing, TMH, 2009.
2. Stuart Bonne E., Marilyn S Sarow and Laurence Stuart, “Integrated Business Communication in a Global Market Place”,3rd ed. John Wiley India, New Delhi,2007.

Unit- 6

New age Communication Channels

STRUCTURE

Overview

Learning Objectives

6.1 Introduction to New age communication channels

6.2 Types of New age communication channels

6.3 Social Networking Sites

Let Us Sum Up

Check Your Progress

Glossary

Answers to Check Your Progress

Suggested Readings

Overview

The New Age communication channels are thoroughly described in this unit. Additionally, the social networking websites have been thoroughly described.

Learning Objectives

After reading this lesson you should be able to:

- Understand and use new age communication channels
 - Understand and use social networking sites
-

6.1. Introduction to new age Communication Channels

Communication has seen drastic changes in last century. The advancement in science and technology has affected the way people communicated with each other on this globe. The change has been felt more over in Business Communication. One of the reasons of effect of technology on Business Communication has been the phenomenon of Globalization. In past two decades, the world has shrunk into a global village. This world has become small because of modern tools of communication. How fast and accurately the message is sent is also very important. Thus, the role of modern technology and internet tools becomes vital in business communication. These modern tools have become part and parcel of business setup. The open international

economic system has made it essential for all business houses, big or small, to remain connected, round the clock, with the world. And without these tools no business house can afford to win customers. Let us study these modern business communication tools in detail and see how effectively they can be used for communication. We shall also throw some light on their advantages as well as disadvantages.

6.2. Types of new age Communication Channels

Internet

The role of the Internet in business communication is varied and has come to be of great importance. It can be used to increase effective communication both internally and externally. Use of the Internet can make it easier to connect with others quickly and more often, in addition to exchanging a wide array of media types. It can be used to communicate purchase information to vendors and by customers to ask questions. The factors that make the role of the Internet in business communication important can also cause conflict, depending on the way the medium is used. Email is one of the most popular uses of the internet in business communication. It is widely used for both internal and external communications. One of the most significant internal uses of the Internet in business communication is the intranet site. This is a website that is only available to the members of a particular organization. An important method of external use of the Internet in business communication is the website. This can be an effective method of communicating with customers, vendors, and business partners. Some roles of the Internet in business communication are less positive. Though the speed with which communications can be sent over the Internet can be useful, it can also lead to complications. This can include errors in documents which are sent so quickly that they cannot be corrected in time to avoid a costly mistake.

Website

Virtual location on WWW, containing several subject or company related webpages and data files accessible through a browser. Each website has its own unique web address (see uniform resource locator) which can be reached through an internet connection. The opening page of a website is usually called homepage which contains hyperlinks to other pages on the same or other site(s). A dedicated website for business is not only for marketing or sharing information about the business but it also is a strong communication link to connect with the customers. Some such websites are <http://www.rbi.org.in>, <http://www.pondiuni.edu.in>, www.nokia.com, www.licindia.com.

Advantages

- The company can maintain direct contact with the customers.
- Instant availability of information.
- Giving customers a choice to select and compare the products and services.
- Opening window for ecommerce, wherein customer can buy products/services online.
- Instantly solving grievances of the customers, which is very important in the competitive world.
- Reading minds of customers – for this, space for ‘comments’ by customers should be available on website wherein customer can ‘text’ some message as feedback.

Disadvantages

- Cost of development and maintenance.
- It should always be under the vigilance. Interactive websites should be protected from hackers.
- There should be personnel always virtually present to reply to customers’ queries and grievances. Delay in responding to customers.
- Ignorance of customers in using website for communication.

Email

Electronic mail (email) is a letter transmitted using internet technology. The transmission may be between two computers or smart mobile devices which support transmission of data through internet. The beauty of email is its speed of transmission. Now and then, email is compared with traditional mail where in email stands triumphantly ahead because of its speed and cost effectiveness of transmission of information. The email reaches farthest corner of the globe within millisecond. The only condition is that the said corner should be connected through internet. It does not only send text-messages, but also sends images, colorful graphics, audio and video messages (multimedia messages). Emailing is almost free of cost. Today, there are several email service providers like Yahoo, Google, Hotmail, Rediff mail, India times etc., which give unlimited space for storing incoming and outgoing mails, that too, totally free to the users.

Advantages

- Email is fast in transmitting multimedia messages.
- It saves time and money as it is very economical.
- The communication is written and thus has more legal importance than other electronic communications.
- It is easy to retrieve email communication for future reference.
- It facilitates communication with multiple parties at a time.
- It is most suitable for open international economic system which is characterized by changing business environment, geographically distributed workgroups, extreme mobility, and the need of rapid information dissemination.
- Email services are available on smart phones, PDAs, and other such hand-held devices. So, even without computer or laptop, accessing email is easy and user- friendly.

Disadvantages

- The free email service providers do not guarantee secrecy of the messages transmitted over emails. Thus, it becomes harmful to business if such free service providers' email platform is used for business transactions.
- It does not create better context for communication, and it does not clarify the tone of messages.
- It is sometimes seen as impersonal and prone to misunderstanding because verbal cues and context are missing.
- Managing unwanted (spam) mails is biggest problem.
- Uncertainty in receipt of mail to the receiver.
- It is asynchronous communication and so is not as effective as telephonic conversation or chatting communication on IMs (Instant Messages).
- Lack of infrastructure in remote rural areas poses biggest hurdle in its spread and reach.

Smart mobile phones

Mobile phones (smart as well as simple) have better penetration in the market than laptop or computer or internet technology. It is believed that the uses of mobile phones are ten times greater than internet users in India. The growth rate of mobile phone users is far ahead of internet

users. Thus, it gives greater opportunity in using smart as well as simple mobile phones as business communication tool. All simple phones come with facility of SMS (Short Message Service). The SMS has tremendous potential to be very effective business communication tool. The smart mobile devices have several inbuilt applications and others are downloadable. Such applications run with the help of GPRS internet connection. Thus, such GPRS enabled mobile devices provide better business communication opportunities.

Advantages

- An SMS can reach wider audience in almost no time and there are far more chances of the message being read instantly than that of website / blog / email.
- The chances of instant feedback are also far better with SMS.
- Useful for marketing.
- The SMS ensures less spam, it is cost effective and time saving.
- It is helpful in market campaign, promotion of product, survey and voting.
- The GPRS enabled phones can be used in viewing websites, blogging and mailing.
- The development of software applications helps in ecommerce, paying utility bills, fund transfers etc.
- Possible for transmitting audio and video messages.

Disadvantages

- The health hazards which are supposed to cause terrible mental and physical illness because of extensive use of mobile phones.
- The ban on unwanted SMS and mobile calls may be disadvantageous to business houses.
- The infrastructure for WLAN or 3G is still at primary level and it may take long time in spreading its penetration in towns and rural places.
- Cost of the hi-tech mobile devices.

Blog

Blogs are traditionally known as digital diaries to keep records of journey, routine work or sharing information on relevant topics or used for self-expression. Just like email service providers, there are free blog

service providers. Some of the popular free blog servers are www.blogger.com, www.wordpress.com, www.bigadda.com etc. The companies have their own personalized blogosphere which is much protected and under control from unwanted users and hackers. The openness and transparent nature of the blog can be used effectively by business houses to provide online platform to their stakeholders to access relevant, useful and timely information.

Advantages

- It is almost free to start a blog and maintain it.
- It helps to disseminate information quickly, efficiently and effectively to their clients and to other operating units of the business.
- It facilitates more open and direct communication channel with all stakeholders.
- It helps in reduction of cost for communication with clients and other stakeholders.
- It helps in collaboration from various workgroups situated geographically at remote places.
- Blogs can be linked with email and SMS. It helps in instant transmission of information as and when blogs are updated with latest information.

Disadvantages

- Blogs are good for service providers rather than product sellers.
- Need for skill to make optimum use of blogs.
- Lack of infrastructure and awareness in remote areas.

VoIP

Voice over Internet Protocol (VoIP) is voice messaging technology. It is a technology that enables voice messages to be sent via the Internet, often simultaneously with data in text or other forms. It is attractive to businesspeople because it helps in making far distance (international) calls and transmission of voice data almost free of cost.

Advantages

- The cost effectiveness on long distance calls. Some of the software's used for these purposes are Skype, G-Talk, and Yahoo Messenger etc.

- It also helps in conducting meeting or video conferencing (if webcam is also connected) with various work groups from various parts of the globe.
- VoIP is also available on smart mobile phones. It really integrates business needs and optimizes business communication.

Disadvantages

- Lack of secrecy in calls. The VoIP communication can be intercepted, traced and recorded.
- Need for internet connections and devices with both parties.
- Need for high-speed internet connection.
- The lack of infrastructure in remote areas.

Instant messenger (IM)

This kind of applications helps in synchronous communication with the people logged in to it. Some of popular chat applets are Yahoo Messenger, Google Talk, MSN messenger, Rediff, Bol, Skype, WhatsApp, Nimbuzz, and several others for mobile devices. As and when two people, remotely situated, get connected through similar chat applet, via internet, they can type and send message to each other. The typed messages are displayed on each computer or mobile phone almost at the same time. Thus, such communication is known as synchronous, whereas emails/SMS are asynchronous communication.

Advantages

- It is possible to communicate, one to one, one to many, many to many instantly with lesser or no cost.
- No restriction of geographical area.
- Exchange of images, videos, presentation files are also possible.
- Possible to make calls and have group discussion or meeting also.
- It is very effective tool in problem solving as IMs provides instant responses.
- Its compliance with mobile phones.

Disadvantages

- People doesn't take as a serious business communication tool since it is an informal form of communication.

- Less reliability of conversation than email or blog.
- Need for higher effort in using as a business communication tool.

Video Conferencing

Videoconferencing may be described as a method of conferencing between two or more locations where both sound and vision are transmitted and received to enable simultaneous interactive communication. Due to its cost, it was originally only used by multinational companies to link worldwide sites. However, as the technology has improved and costs have fallen dramatically, it is now used extensively in education and commerce.

Videoconferencing can save significant amounts of money in terms of both travel costs and time. It can also open new methods of communication e.g., linking several schools together to enhance the learning experience. Videoconferencing is certainly growing very rapidly and can save a great deal of money. Multinational corporations have been routinely using it since the 1980's. A videoconference is a live connection between people in separate locations for the purpose of communication, usually involving audio and often text as well as video. Videoconferencing (or video conference) means to conduct a conference between two or more participants at different sites by using computer networks to transmit audio and video data. The popular software applications facilitating video conferencing are Zoom, Google Meet, Microsoft Team

Point-to-point (two-person) video conferencing system works much like a video telephone. Each participant has a video camera, microphone, and speakers mounted on his or her computer. As the two participants speak to one another, their voices are carried over the network and delivered to the other's speakers, and whatever images appear in front of the video camera appear in a window on the other participant's monitor.

Multipoint videoconferencing allows three or more participants to sit in a virtual conference room and communicate as if they were sitting right next to each other. Until the mid-90s, the hardware costs made videoconferencing prohibitively expensive for most organizations, but that situation is changing rapidly. Many analysts believe that videoconferencing will be one of the fastest-growing segments of the computer industry in the latter half of the decade.

Advantages

- Convenience

- Cost savings for travel, accommodation, and staff time
- Ability to link several sites simultaneously
- Access to remotely located experts
- Having a set time for the meeting encourages more control and less time wasted on non-agenda items

Disadvantages

- The quality of the received images can be compromised by the technology
- On lower quality links, movement can be jerky
- Body language can be lost if movement is jerky and/or picture quality is reduced
- There May be a delay on the sound that participants need to get accustomed to
- Some believe that the atmosphere of a normal face-to-face meeting is lost

6.3. Social Networking Sites

Social networking Sites (SNS) is a web site that provides a virtual community for people interested in a particular subject or just to hang out together. Members create their own online profile with biographical data, pictures, likes, dislikes, and any other information they choose to post. They communicate with each other by voice, chat, instant message, videoconference and blogs, and the service typically provides a way for members to contact friends of other members. Though, it is

still used by teenagers for killing time, several business houses have realized its potential to woo teenage customers and are making effective use of it in establishing essential communication links with younger generation. One can find dating sites, friendship sites, and sites with a business purpose and hybrids that offer a combination of these. The popular SNS are Facebook, Twitter, Linked-In, Pinterest, Google Plus, Instagram, Flickr etc. The corporate houses have realized the power and potential of popular SNS. Now-a-days, there are several companies having their twitter account and they create trail of 'followers'. They tweet to market their product and services. The customers can 'retweet' and have discussion, ask questions, and have two-way communications with the company through twitter. The companies also have their pages and groups / communities on Face Book. They make optimum use of free

space provided by these SNS to have their website or blog like pages and woo customers over such web platforms. SNS is that it gives opportunity to companies to reach wider audience and it is again free of cost. It gives customers to reach the company without wasting much of their time and money.

Let Us Sum Up

The uses of modern communication channels in the day-to-day business transactions are very much important in this globalized world. Business cannot move without updating the technology changes happening to deal with ever changing economic environment and competition. The modern communication technology like Internet, Video conferencing, Tele conferencing, Instant Messengers, Social networks, blogs etc. are widely useful medium for the business to tackle the above situation.

Check Your Progress

1. Is a letter transmitted using internet technology.
2. Blogs are traditionally known as -----
3. is voice messaging technology

Glossary

Communication Channels, New age communication channels, social networking sites

Answers to Check Your Progress

1. Electronic Mail
2. Digital Diaries
3. Voice Over Internet Protocol (Voip)

Suggested Readings

1. Raman, Meenakshi, and Prakash Singh, Business Communication. O U P, New Delhi,2008.
2. Sanjay Kumar & Pushpalatha, Communication Skills, Oxford University Press, 2011.

Unit-7

Body Language and Etiquettes

STRUCTURE

Overview

Learning Objectives

- 7.1 Introduction
- 7.2 Definitions
- 7.3 Important features of Body Language
- 7.4 Examples of Body Language
- 7.5 Positive and negative body language
- 7.6 Concept and Definition of Etiquette
- 7.7 Need of Etiquettes
- 7.8 Types of Etiquettes
- 7.9 Business Etiquettes

Let Us Sum Up

Check Your Progress

Glossary

Answers to Check Your Progress

Suggested Readings

Overview

Body language and etiquette, as well as their use, significance, and types, have all been thoroughly explained in this lesson.

Learning Objectives

After reading this lesson you should be able to:

- Understand important features of Body Language
- Define Business Etiquettes
- Apply Business Etiquettes

7.1. Introduction

Our state of mind is expressed in our body language. For example, if we doubt something we hear, we raise an eyebrow. If we feel puzzled, we

scratch our nose. We cross our arms to isolate or protect ourselves. We shrug our shoulders to express indifference. We wink as a sign of intimacy. If we are impatient, we drum our fingers. We strike our forehead with our hand when we have forgotten something. We rock when we feel anxious, and we sway backwards and forwards on our feet when we are in a situation of conflict. An inexperienced speaker in an auditorium expresses his anxiety by moving from one side to another, staring at the ceiling, walking round in circles, or rubbing his hands together.

It is interesting to note that a vast majority of us communicate several messages without using speech quite often. When you are offered a cup of coffee you not only say: No, thank you ' , but also shake your head or cross your hands. When someone attempts to touch you for a penny, you indicate your denial through words as well as shaking your palm. When someone is in difficulty, he wrings (twists) his hands in frustration. The study of body movements is also known as Kinesis. Body language is so important that a description of it has entered our spoken language. You say that someone blinked to mean that he was confused; someone was bleary eyed to mean that he was not focusing, and someone kept his fingers crossed to mean that he was eagerly anticipating and so on and so forth. Our language itself has several such expressions recognizing body language. Communication experts point out that only a small percentage of communication is verbal whereas a large percentage is through body language.

If you are aware of what you do with your body, your self-understanding becomes deeper and more meaningful. Once you manage to control your body language, you will be able to cross many defensive barriers and establish better relationships.

7.2. Definitions

Body language is a powerful communicator. A large percentage of what we deliver is derived from our speech tones, our gestures, movements, mannerisms, expressions, and idiosyncrasies. It is without doubt the stronger communicator, with so much emphasis being placed on how statements and stories are delivered rather than relying on actual words to get our statements across.

Body language is a type of nonverbal communication that relies on body movements (such as gestures, posture, and facial expressions) to convey messages.

The gestures, postures, and facial expressions by which a person manifests various physical, mental, emotional states and communicates nonverbally with others.



Fig: Body Language

Source: google

7.3. Important Features Of Body Language

Posture

The way a person stands, or sits is his posture. It is good to adopt a flexible erect posture rather than a stiff or slouching posture. An erect posture reveals confidence and poise. Drooping shoulders, sagging in the seat, etc., reveal a feeling of depression and lack of interest.

Head Motion

In oral communication, the movement of the head plays an important role. No one is expected to keep on shaking his head, but appropriate nods and shakes of the head enhance the level of communication.

Facial Expression

Face is the index of the mind. However much one tries, his hidden feeling of anger, fear, confusion, uncertainty, enthusiasm, and joy will get revealed by the facial expression. Sometimes, the words that you utter may be contradicted by your facial expression. A teacher might ask the student if he understood the idea, but he should not wait for an answer. A lack-luster bewildered facial expression would anything reveal that the student has not grasped

Eye Contact

In an oral communication context, the speaker and listener should not only face each other but also maintain correct eye contact. If someone

avoids direct eye contact, he is suspected to be sly or cunning. In eastern countries, subordinates or younger people may avoid direct eye contact out of respect or deference, but it will be misunderstood in an international context. The Tamil poet Subramanya Bharathi has praised upright bearing and straight eye contact.

Gestures

Movement of hands and fingers enhance communication. But gestures are culture specific. A clenched fist may mean emphasis for an American but disrespect for an Indian. A thumb up sign, a movement of the index finger communicates messages effectively. Continuous gestures should be avoided. Non-verbal communication in short, adds, subtracts, and amends our message. In an oral communication context, all the above features of body language play an important role. If you expect to communicate in a relaxed atmosphere, you must kill and destroy the stiffness with appropriate components of body language. Though gestures are culture specific some of them have become universal cutting across cultural boundaries. They have become emblematic. A—Vll sign with index finger and central finger stands for victory. A thumbs up sign stands for hitchhiking. A wave of the arm is for a hello or a good- bye. Emblems directly stand for a verbal message. Certain gestures are illustrators for they illustrate a point. An arm can be used to draw a circle. The index finger shown with a little shake stands to emphasize a point as an illustrator.

Certain gestures made unconsciously will reveal the mental state of the speaker. Anger, fear, nervousness etc., are often revealed by fidgeting, shifting of legs etc., Twisting the shirt button or cufflinks, rubbing the necktie, scratching the cheek, nose, stroking the chin are some of the innumerable unconsciously acquired gestures. If overdone, they may degenerate to the level of mannerisms. One must avoid the habit of over-gesturing in oral communication to one situation or when a speaker addresses an audience. The audience may be small as in a group discussion or large in the case of some business meetings. In all these situations, body language plays an important role.

Paralanguage

In oral communication situations paralanguage plays an important role while speaking or listening. The speaker or listener makes use of sounds like Hmm'—_ha', or clicks his tongue or chuckles. These sounds though do not have a semantic value (meaning), are in fact important prompters in maintaining an unbroken communication chain. They are effective tools of listening. Empathetic listening (ability to imagine and

share another person 's feelings, etc.) is characterized by the use of para- language. Our speech is affected by the volume of our voice, the speed of articulation and such sounds made by clicking of our tongue, chuckling, etc. We come across people whose voices quiver when excited. Some others raise the decibel level of their voice. These are people who shriek or shout when provoked. All these lead to an evaluation of the personality of the communicator.

Voice and Tone

It is possible to communicate an unpleasant information pleasantly or good news badly. When you tell someone, you have done a great job', it is your statement and the tone together show the receiver whether you are complimenting him or ridiculing him. A complimentary tone is distinctly different from a sarcastic tone.

Space

In oral communication situations, the space between the speaker and the listener is important. Americans consider that a person who comes very close to him while speaking, say, less than two feet is invading into his privacy. Only in intimate and personal situations can people move closer than a foot and a half. To us, who are used to overcrowded public transport system, the American practice of maintaining space in the elevator will be rather surprising whereas to him our invasion of his personal space revolting.

Silence

In oral communication situations, silence plays an important role. People quite often talk about —eloquent silence. Yes, silence can send communication signals. Silence in a particular situation may mean acceptance, agreement and in certain others indifference, apathy or even anger.

Listening – a Proactive Skill

In oral communication situations, listening plays an important role. Listening is different from hearing. One can hear all noises and sounds and yet could be a poor listener. Listening is hearing attentively and responding appropriately. Only a good listener can become a good speaker. Attentiveness begins with the posture a listener adopts while he is listening. If a person inclines towards the speaker, it means that the speaker is not clear either in the message or in his articulation. If the listener tilts his head backwards, it shows that he is indifferent. A Good listener is proactive. He is, as they usually say, —all ears. He

responds appropriately using paralanguage. He says, hmm—yeah—yes—come on now and then. He asks questions and verifies facts. A listener's role in an oral communication situation is as important as a speaker's role.

Listening in communication has several beneficial results. Good listening leads to getting useful and updated information. Good listening creates a better understanding and rapport between the speaker and listener. Good listening leads to better decisions. Good listening provides the best feedback to the speaker.

7.4. Examples of Body Language

Following are some examples of body language, and what each example communicates to other people:

Arms crossed over the chest: This example of body language can indicate that a person is being defensive. It can also demonstrate that the individual with crossed arms disagrees with the opinions or actions of other individuals with whom they are communicating.

Nail biting: Nail biting is a type of habit that can demonstrate stress, nervousness, or insecurity. Oftentimes people bite their nails without even realizing it.

Hand placed on the cheek: This example of body language can indicate that a person is lost in thought or is considering something. Sometimes when the hand is on the cheek, it is accompanied by a furrowed brow, which further demonstrates deep concentration.

Tapping or drumming the fingers. Finger-tapping demonstrates that a person is growing impatient or tired of waiting.

Head tilted to one side: A tilted head demonstrates that a person is listening keenly or is interested in what is being communicated.

Touching the nose: When someone touches or rubs their nose, it can signify several things: it can be a signal of disbelief or rejection, or it can also demonstrate that an individual is being untruthful about what they are saying.

Rubbing the hands together briskly: This can show that a person's hands are cold. It is also a way of communicating that an individual is excited for something or is waiting in anticipation.

Placing the tips of the fingers together: "Steepling" of the fingers, or placing the tips of them together, is a demonstration of control and authority. This type of body language can be used by bosses or authority

figures to subtly demonstrate that they are running things.

Palms open, facing upward: An open palm is a sign of openness and honesty. It can be a show of submission — in older days when many people carried weapons, this was used to show that they were not holding one — or of sincerity and innocence. Some people open their palms during worship at church as a sign of submission and respect.

Head in hands: Yet another example of body language that might mean several things, the head in hands move can demonstrate boredom, or it might show that a person is upset or ashamed and does not want to show their face.

Locked ankles: When the ankles are locked together, either while standing or seated, it can communicate nervousness or apprehension.

Standing up straight, shoulders back: This position shows that a person is feeling confident of him or herself and is often accompanied with walking at a brisk stride.

Stroking of the beard or chin: When one strokes the chin, he or she is communicating deep thought. Such a motion is often used unintentionally when an individual is trying to come to a decision about a matter.

Pulling of the ear: People often pull the lobes of one of their ears when they are attempting to decide but remain indecisive. This motion demonstrates the inability to conclude.

Each of these examples of body language clearly communicates a message even without saying a word. Now that you know about these examples, you can be on the lookout for people using body language in your everyday interactions

7.5. Positive And Negative Body Language

Positive body language

Posture: The way a person stands, or sits is his posture. It is good to adopt a flexible erect posture rather than a stiff or slouching posture. An erect posture reveals confidence and poise. Drooping shoulders, sagging in the seat, etc., reveal a feeling of depression and lack of interest.

Handshake: shake hands firmly

Head motion: Nodding head is a positive gesture. No one is expected to keep on shaking his head, but appropriate nods and shakes of the

head enhance the level of communication.

Eye contact: the speaker and listener should not only face each other but also maintain correct and steady eye contact.

Facial Expression: Having a pleasant face enhances positivity

Taking notes: Taking notes lets others know that you value what they are saying and that you are engaged in the conversation. Taking notes is not appropriate though in every situation.

Slower: Take a deep breath, hold it for a second or two, and let it out. Focus on slowing down your speech and body movements a bit. This will make you appear more confident and contemplative. It will also help calm you down if you are nervous.

Voice and tone

- Volume of voice (pleasant, audible volume)
- Tone of voice (confident, assuring tone)
- Modulate voice (avoid high pitch)

Space: In oral communication situations, the space between the speaker and the listener is important. A person who comes very close while speaking, say, less than two feet is invading into his privacy

Silence: In oral communication situations, silence plays an important role. People quite often talk about eloquent silence. Silence in a particular situation may mean acceptance, agreement and in certain others indifference, apathy or even anger.

Negative body language

Checking the time: Looking at a timepiece signals that you do not want to be there and that you have more important things to be doing

Looking somewhere else: This tells people that you are shy or disinterested.

Touching your face: Everyone has a little itch they need to scratch now and again but repeatedly touching your face while speaking with someone is an indication that you are lying.

Tapping: Do not tap; it is simple. Tapping your fingers, feet, or even a pen indicates stress or impatience.

Fake smile: People know when you are faking a smile so do not even bother trying. A true smile comes from more than just your mouth. It can be seen in your entire face including your eyes

Over blinking: Blinking is normal but over blinking is usually a sign of anxiety and nervousness. Practice your blinking habits while looking at yourself in the mirror.

7.6. Concept And Definition Of Etiquette

Most of the etiquette experts agree that proper etiquette begins by showing respect for others, being honest and trustworthy, putting others at ease and showing kindness and courtesy to others. Only after that should you focus on the details of specific situations.

The word "etiquette" comes from the French word "estique," meaning to attach or stick. The noun "etiquette" describes the requirements of behaviors according to conventions of society.

It includes the proper conduct that is established by a community for various occasions, including ceremonies, court, formal events, and everyday life.

The short definition at Merriam-Webster.com is "the rules indicating the proper and polite way to behave." The full definition is "the conduct or procedure required by good breeding or prescribed by authority to be observed in social or official life."

Etiquette is a set of customs and rules for polite behavior, especially among a particular class of people or in a particular profession.

Etiquette includes a wide range of behaviors, including kindness, consideration, elegance, style, and decorum. Here are some quick tips to help you with the social graces:

- Ask yourself if the behavior is kind or generous before engaging in the act.
- Make sure you are putting others first without putting yourself down
- Practice good etiquette so that it comes naturally and from the heart.
- Since etiquette varies from one society to another and periodically changes continue to learn the new rules and follow them.

7.7. Need of Etiquettes

1. Etiquette makes you a cultured individual who leaves his mark wherever he goes.
2. Etiquette teaches you the way to talk, walk and most importantly behave in the society.

3. Etiquette is essential for an everlasting first impression. The way you interact with your superiors, parents, fellow workers, friends speak a lot about your personality and up- bringing.
4. Etiquette enables the individuals to earn respect and appreciation in the society. No one would feel like talking to a person who doesnot know how to speak or behave in the society.
5. Etiquette inculcates a feeling of trust and loyalty in the individuals. One becomes more responsible and mature. Etiquette helps individuals to value relationships.

7.8. Types Of Etiquettes

1. **Social Etiquette-** Social etiquette is important for an individual as it teaches him how to behave within the society in just and appropriate manner.
2. **Business Etiquette-** Business Etiquette refers to how an individual should behave while he is at work. It also includes ways to conduct a certain business in a prescribed manner. Don't ever cheat customers. It is simply unethical. Each one needs to maintain the decorum of the organization. Don't loiter around unnecessarily or peep into other's cubicles.
3. **Meeting Etiquette-** Meeting Etiquette refers to styles one need to adopt when he is attending any meeting, seminar, presentation and so on. Listen to what the other person has to say. Never enter meeting room without a notepad and pen. It is important to jot down important points for future reference.
4. **Interview Etiquette-** Interview etiquette refers to codes of conduct an individual must follow while appearing for interviews.
5. **Telephone Etiquette-** It is essential to learn how one should interact with the other person over the phone. Telephone etiquette refers to the way an individual should speak on the phone. Never put the other person on long holds. Make sure you greet the other person. Take care of your pitch and tone.
6. **Eating Etiquette-** Individuals must follow certain decorum while eating in public. Don't make noise while eating. One should not leave the table unless and until everyone has finished eating.
7. **Bathroom Etiquette-** Bathroom etiquette refers to the set of rules which an individual need to follow while using public restrooms or office toilets. Make sure you leave the restroom clean and tidy for the other person.

8. **Wedding Etiquette-** Wedding is a special event in every one's life. Individuals should ensure they behave sensibly at weddings. Never be late to weddings or drink uncontrollably. To conclude, etiquette transforms a man into a gentleman.

7.8. Business Etiquettes

Business Etiquette refers to set of rules an individual must follow while he is at work. One must respect his organization and maintain the decorum of the place.

Business Etiquette refers to behaving sensibly and appropriately at the workplace to create an everlasting impression. No one would take you seriously if you do not behave well at the workplace. Remember we can't behave the same way at work place as we behave at our homes. One needs to be professional and organized.

It is important to behave well at the workplace to earn respect and appreciation.

Do's and Don'ts at workplace:

1. Never adopt a casual attitude at work. Your office pays you for your hard work and not for loitering around.
2. Don't peep into other's cubicles and workstations. Knock before entering anyone's cabin. Respect each other's privacy.
3. Put your hand phone in the silent or vibrating mode at the workplace. Loud ring tones are totally unprofessional and disturb other people.
4. Don't open anyone else's notepads registers or files without his permission.
5. It is bad manners to sneeze or cough in public without covering your mouth. Use a handkerchief or tissue for the same.
6. Popping chewing gums in front of co-workers is simply not expected out of a professional.
7. Stay away from nasty politics at the workplace. Avoid playing blame games.
8. Keep your workstation clean and tidy. Throw unwanted paper in dustbin and keep files in their respective drawers. Put a label on top of each file to avoid unnecessary searching.
9. Never criticize or make fun of any of your colleagues. Remember fighting leads to no solution. There are several other ways to express displeasure. Sit with your colleagues,

discuss issues face to face and decide on something which is mutually acceptable.

10. Take care of your pitch and tone at the workplace. Never shout on anyone or use foul words. It is unprofessional to lash out at others under pressure. Stay calm and think rationally.
11. Never attend meetings or seminars without a notepad and pen. It is little tough to remember each, and everything discussed in the meeting. Jot down the important points for future reference. Wait for your turn to speak.
12. Pass on information to all related recipients in the desired form. Communicate through written modes of communication preferably through emails. Keep your reporting boss in the loop. Make sure your email signatures are correct.
13. Reach office on time. One must adhere to the guidelines and policies of the organization. Discipline must be maintained at the workplace.
14. No organization likes to have a shabbily dressed employee. Shave daily and do not use strong perfumes.
15. Never wear revealing clothes to work. Body piercing and tattoo are a strict no at the workplace. Females should avoid wearing heavy jewelry to work.
16. Don't pass lewd comments to any of your fellow workers.
17. While having lunch together, do not start till the others have received their food. Make sure your spoon and fork do not make a clattering sound. Eat slowly to avoid burping in public.
18. Respect your fellow workers and help them whenever required.
19. It is unethical to share confidential data with external parties and any other individual who is not related to the organization. Data in any form must not be passed to anyone outside the organization.
20. Office Stationery is meant to be used only at work. Taking any office property backhome is equivalent to stealing.
21. Make sure you turn off the monitor while you go out for lunch or tea breaks. Switch off the fans, lights, printer, fax machine, scanner before you leave for the day.
22. Don't bring your personal work to office. Avoid taking kids to office unless and until there is an emergency.

23. Park your car at the space allocated to you. Don't Park your vehicle at the entrance as it might obstruct someone's way.
24. Never ever drink while you are at work. Smoke only at the smoking zones.

Dress Code/ Clothing Etiquettes

One must dress as per the occasion. Avoid wearing jeans, capris, shorts, T - Shirts or sleeveless dresses to work. Follow a professional dress code. Make sure you feel comfortable in whatever you wear. It is not always necessary to wear expensive clothes rather wear something which looks good on you.

Choose professional colors like black, blue, brown, grey for official attire. Bright colors look out of place in corporate. Light and subtle colors exude elegance and professionalism and look best in offices.

Make sure your clothes are clean and ironed. One should never go shabbily dressed to work.

Prefer wrinkle free clothes.

Hair should be neatly combed and kept short. Spikes hairstyle looks good only in parties and informal get together. Females should tie their hair. It gives a neat look.

Male

1. Male employees ideally should combine a simple shirt with trousers. Make sure the colors are well coordinated. Prefer a light color shirt with a dark trouser and vice a versa. Do not wear designer shirts to work. Prefer plain cotton or linen wrinkle free shirts in neutral colors.
2. The shirt should be properly tucked into the trouser for the professional look.
3. Prefer full sleeves shirts at workplace. Never roll up your sleeves.
4. Silk ties look best on professionals. Don't go for designer ties. The tie should neither be too short nor too long. The tip of the tie ideally should touch the bottom of the belt buckle. Slim ties are not meant for offices.
5. Wear leather belts to work preferably in black or brown shades. Do not wear belts with flashy and broad buckles.
6. Socks must be well coordinated with the outfit.

7. Don't wear shoes that make noise while walking. Prefer soft leather shoes in black or brown color. Make sure your shoes are polished and laces properly tied. Never wear sports shoes or sneakers to work.
8. Shave daily. Use a good after shave lotion and make sure your skin does not look dry and flaky.
9. Body odor is a big turn off. One must always smell good in public. Use a mild perfume or deodorant.

Female

1. Females should wear decent clothes. Avoid wearing outfits that is not graceful. Wear clothes which fit you best. Don't wear too tight or loose clothes.
2. Understand the basic difference between a party wear and office attire. Wear covered clothes. Wear cotton or silk elegant sarees
3. Females who prefer westerns can opt for light colored shirts with dark well fitted trousers. A scarf makes you look elegant.
4. Never wear heavy jewelry to work. Avoid heavy makeup. Nails should be trimmed and prefer natural shades for nail paint.
5. Avoid wearing sharp pointed heels to work.
6. The color of the handbag must coordinate with the outfit.
7. Eyebrow, naval, lip piercing must be avoided at the workplace.

Telephone Etiquettes

Telephone is an important device with the help of which people separated by distance can easily interact and exchange their ideas. Got a brilliant idea and want to convey it to your friend staying out of the country, use the telephone. Telephone is one of the easiest and cheapest modes of communication.

Telephone etiquettes - An individual need to follow a set of rules and regulations while interacting with the other person over the phone. These are often called as telephone etiquettes. It is important to follow the basic telephone etiquettes as our voice plays a very important role in creating an impression of our personality, education, family background as well as the nature of job we are engaged in. The person giving the information is called the sender and the second party is the recipient.

Let us now study the various telephone etiquettes. Please find below the various telephone etiquettes.

1. Always remember your voice must be very pleasant while interacting with the other person over the phone. Don't just start speaking, before starting the conversation use warm greetings like good morning, good evening or good noon depending on the time.
2. Never call any person at odd hours like early morning or late nights as the person will be sleeping and will not be interested in talking to you.
3. In any official call, don't use words like "Any guess who I am?" as the person on the other side might be occupied with something and can get disturbed. Always say "Is it, Ted?" and do ask him, "is it the good time to talk to you?" and then start communicating. If the person sounds busy always wait for the appropriate time.
4. Make sure your content is crisp and relevant. Don't play with words, come to the point directly and convey the information in a convincing manner. First prepare your content thoroughly and then only pick up the receiver to start interacting.
5. After dialing, always reconfirm whether the person on the other side is the desired person whom you want to interact with. Always ask "—Am I speaking to Mike?" or "—Is this Jenny" before starting the conversation.
6. Always carefully dial the numbers, never be in a rush or dial the numbers in dark as it would lead to a wrong call. If by mistake you have dialed a wrong number, don't just hang up, do say sorry and then keep the phone courteously.
7. Never put the second party on a very long hold. Always keep the information handy and don't run for things in between any call as the listener is bound to get irritated.
8. While interacting over the phone, don't chew anything or eat your food. First finish your food and then only dial the number. If you are reading, please leave the book aside, first concentrate what the other person wishes to convey and then continue with the book.
9. After completing the conversation, don't just hang up. Reconfirm with the receiver whether he has downloaded the correct information or not and do end your conversation with

pleasant words like —Take care, —nice speaking with you and a warm bye. Never say Goodbye.

10. Always speak each word clearly. The person on the other hand can't see your expressions so remember your tone should be apt to express your feelings in the correct form.
11. Don't take too long to pick up any call. If you miss the call, make sure you give a call back as the other person might have an important message to convey. Avoid giving missed calls at workplaces as it irritates the other person.
12. In professional talks, never keep the conversation too long as the other person might be busy. Always keep the content crisp and relevant and do come to the point after formal greetings.
13. If you are not the correct person and the speaker needs to speak to your fellow worker, always say —one moment please-I will call him in a minute. If the colleague is not in the office premises, always take a message on his behalf and don't forget to convey him when he is back.
14. Decrease the volume of the television or turn off the speakers while speaking over the phone as noise acts as a hindrance to effective communication
15. If there is any disturbance in the network, don't just keep speaking for the sake of it; try to call after some time with a better line.
16. Remember all the above telephone etiquettes must be practiced for an effective and healthy telephonic discussion and smooth flow of information.

Interview Etiquettes

Interview etiquette refers to codes of conduct an individual must follow while appearing for interviews. Let us go through some interview etiquette:

- While appearing for telephonic interviews, make sure you have your resume in front of you. Move to a quiet place and keep a pen and paper handy to jot down address or other necessary details.
- An individual must be present at the interview venue before time. Start from your home a little early and allow a margin for traffic congestions, car problems, route diversions and other unavoidable circumstances. Check the route well in advance to

avoid last minute confusions

- If you do not have own conveyance, book a cab, or ask your friend or family member to drop you right outside the venue. Avoid going by public transport that day.
- Be very particular about your appearance. Follow the professional dress code for an everlasting first impression. Wear something which looks good on you. Coordinate a light color shirt with a dark color well fitted trouser. Make sure your shoes are polished and do not make noise. Hair should be neatly combed and do apply a mild perfume. It is essential to smell good.
- Enter the interviewer's cabin with confidence. Greet him with a warm smile. A firm handshake says that an individual is confident, aggressive, and willing to take challenges. Do not offer to shake hands if the interviewer is a female. Do not sit unless you have been told to do so.
- Make an eye contact with the interviewer. Avoid looking here and there.
- Be honest with the interviewer. Remember a single lie leads to several other lies. Avoid fake stories. It might land you in trouble later.
- Take care of your pitch and tone. Be polite but firm.
- Stay calm. Avoid being nervous during interviews. Remember no one will hang you till death if you do not clear the interview. There is always a second chance.
- One must sit straight for the desired impact. Avoid fiddling with pen and paper. It is important to have the right attitude as it helps you stand apart from the crowd.
- Keep your cell phone in the silent mode while attending interviews. Cell phone ringing during interviews is an offence.
- Chewing gum during interview is childish.
- Do not fold your resume; instead keep it in a proper folder. Carry all other relevant documents which you might need during interview.
- Keep a passport size photograph handy.
- Slangs and one-liners must not be used in interviews.
- Avoid cracking jokes with the interviewer.
- Once you are done with the interview, do not forget to thank the

interviewer.

Meeting Etiquettes

Meeting Etiquette refers to codes of behavior an individual ought to follow while attending meetings and discussions at the workplace. Let us go through some meeting etiquette in detail:

- Try to find out what the meeting is all about. Understand the importance of the meeting. Never go blank. Employees should do all the groundwork before attending meetings to ensure maximum participation from their end. Prepare notes in advance.
- Never attend meetings without a notepad and pen. It is practically not possible for an individual to remember each, and everything discussed at the time of meeting. A notepad helps in jotting down the important points for future reference.
- Always keep your cell phone on the silent or vibrator mode. Cell phones ringing in the middle of meetings and seminars are considered rude and unprofessional. This might insult others sitting in the same room as well as break the pace of the meeting.
- Do not attend phone calls during meetings unless it is an emergency. It is bad manners to do the same.
- Superiors must create an agenda before every meeting. The agenda must be circulated among all employees for them to prepare in advance. Meetings should not be conducted just for the sake of it. It is important to have well defined plans. Make a list of issues to be discussed at the time of meeting. Make sure you do not deviate from the key points. Keep the meetings short.
- Never be late for meetings. Going late for a meeting is something which is not expected out of a professional.
- Chewing gum during meetings is childish and must be avoided.
- Be a good listener. Listen to what others have to say. Wait for your turn to speak.
- Sit wherever you find a place. Do not run here and there.
- Do not enter the meeting room once the meeting has already begun. It disturbs others.
- Avoid taking your cups of coffee or tea to meeting rooms unless and until advised by superiors.
- Fiddling with pen or notepad is one of the major distractions in meetings. One must concentrate and stay alert. Be an attentive

listener. Do not yawn even if you find the meeting boring.

- The one chairing the meeting must speak loud and clear. It is essential to take care of the pitch and tone.
- Meetings ought to be interactive and allow employees to come up with their suggestions and valuable feedback. A question answer round must be kept at the end for employees to clear their doubts.
- Once the meeting is over, minutes of the meeting must be prepared and circulated across all departments for them to take necessary action

Let Us Sum Up

1. Body language is a type of nonverbal communication that relies on body movements (such as gestures, posture, and facial expressions) to convey messages.
2. The gestures, postures, and facial expressions by which a person manifests various physical, mental, emotional states and communicates nonverbally with others.
3. Important features of Body Language
4. Posture
5. Head Motion
6. Facial Expression
7. Eye Contact
8. Gestures
9. Paralanguage
10. Voice and Tone
11. Space
12. Silence
13. Listening – a Proactive Skill

Etiquette is a set of customs and rules for polite behavior, especially among a particular class of people or in a particular profession.

Etiquette includes a wide range of behaviors, including kindness, consideration, elegance, style, and decorum.

Business Etiquette refers to set of rules an individual must follow while he is at work. One must respect his organization and maintain the

decorum of the place.

Business Etiquette refers to behaving sensibly and appropriately at the workplace to create an everlasting impression. No one would take you seriously if you do not behave well at the workplace. Remember we can't behave the same way at workplace as we behave at our homes. One needs to be professional and organized

Check Your Progress

1. to set of rules an individual must follow while he is at work
2. Body language is a type -----of that relies on body movements (such as gestures, posture, and facial expressions) to convey messages.
3. The rules indicating the proper and polite way to behave -----

Glossary

Body Language, Business Etiquettes

Answers To Check Your Progress

1. Business Etiquette
2. Nonverbal communication
3. Etiquette

Suggested Readings

1. Kaul & Asha, Effective Business Communication, PHI 2nd Edition, 2006.
2. Lesikar R.V & Flatly M V, Basic Communication Skills for empowering the internet generation, Tata-McGraw Hill, 2009.

Unit-8

Interview

STRUCTURE

Overview

Learning Objectives

8.1 Interview Concept and Definition

8.2 Purpose/Objective of Interview

8.3 Types/Classification of Interview

8.5 Guidelines for Effective Interview

8.5 Art of conducting and participating in interview

Let Us Sum Up

Check Your Progress

Glossary

Answers to Check Your Progress

Suggested Readings

Overview

This section details the purpose of interviews, including their goals, types, and rules, as well as briefly explains how to conduct and take part in them.

Learning Objectives

After reading this lesson you should be able to:

- Define interview concept
- Classify interview types
- Apply guidelines of effective interviews and perform well in the interview

8.1. Interview Concept And Definition

Interview is the widely used (election method. It is a face-to-face interaction between interviewee and interviewer. If handled carefully, it can be a powerful technique in having accurate information of the interviewee otherwise unavailable. At the same time, if the interview

is not handled carefully, it can be a source of bias, restricting or distorting the flow of communication.



Fig: Interview

Source: google

Different scholars have defined interview differently. According to Scott and others, an interview is a purposeful exchange of ideas, the answering of questions and communication between two or more persons. Bingham and others define an interview as a conversation with a purpose.

According to L.P. Alford and H.R. Beaty, The employment interview is for the purpose of determining the suitability of the applicant for the job and of the job for the applicant. In simple words, interview is an attempt to secure maximum information from the candidate in a face- to-face dialogue.

Thus, interview can be defined as an attempt to secure maximum amount of information from the candidate concerning his/her suitability for the job under consideration.

It tries to achieve an accurate appraisal of the applicant in terms of his/her educational qualification, training, family background, previous work experience and judge the applicant's certain qualities like manners, appearance, conversational ability, meet other people pleasantly, etc.

8.2. Purpose / Objective of Interview

Purpose

The basic purpose of the interview is to identify behavior patterns of the interviewee or candidate. Occurrence and reactions to situations that are repeated in the applicant's experience suggest characteristics reaction

pattern. Interview enables the interviewer to judge certain qualities like manners, appearance, ability to speak, grasp of things etc., of the candidate.

Objectives of Interview

Some of the objectives of interview are discussed as follows:

- **Judgement of Applicant:** Interview gives an opportunity to the interviewer to know about the applicant. The information gathered from application- blank and tests is verified by talking to the candidate. It provides a chance to know whether the information (about previous experience and training, etc.) supplied by the candidate is justified by him or not. The appearance, ability to communicate, attitude, nature, etc. of the applicant are also judged at the time of interview.
- **Give Information to The Applicant:** Interview is undertaken not only to know about the applicant but also to use it as an opportunity to give him information about the company and the job. Applicant is given full information about the nature of job, hours of work, medical facilities, and opportunities for advancement, employee benefits and services, etc. Thus, the applicant can decide of joining or not joining the new job.
- **Promote Goodwill:** An interview also gives an opportunity to create and enhance goodwill of the company. The interviewee should be treated with curtsy. If not selected, then reasons for the same are explained offering constructive suggestions.

8.3. Types/Classification of Interview

The following types of interviews for selection have been identified. These are:

1. Preliminary Interview

The interviews conducted to screen the applicants to decide whether further detailed interview will be required are called preliminary interviews. The candidate is given freedom by giving job details during the interview to decide whether the job will suit him. One of the drawbacks associated with the preliminary interview is that it might lead to the elimination of many desirable candidates in case interviewers do not have much and proper experience in evaluating candidates. The positive argument, if any, for this method is that it saves time and money for the company.

2. The Telephone Interview

Often companies request an initial telephone interview before inviting you in for a face-to-face meeting to get a better understanding of the type of candidate you are. The one benefit of this is that you can have your notes out in front of you. You should do just as much preparation as you would for a face-to-face interview and remember that your first impression is vital. Some people are better meeting in person than on the phone, so make sure that you speak confidently, with good pace and try to answer all the questions that are asked.

3. Patterned Interview

In this interview, the pattern of the interview is decided in advance. What kind of information is to be sought or given, how the interview is to be conducted, and how much time is to be allotted to it, all these are worked out in advance? In case interviewee drifts, he/she is swiftly guided back to the structured questions. Such interviews are also called standardized interviews.

4. Depth Interview

As the term itself implies, depth interview tries to portray the interviewee in depth and detail. It, accordingly, covers the life history of the applicant along with his/her work experience, academic qualifications, health, attitude, interest, and hobbies. This method is particularly suitable for executive selection. Expectedly, depth interview involves more time and money in conducting it.

5. Promotion Interview

This interview is faced by a person when he is due for promotion. This interview is conducted to test his aptitude for assuming job of higher importance, even if a person is the only candidate to appear for the interview. If there is more than one candidate for the promotion interview, management can select the best candidate based on selected criteria. A promotion interview is linked to growth of the person and the organization he is working for.

It is not possible for management to keep record of the successes and failures of all the employees on their jobs and have access to them to decide the candidate most suitable for the job. Managers must find the kind of people suitable for higher positions and conduct the interview to that mind set.

Though interviewer and interviewee already know each other, this interview may start in an informal way, yet the interviewee cannot treat

the interviewer as his friend. He should act professionally and consider the interview as a formal one.

6. Stress Interview

Such interviews are conducted for the jobs which are to be performed under stressful conditions. The objective of stress interview is to make deliberate attempts to create stressful or strained conditions for the interviewee to observe how the applicant behaves under stressful conditions.

The common methods used to induce stress include frequent interruptions, keeping silent for an extended period, asking too many questions at a time, making derogatory remarks about the candidate, accusing him that he is lying and so on. The purpose is to observe how the candidate behaves under the stressful conditions – whether he loses his temper, gets confused or frightened.

However, stress-inducing must be done very carefully by trained and skilled interviewer otherwise it may result in dangers. Emotionally charged candidates must not be subjected to further stressful conditions. The candidate should be given sufficient chance to cope with such induced stress before he leaves.

7. Exit Interview

Exit interview is one of the most widely used methods of getting employee feedback. An exit interview is a meeting between at least one representative from the company's human resources (HR) department and the departing employee. (The departing employee may have voluntarily resigned or is laid off or fired). The HR representative asks the employee questions or asks him to complete a questionnaire, or both.

Exit interview is a survey conducted with an employee when he leaves the company. The information from each survey is used to provide feedback on why employees are leaving, what they liked about their employment and what areas of the company need improvement. Exit interviews are effective when the data is compiled and tracked over time.

8. The Face-to-Face Interview

This can be a meeting between you and one member of staff or even two members.

9. The Panel Interview

These interviews involve several people sitting as a panel with one as chairperson. This type of interview is popular within the public sector.

1. The Group Interview

Several candidates are present at this type of interview. You will be asked to interact with each other by usually a group discussion. You might even be given a task to do as a team, so make sure you speak up and give your opinion.

2. The Sequential Interview

These are several interviews in turn with a different interviewer each time. Usually, each interviewer asks questions to test different sets of competencies. However, if you are asked the same questions, just make sure you answer each one as fully as the previous time.

All these types of interviews can take on different question formats, so once you've checked with your potential employer which type of interview you'll be attending, get preparing!

3. Appraisal Interview

Once a year, all employees of the company must undergo appraisal interview with their line manager. This interview evaluates the interviewee's performance over the past year, reviews the tasks and objectives for the next year. The appraisal interview is used as a tool by the managers of personnel department for planning training programs.

8.3 GUIDELINES FOR EFFECTIVE INTERVIEW

Below are given some guidelines, if observed, can make interview more effective:

1. The interview should have a definite time schedule known to both the interviewers and the interviewee.
2. Interview should be conducted by the competent, trained, and experienced interviewers.
3. The interviewers should be supplied with specific set of guidelines for conducting interview.
4. The interviewers should ensure an element of privacy for the interviewee.
5. A resume for all the candidates to be interviewed should be prepared and the same be made available to the interviewers before the interview starts.
6. The interview should not end abruptly but it should come to close tactfully providing satisfaction to the interviewee.

7. The interviewers should show their sensitivity to the interviewee's sentiments and sympathetic attitude to him/her.
8. The interviewers should also evince emotional maturity and a stable personality during the interview session.

Some findings and research studies on the interview seem worth mentioning:

1. Structured interviews are more reliable than unstructured interviews.
2. Interviewers are influenced more by unfavorable than by favorable information.
3. Inter-rater reliability is increased when there is a greater amount of information about the job to be filled.
4. A bias is established early in the interview, and this tends to be followed by either a favorable or an unfavorable decision.
5. Intelligence is the trait most validly estimated by an interview, but the interview information adds nothing to test data.
6. Interviewers can explain why they feel an applicant is likely to be an unsatisfactory employee but not why the applicant may be satisfactory.
7. Factual written data seem to be more important than physical appearance in determining judgments. This increases with interviewing experience.
8. An interviewee is given more extreme evaluation (positive/negative) when preceded by an interviewee of opposing value (positive/negative).
9. Interpersonal skills and motivation are probably best evaluated by the interview.
10. Allowing the applicant time to talk makes rapid first impressions less likely and provides a large behavior sample.
11. Nonverbal as well as verbal interactions influence decisions.
12. Experienced interviewers rank applicants in the same order, although they differ in the proportion that will accept. There is a tendency for experienced interviewers to be more selective than less experienced ones.

8.4. Art of Conducting and Participating Interview

Guidelines for conducting interview

- Introduce yourself
- Set the stage
- Review the job
- Start with generalized questions
- Review the applicant's resume
- Ask some consistent questions
- Vary your questions
- Give candidates a chance to ask questions

Guidelines for participating interview

- Do your research. The first step in preparing for the interview is researching the requirements for the role and outlining three main skills that the employer is looking for.
- Illustrate your work. Use every opportunity to showcase the fact that you are professional and detail oriented individual: bring handouts to an interview such as copies of your CV for each interviewer.
- Prepare for potential questions. What is your greatest weakness? The key to answering this is to focus on non-essential skills.
- Answers such as “I’m a perfectionist” or “I work too hard” sound, at best, insincere.
- Top tip: Always put a positive spin on an answer. Make sure you research common interview questions and answers before the interview and prepare a few bullet points that can guide you throughout the process.
- Interview your interviewer. Many candidates do not realize that an interview is a two- way street: if the position is a right fit for yourself.
- At the end of an interview, when you are asked if you have any questions, taking out your notebook with three handwritten queries gives them the impression that you are serious and genuinely interested in the role. • What is your ideal candidate? • What’s the best thing about working at your organization? • What are the measures used to judge how successful I am in the role?

- Thank them for the opportunity. A fantastic way to distinguish yourself from other candidates is to write a well-crafted thank you e-mail or send them a thank you card right after the interview. This elegant touch shows that you are attentive and eager to fill the role.

Rules to be followed before the interview

The following list outlines many of the things the best interviewees do before any interview to maximize results:

- Research the company.
- Research your interviewer.
- Prepare a set of questions.
- Conduct a mock interview.
- Print out physical copies of your resume.
- Eat a healthy meal before the interview.
- Clean and press your clothes.
- Dress for the role.

Rules to be followed after the interview

- Common things to do after an interview
- Ask for next steps and contact information
- Assess your interview performance
- Write down anything you want to remember
- Send a thank you note to the hiring manager
- Reference a current industry event in the news or literature
- Connect on social media business networking sites.

Let Us Sum Up

Interview is the widely used (election method). It is a face-to-face interaction between interviewee and interviewer. If handled carefully, it can be a powerful technique in having accurate information of the interviewee otherwise unavailable. At the same time, if the interview is not handled carefully, it can be a source of bias, restricting or distorting the flow of communication.

The basic purpose of the interview is to identify behavior patterns of the interviewee or candidate. Occurrence and reactions to situations that are

repeated in the applicant's experience suggest characteristics reaction pattern. Interview enables the interviewer to judge certain qualities like manners, appearance, ability to speak, grasp of things etc., of the candidate.

The following types of interviews for selection have been identified.

1. Preliminary Interview
2. Telephone Interview
3. Patterned Interview
4. Depth Interview
5. Promotion Interview
6. Stress Interview
7. Exit Interview
8. The Face-to-Face Interview
9. The Panel Interview
10. The Group Interview
11. The Sequential Interview
12. The Appraisal Interview

Below are given some guidelines, if observed, can make interview more effective:

1. The interview should have a definite time schedule known to both the interviewers and the interviewee.
2. Interview should be conducted by the competent, trained, and experienced interviewers.
3. The interviewers should be supplied with specific set of guidelines for conducting interview.
4. The interviewers should ensure an element of privacy for the interviewee.
5. A resume for all the candidates to be interviewed should be prepared and the same be made available to the interviewers before the interview starts.
6. The interview should not end abruptly but it should come to close tactfully providing satisfaction to the interviewee.
7. The interviewers should show their sensitivity to the interviewee's sentiments and sympathetic attitude to him/her.

8. The interviewers should also evince emotional maturity and a stable personality during the interview session.

Check Your Progress

1. The interviews conducted to screen the applicants to decide whether further detailed interview will be required are called -----
2. The purpose of the interview is ----- of the interviewee or candidate
3. -----interviews are conducted for the jobs which are to be performed under stressful conditions.

Glossary

Interview skills, Effective interview guidelines

Answers to Check Your Progress

1. Preliminary Interviews
2. To Identify Behavior Patterns
3. Stress Interview

Suggested Readings

1. Raman, Meenakhshi, and Prakash Singh, Business Communication. O U P, New Delhi, 2008.
2. Sanjay Kumar & Pushpalatha, Communication Skills, Oxford University Press, 2011.

Unit-9

Curriculum Vitae / Resume Writing

STRUCTURE

Overview

Learning Objectives

9.1 Introduction

9.2 Concept and Definition

9.3 Objective/ Purpose of CV/Resume Writing

9.4 Importance of CV/Resume Writing

9.5 Tips for CV / Resume Writing

9.6 Dos and Don'ts in CV/Resume Writing

9.7 How to write a Cover Letter

Let Us Sum Up

Check Your Progress

Glossary

Answers to Check Your Progress

Suggested Readings

Overview

In this lesson, the meaning of a curriculum vitae is thoroughly explained, along with its purpose and significance. Additionally, the Dos and don'ts of CV/Resume writing as well as how to create a cover letter, have been thoroughly covered.

Learning Objectives

After reading this lesson you should be able to:

- Understand the importance of CV/Resume writing
 - Write CV/Resume
 - Write Cover Letter
-

9.1. Introduction

A resume or curriculum vitae (CV) is a summary of your education, employment experience, skills, and relevant aspects of your extra-

curricular life. It's also a marketing document to promote your suitability to a recruiter or prospective employer.

Your application may be your first contact with that person, so it's important to make a good first impression by presenting your qualifications, skills, and achievements positively, enthusiastically, and truthfully.

To market your skills effectively it's very important to tailor your resume to each job vacancy.

It's important to consider both format and content. In doing so, don't underestimate the time it takes to put together a good resume.

Resume describes one's education, employment experience and other personal data. A successful resume inspires a prospective employer to employ the resume holder. An ideal resume should possess the following features or qualities:

- **Honesty:** An effective resume should always include accurate information. It should be free from exaggeration and false information.
- **Cleanliness:** Employer gets a primary impression about the job applicant from the appearance of the resume. It indicates the carefulness and eagerness of the application towards the job. Therefore, the resume should be neat, clean and attractive. Its attractiveness depends on clear typing or writing, layout of the writing, quality of papers, necessary margin etc.
- **Full disclosure:** An accurate and effective resume gives detailed information about the applicant. The related information includes identifying information, career or job objective, educational background, work experience, references etc. without full disclosure of these facts, employer cannot evaluate a resume.
- **Brevity:** Resume should be concise in nature. Inclusion of unnecessary information or repetition of information may irritate the employer.
- **Appropriate format:** Resume can be drafted in three different formats such as, chronological format, functional format, and combination of chronological and functional format. Selection of format depends on nature of information to be included in the resume; selection of an appropriate format for information will obviously enhance its acceptability and appeal.

- **Updated information:** A good resume always conations updated information. Resume is the only information sheet that an employer has in determining whether to call the application in the interview. Therefore, the resume should be updated including new skills, experiences, and abilities.

9.2. Concept and Definition

A resume is a summary of one's identification, qualification and intended career path. It is a formal arrangement of one's personal inventory. In other words, resume can be defined as a written statement that includes a person's personal data, education, and employment background etc. it is also known as curriculum vitae, qualifications document, or qualification brief. It acts as an advertisement of a person's qualifications and stimulates the potential employers to call the person to the interview.

Murphy and Hildebrandt defined, Curriculum Vitiate is a document labeling one's qualifications and career path.

In the opinion of Bovee, Thill and Schantznan, A resume is a structured, written summary of a person 's educations, employment background and job qualification.

According to Kitty O. Locker, A resume is a persuasive summary of one's qualifications for employment.

9.3. Objective/ Purpose of CV/Resume Writing

The purpose of a resume is to provide a summary of your skills, abilities, and accomplishments. It is a quick advertisement of who you are. It is a "snapshot" of you with the intent of capturing and emphasizing interests and secures you an interview. It is not an autobiography. Since your resume is a primary tool in your job search, it needs to be carefully written and critiqued.

The purpose of a resume is to "sell" your professional expertise to the hiring manger. The summary statement, professional profile, or career objective is the first "advertisement" of your skills and expertise that a hiring manger will see. Each one has a slightly different intent and feel. In the past, most job seekers included a career objective on their resumes to tell hiring managers what type of position they were looking for. A more recent trend is to include a summary statement or a professional profile in place of the objective.

9.4. Importance of CV/Resume Writing

The importance of a well written Professional Resume cannot be stressed upon enough. A Resume is a medium for advertising yourself, it's the first means in which you use to present yourself as a job applicant and try to claim that you are the best choice candidate to a prospective employer.

Remember though that a Professional Resume is always an evolving document, which improves over the period, during your career, so keep modifying and improving on it after its first draft and keep its different versions with you as you move forward in your chosen career.

Did you know that on average an employer or Recruiter takes only around 10-15 seconds to screen your Resume and Job Application Cover Letter before considering an applicant to either be shortlisted for a pre-screen telephone interview or not. Sometimes it can be even less than this. Hiring and engaging with a Resume Writing expert who really understands the importance of a Resume and addressing the key selection criteria of a role and a company culture. You spend the most hours of each week working full-time sharing your ideas and plans with a group of people at work, so why would it not be important to invest in your job application to that perfect role?

9.5. Tips For Cv / Resume Writing

A Curriculum Vitae (or Resume) is a concise summary of your skills, achievements and interests inside and outside your academic work. Employers may initially spend a very short time studying your CV, so it must be engaging, conveying the most relevant points about you in a clear, accessible way. The primary challenge is to make it easy for the recruiter to find exactly what they are looking for. Focus on their core requirements and adjust or adapt your CV for each specific application.

Be concise

- Keep it to one or two full pages (only academic CVs can be longer).
- Use bullet points to package information succinctly.
- Avoid too much context, excessive detail or unfocused material that will dilute the impact of your most relevant messages.

Remember the purpose

- Your CV is to get you the interview or meeting, NOT the job itself – highlight what you have achieved so that the reader wants to learn more by meeting you.

Target your CV

- Target your CV to each position applied for – it should not be a list of everything that you have done.

Be evidence based

- Provide evidence of your contribution and impact
- Focus on —actions taken rather than —responsibilities to showcase your skills.
- Use numbers, percentages and values to quantify your impact and give a sense of scale to your actions.
- Avoid unsupported assertions or opinions.

Be clear

- A well laid out CV is inviting to read and easy to scan quickly.
- Use simple language – avoid jargon, acronyms and technical details which may not be understood or provide too much detail.
- Avoid writing in paragraphs – space is limited, and prose makes it slower to find key points.
- CVs are (mostly) a record of what you have done, so completed tasks and activities are written in the past tense.

9.6. Dos and Don'ts in CV/Resume Writing

- Use bullet points. A CV should be a quick snapshot of your history of work and education. Keep it concise.
- Put the most important information first. You'll want to list your work and education experience in chronological order. Make your path from student to dentist very clear and intentional by organizing your CV in the way you want it read. But for sections such as skills or organizations you're active in, list the most important ones first.
- Remove older work experiences, like the summer job you held when you were 17.
- Use white space to break up heavy areas of text to make it easier to read and more visually pleasing.
- Use easy-to-read fonts (like the one in the sample, Calibri).

- Use numbers to back up your achievements. If you were fundraising chair, total the amount raised while you held the position. This puts your achievement into perspective.
- No hobbies. Unless you are 100 percent sure that a hobby will support your candidacy, leave it off. Hobbies may come up in an interview, but don't waste precious page space in your CV talking about your kickball team.
- No jargon is to be used.
- Keep your CV to 2-3 pages.
- Never lie on your resume. Be sure to double-check your facts and dates.

9.7. How to Write a Cover Letter

Always write a cover letter to go with your application. It personalizes your application and is a chance for you to emphasize your most relevant qualifications for the position.

What to put on your cover letter:

Contact Information

- Include your name, address, telephone, and e-mail.
- Keep the format of this section consistent with your resume.

Date

- State the month, day, and year (e.g., April 11th, 2017).

Employer's Information

- Include the name of the contact person, job title, company name, address, and postal code.
- Try to obtain as many of these details as possible through mail and contacts.

Salutation

- Begin with —Dear or —To.
- Address the contact person by the last name starting with —Mr. or —Ms.
- If you don't know the person's name, address the person by their job title or address your letter to —Human Resources Department.
- Avoid —To Whom It May Concern or —Dear Sir/Madam.

Opening Paragraph

- Open with strong sentences that grab the employer's attention.
- Demonstrate knowledge of the position: say why you are interested, mention two or three strengths that qualify you for the position.
- Mention the position you are applying for and how you learned about the job.
- Name your referral if relevant.
- If you are responding to an advertisement, refer to the advertisement and date.

Follow-Up Paragraphs

- Describe specific accomplishments from your past work, volunteer, and academic experiences that show your strengths.
- Target your strengths to the needs and requirements identified in the ad or from your research.

Next-To-Last Paragraph

- Explain why you are interested in working for this employer.
- Do research to show you know something about the organization's values, culture, or areas of prospective growth.
- Describe how these values are similar and relevant to you and your previous accomplishments.

Closing Paragraph

- Mention your interest in an interview or discussion about opportunities.
- Provide information on your availability and how the employer may contact you.
- When appropriate, take a more proactive approach by arranging to call the employer.

Let Us Sum Up

A resume or curriculum vitae (CV) is a summary of your education, employment experience, skills, and relevant aspects of your extra-curricular life. It's also a marketing document to promote your suitability to a recruiter or prospective employer.

The purpose of a resume is to provide a summary of your skills, abilities, and accomplishments. It is a quick advertisement of who you are. It is a

"snapshot" of you with the intent of capturing and emphasizing interests and secures you an interview. It is not an autobiography. Since your resume is a primary tool in your job search, it needs to be carefully written and critiqued.

A Curriculum Vitae (or Resume) is a concise summary of your skills, achievements and interests inside and outside your academic work. Employers may initially spend a very short time studying your CV, so it must be engaging, conveying the most relevant points about you in a clear, accessible way. The primary challenge is to make it easy for the recruiter to find exactly what they are looking for. Focus on their core requirements and adjust or adapt your CV for each specific application. Some of key factors while writing your CV is given below

- Be concise
- Remember the purpose
- Target your CV
- Be evidence based
- Be clear

Check Your Progress

1. ----- resume is a summary of one's identification, qualification and intended career path
2. The purpose of a resume is to ----- your professional expertise to the hiring manager

Glossary

Resume Writing, CV writing, Cover Letter Writing

Answers To Check Your Progress

1. curriculum vitae (CV)
2. sell

Suggested Readings

1. Bovee, Courtland and John V Thill, "Business Communication Today", Pearson Education, New Delhi, 11th edition, 2012.
2. Darics, E., & Koller, V. Language in business, language at work. Bloomsbury Publishing 2018.
3. Gerson, Sharan J., and Steven M Gerson, "Technical Writing: Process and Product", Pearson Education, New Delhi, 8th Edition, 2013.

Unit-10

Company Meetings

STRUCTURE

Overview

Learning Objectives

10.1 Company Meetings

10.2 Kinds of Meetings

10.3 Opening and closing of meeting

10.4 Brainstorming

10.5 E-Meeting

Let Us Sum Up

Check Your Progress

Glossary

Answers to Check Your Progress

Suggested Readings

Overview

The concept of a business meeting is thoroughly explained in this unit. The various types of business and electronic meetings have also been thoroughly described.

Learning Objectives

After reading this lesson you should be able to:

- Understand different types of meetings
 - Prepare and participate in meeting effectively
-

10.1. Company Meetings

The management of a company is done through meetings only. The Board of Directors who can exercise their powers only as a team act through Director's Meeting and the shareholders sit in judgment over the working of the company at the shareholders' meeting. In order that the business at these and other types of meetings is validly transacted the Secretary should be thorough with the legal provisions relating to the convening and conduct of the meetings and assist the Chairman of the Company accordingly.

10.2. Kinds of Meetings

The following are the different kinds of company meetings:

- Meetings of Directors
- Meetings of Sub-Committees of Directors
- Meetings of Shareholders:
 - Statutory Meeting
 - Annual General Meeting
 - Extra-Ordinary General Meeting
 - Class Meetings
- Meetings of Debenture-holders.
- Meetings of Creditors, otherwise than in winding up.
- Meetings of Creditors and contributors in winding up.

Meetings of Directors and their Sub-committees

Under the provisions of the Companies Act, the meeting of the Board of Directors must be held at least once in every three calendar months and at least four such meetings should be held every year. These meetings are held for making policy decisions and for reviewing the affairs of the company from time to time. It is also held for the purpose of making calls on shares, to issue debentures, to invest company's funds, to make loans, to allot shares, to forfeit shares, to pass transfers of shares and accounts and to recommend dividends etc.,

In large companies, it is usual for the Board to appoint some sub-committees consisting of a few directors such as Share Transfer Committee, Finance committee, Staff Selection Committee etc., there will be a convener for each committee, and it will meet periodically to discuss the matter entrusted to it and submit a report to the Board.

Matters to be transacted at the first meeting of the Board of Directors

In the first meeting of the directors held after obtaining the Certificate of Incorporation, the following matters will be taken up:

1. The Chairman of the meeting will be elected.
2. The Certificate of Incorporation will be presented by the solicitor of the company and received by the Board.
3. The Chairman of the company will be elected.

4. Managing Director, if any, will be appointed.
5. The Secretary of the company will be appointed.
6. The Bankers of the company will be appointed and the method of operating the account decided.
7. The first auditors of the company will be appointed.
8. The copy of the draft Prospectus will be considered and approved with instructions to the Secretary for printing the same.
9. The Common Seal of the company will be adopted.
10. The preliminary contracts entered by the promoters will be adopted.

Statutory Meeting

The Statutory Meeting is the first general meeting of shareholders which is required by law and is compulsory for all companies except the private companies. As per the Companies Act, this meeting must be held within six months of obtaining the Certificate to Commence Business but not within one month of obtaining the same. This meeting is held only once in the lifetime of the company. The Board of Directors must forward to every member of the company a report called the Statutory Report at least twenty-one days before the holding of the meeting. This meeting is intended to give a concrete idea to the shareholders regarding the manner in which the company has been formed and the company's prospects as early as possible. It also gives

an opportunity to the members to discuss the finances of the company at an early dated or any other matter arising out of the Statutory Report.

Annual General Meeting

The convening and conducting of Annual General Meeting is a recurrent affair in the life of a company. As it is held once in every year, the number of the Annual General Meeting also indicates the age of a company. At the Annual General Meeting, the Director's Report and the audited Annual Accounts for the year will be formally adopted by the shareholders. Due sanction will be obtained for the declaration of dividend as recommended by the Directors. New Directors will be elected in the place of retiring directors. Auditors for the current year will be appointed and their remuneration fixed.

Extra-Ordinary General Meeting

These are meetings of shareholders convened to discuss some urgent matter or matters which fall outside the usual business of the company. These are called in between two Annual General Meetings. Extra-ordinary General Meetings may be convened by the directors on their own initiative or on the requisition by the shareholders. It may also be convened under an order of the Court.

The Extra-ordinary General Meetings are usually convened for making changes in the Memorandum or Articles of Association, increasing, or decreasing the Share Capital, for conversion of private company into a public company, etc.,

Class Meetings: These are meetings of particular class of shareholders convened with the object of bringing about some changes in their rights and privileges as laid down in the Articles of Association.

Meetings of Debenture-holders

These meetings are called to vary the terms of security, to modify the rights, to vary the rate of interest payable to relax some too stringent conditions in the Debenture Trust Deed, etc.,

Meetings of Creditors

These meetings are convened by the company whenever it proposes to make a scheme of arrangement with its creditors.

Meetings of Creditors and Contributors in Winding – up

These meetings are convened after the company has gone into liquidation to ascertain the total amount due by the company to all its creditors and to appoint either a Committee of Inspection or Liquidators to wind up the company. 'Contributors' are those who are liable to contribute to the assets of the company in the event of winding up. The liquidator usually summons a meeting of contributors to ascertain their wishes.

10.3. Opening and Closing of Meeting

Best practices for starting your next meeting

- Make the purpose of the meeting clear
- Be specific about the purpose of each agenda item
- Ask people to filter their contributions
- Reiterate any important ground rules

- Head off passive-aggressive behavior
- Decide whether to roundtable

Best practices to close the meeting

To ensure you close your meeting effectively, apply these four tips:

- Add the meeting's closure to the agenda. If you are presiding the meeting, make sure the closure appears on the agenda and highlight it as important.
- Quickly run through the outcomes.
- Encourage everyone to communicate.
- Take note of the key takeaways.

10.4. Brainstorming

Brainstorming is a group creativity technique by which efforts are made to find a conclusion for a specific problem by gathering a list of ideas spontaneously contributed by its members.

In other words, brainstorming is a situation where a group of people meet to generate new ideas and solutions around a specific domain of interest by removing inhibitions. People are able to think more freely and they suggest as many spontaneous new ideas as possible. All the ideas are noted down without criticism and after the brainstorming session the ideas are evaluated.

Purpose of Brainstorming

- To find innovative solutions to problems
- To leverage creativity and motivate to higher plateau of thinking
- Create the opportunity for expression of uncultivated ideas
- To draw from the diversity of job skills, responsibilities, personalities, educations and backgrounds

Advantages of brainstorming

- Brainstorming allows people to think more freely, without fear of judgment.
- Brainstorming encourages open and ongoing collaboration to solve problems and generate innovative ideas.
- Brainstorming helps teams generate many ideas quickly, which can be refined and merged to create the ideal solution.

- Brainstorming allows teams to reach conclusions by consensus, leading to a more well- rounded and better-informed path forward.
- Brainstorming helps team members feel more comfortable bouncing ideas off one another, even outside of a structured session.
- Brainstorming introduces different perspectives and opens the door to out-of-the-box innovations.
- Brainstorming helps team members get ideas out of their heads and into the world, where they can be expanded upon, refined, and put into action.
- Brainstorming is great for team building. No one person has ownership over the results, enabling an absolute team effort.

Role of brainstorming in business decision

Collecting Viewpoints

The best way to find out how people feel about a product line, a service offering, the way in which a company is structured, or even internal processes is obvious – ask them! As a manager, your viewpoint may be different to that of the people actioning a particular service or process.

If you're not involved in management, then be aware that managers aren't able to understand everything involved in the day-to-day requirements. Brainstorming and collecting the viewpoints of others helps to create ideas and innovations that are widely respected within a business.

Encourages Thought

Like the above, inviting the wider stakeholders of a company into brainstorming encourages employees at all levels to think critically about current issues or future goals – and this is likely to feed into their future endeavors within a company.

Builds Team Relationships

Instead of one person feeling the pressure to come up with an amazing new idea, brainstorming allows employees to share the load of innovation, and encourages employees to work together respectfully and responsibly, to develop ideas and create viable solutions to problems. If these employees are from different sectors within a business, this also encourages inter-office staff to share their views on a particular issue – increasing understanding across the business.

10.5. E-Meeting

An e-meeting is a meeting between at least two people who can see each other but are not in the same place. An e-meeting is a web-based meeting or conference format that allows people to see and hear each other. They can hear each other through VoIP. VoIP stands for Voice Over Internet Protocol. Participants talk in real time and may even make presentations with visual aids such as charts and graphs.

The term e-meeting stands for 'electronic meeting.' We also call it an online meeting or virtual meeting. A virtual meeting, however, may also refer to a meeting with an artificial intelligence or fictitious character.

In some e-meeting or e-conference software functions, there is a recording or playback option.

What is an E-Meeting?

An e-meeting is simply an electronic meeting.

A type of meeting online using a variety of forms of electronic software, electronic telecommunications, electronic technology or on the internet.

Some businesses and companies use e-meeting software to meet when people work at other locations.

How Does an E-Meeting Work?

Let's say John Doe is working with 15 people on a project. Many of the people are in other states, but John Doe needs to get them all in a room to talk about a problem with the project.

Rather than spend thousands of dollars and several days on airfare, hotel rooms and rental cars to get all 15 people in one place at the same time, John Doe calls an e-meeting. Using Skype, GoToMeeting, or a similar service, each person can dial into an online meeting place and, using their webcams and computers, see each other, talk, make presentations and share information more easily.

E-meeting – usually visual

- Technically, any meeting between two or more people who communicate in real time online is an e-meeting. It is an electronic meeting even if all they do is talk without seeing each other.
- The letter 'e' in the term stands for 'electronic,' it does not stand for 'seeing each other.' In other words, 'electronic,' in this context, means 'online.'

- However, when we use the term, we usually assume that the participants can see each other.
- We also assume that the participants are not geographically near each other. Otherwise, they would have had a face-to-face meeting, i.e., with everybody in the same room.

Advantages of E-Meeting

Cut Costs

There may be some initial technical investment and a service subscription required to set up your online meetings. After that however both travel and venue hire costs can be minimized. Travel is a factor that costs both time and money.

The Flexibility

So, you've probably recognized one of the major benefits of online meetings: the absolute flexibility. You can drop in and out of the meeting at will, without making a big show as you would in a traditional face-to-face meeting. So, if something urgent comes up.

Shared Documents

Online business meetings are perfect for sharing an invaluable slideshow or document with everyone else without having to spend out on printed materials (and making sure you have enough of them for everybody). Online, everyone can see the document in question perfectly, right on their computer screen.

Anywhere in the World

- The best thing about online business meetings is that it doesn't matter where anyone's based
- whether it's Tokyo or Toronto; Melbourne or Manilla; or even sitting at home – everyone can join the meetings they need to be part of, without having to shift around diary dates and schedules.

Disadvantages of E meeting

Cheap Technology

The advantages of hosting online meetings rely totally on having the right equipment for the job. While web-cams and computer microphones are ubiquitous in the office, if they're not high quality, your attendees won't be able to see you properly or understand a word you say.

Personal Interaction

Humans are social creatures, and face-to-face meetings allow a more nuanced discussion in any business meeting – it helps build relationships. It's not always easy to grasp the magnitude, or understand a joke, when conversing online.

Communication Issues

When having an online meeting, it's a good idea to make sure everyone knows what their role is. Unlike sitting in a boardroom, when people all start talking at once, it can be difficult to bring order without an effective and strong chairperson.

Finding Time to Plan the Meeting

For all its benefits, any meeting you have online will still have to be planned, invitations sent out and responded to even if people are more willing or available because it's online. As such, it's a good idea to take advantage of an online meeting scheduler or a meeting scheduling virtual assistant, to make sure it all goes off without a hitch.

Let Us Sum Up

The management of a company is done through meetings only. The Board of Directors who can exercise their powers only as a team act through Director's Meeting and the shareholders sit in judgment over the working of the company at the shareholders' meeting. In order that the business at these and other types of meetings is validly transacted the Secretary should be thorough with the legal provisions relating to the convening and conduct of the meetings and assist the Chairman of the Company accordingly.

The following are the different kinds of company meetings:

- Meetings of Directors
- Meetings of Sub-Committees of Directors
- Meetings of Shareholders:
 - Statutory Meeting
 - Annual General Meeting
 - Extra-Ordinary General Meeting
- Class Meetings
- Meetings of Debenture-holders.
- Meetings of Creditors, otherwise than in winding up.

- Meetings of Creditors and contributors in winding up.

Check Your Progress

1. ----- is the first general meeting of shareholders which is required by law and is compulsory for all companies except the private companies
2. shareholders convened to discuss some urgent matter or matters which fall outside the usual business of the company is called as ----
3. -----is a group creativity technique by which efforts are made to find a conclusion for a specific problem by gathering a list of ideas spontaneously contributed by its members

Glossary

Meetings, Company Meetings, Kinds of Business Meetings, brainstorming, e-meeting

Answers To Check Your Progress

1. Statutory Meeting
2. *Extra-Ordinary General Meeting*
3. *Brainstorming*

Suggested Readings

1. <https://www.slideshare.net/mkvl/notice-agenda-and-minutes-if-meeting>
2. <https://www.slideshare.net/guneetkamboj/companies-meeting>

Unit -11

Notice, Agenda and Minutes of Meetings

STRUCTURE

Overview

Learning Objectives

11.1 Notices

11.2 Agenda

11.3 Minutes of meeting

11.4 Specimen / samples

Let Us Sum Up

Check Your Progress

Glossary

Answers to Check Your Progress

Suggested Readings

Overview

This lesson provides a thorough explanation of the concepts of notices, agenda and minutes of meetings.

Learning Objectives

After reading this lesson you should be able to understand:

- The different kinds of company meetings
- Contents of Notice for various kinds of meetings.
- Contents of Agenda for various kinds of meetings.
- The technique of writing the minutes of various kinds of meetings.

11.1. Notices

The shareholders' meeting should be convened after 21 days' notice. A shorter notice could be given with the consent of the members having 95 per cent of the voting power or controlling 95 per cent of the capital of the company. The notice should specify the time, place, and date of the meeting along with the program for the meeting. It should be sent to every member of the company entitled to attend the meeting, to the legal representatives of the deceased members, and to the auditors of the

company. In the case of the directors' meeting, the 'Standing Orders' of the directors will be followed by the Secretary.

11.2. Agenda

Agenda means 'things to be done'. It is the program for the meeting sent along with the notice for meeting. This should be prepared in consultation with the Chairman of the company. Routine matters should be put first and matters requiring lengthy discussions should come last.

11.3. Minutes of Meeting

It is obligatory under the Companies Act for all companies to maintain a record of the proceedings of the meetings in a book called 'Minutes Book' kept for the purpose. The object of writing and keeping minutes is to preserve in a succinct form a clear and correct record of the decisions taken at a meeting. Great care should be taken in writing these minutes and they must be full, true, and accurate. All superfluous words must be avoided. They are analogous to a telegram than to a letter, to a précis than to a narrative'.

11.4. Specimen / Samples

Specimen notices and agenda

Notice and Agenda for The First Meeting of Board of Directors

The First Meeting of the duly constituted Board of Directors will be held at the Registered Office of the Company, 147, First Line Beach, Madras on Friday the 25th February 1995 to transact the following business:

1. To produce the Certificate of Incorporation.
2. To appoint the first Directors.
3. To elect the Chairman and appoint other office bearers
4. To appoint Secretary to the company
5. To consider the issue of Prospectus.
6. To adopt the Common Seal of the company.
7. To appoint Bankers to the company
8. To consider quorum.

Specimen Minutes of the meeting

The First Meeting of the Board of Directors was held at the Registered Office of the company 147, First Line Beach, Madras on Friday the 25th February 1995.

Present:

- Messrs. A. Balasubramaniam, Director
B. Chandrasekaran, Director
C. Dakshinamoorthy, Director
D. Elanchitran, Director
C. Jayapal, Director

Mr. S. Gnanaguru Vivek, Secretary
Mr. V. Sendhil, Legal Adviser

Mr. N. Ashok Kumar Jain, Elected Chairman of the meeting

Incorporation

Mr. S. Gnanaguru Vivek, Secretary of the company produced the Certificate of Incorporation dated 22nd December, 1993 and reported that all the directors present had signed the usual acceptance of office and had applied for the necessary qualification shares.

Appointment of officers, etc.,:

- “RESOLVED that Mr. N. Ashok Kumar Jain, be and he is hereby appointed Chairman of the Board”.
- “RESOLVED that Mr. S. Gnanaguru Vivek be and he is hereby appointed Secretary of the Company”.
- “RESOLVED that Mr. V. Sendhil be and he is hereby appointed Legal Adviser to the company”.
- “RESOLVED that State Bank of India, First Line Beach, Madras be and they are hereby appointed Bankers to the company”.
- “RESOLVED that all cheques drawn on behalf of the company and all acceptances in its name be signed by two directors and countersigned by the Secretary, that cheques payable to the company be endorsed on company’s behalf by the Secretary alone, and that a copy of this resolution together with specimen signatures of the Directors and Secretary be furnished to the Bankers”.

Issue of Prospectus

The legal adviser produced a draft of the proposed prospectus to be issued inviting applications for shares and debentures, and it was resolved that the draft Prospectus as prepared and initialed by the Chairman for identification be approved, and that it be printed forthwith, filed with the Registrar of Companies, issued to the public, and advertised twice in the

Economic Times, Bombay, The Financial Express, Bombay and The Indian Express, Madras, all arrangements as to the printing and issue of the Prospectus being left in the hands of the Chairman and the solicitor.

Common Seal

The Secretary produced designs and estimates for the common Seal of the company.

- “RESOLVED that the design No.3 submitted by Messrs, Logu Arts, Madras – 600 085 be approved and that the Secretary be instructed accordingly to order Seal at a cost of Rs.350”.
- Quorum
- “RESOLVED” those three directors shall constitute a quorum at all Board Meetings.

Next Meeting

The Secretary was directed to summon the next meeting of the Board on the 20th March, 1995.

Notice, agenda, and minutes of Statutory Meeting

Notice is hereby given that the Statutory Meeting of the above Company as required to be held under Section 165 of the Companies Act, 1956 will be held on 31st August 1994 at 11 A.M at the Registered Office, 21, Raja Annamalaipuram, Madras – 600 028.

A copy of the Statutory Report duly certified and required to be submitted to the meeting under Section 165 of the Act is sent herewith.

(By order of the Board)

Madras – 28

S. Gnanaguru Vivek

3-8-1995

Secretary

AGENDA

Agenda for the Statutory Meeting to be held at the Registered Office of the company on 31st August, 1995 at 11 A.M.

1. To read the notice convening the meeting
2. Chairman to explain that the meeting is held to comply with Sec. 165 of the Companies Act, 1956.
3. Chairman to make a Statutory Report and explain the present position of the company and invite questions.
4. Vote of thanks to the Chairman.

MINUTES

Minutes of the Statutory Meeting held on 31st August 1995 at the Registered Office of the Company at 11.00 A.M.

Mr. N. Asok Kumar Jain was in the Chair. The notice convening the meeting was read.

- The Chairman reported that the meeting was called to comply with Section 165 of the Companies Act, 1956.
- The Chairman explained the satisfactory position of the company and the Statutory Report sent to the shareholders with the notice of the meeting was considered and approved.
- A vote of thanks was accorded to the Chairman who suitably replied, and the meeting was then terminated.

S. Gnanaguru Vivek

N. Asok Kumar Jain

Chairman

Secretary

Notice, agenda, and minutes of Annual General Meeting

VIKASH FINANCE AND INVESTMENTS LTD.

85 NSC Bose Road,
MADRAS

NOTICE

NOTICE is hereby given that the fifteenth Annual General Meeting of the shareholders of Vikash Finance and Investments Limited will be held at the Registered Office of the company at Madras on 18th April 1995 at 4 P.M. to transact the following business:

1. To receive and adopt the Directors' Report and the audited Annual Accounts for the Year ended 31st December 1994.
2. To sanction the declaration of dividend on Preference Shares (6 percent) and on Equity Shares (15 per cent).
3. To elect a director in the place of Mr. N. Kishore Kumar, who retires by rotation under Article 70 of the Articles of Association and who is eligible for re-election.
4. To elect a director in the place of Mr. G. Angaiah who retires by rotation under Article 70 of the Articles of Association and who is eligible for re-election.

5. To appoint auditors for the current year and fix their remuneration.
6. The Share Transfer Books of the company will be closed on 26th March 1995 and willreopen on 9th April 1995.

(By order of the Board)

Madras

VR. Saravanan

20.03.1995

Secretary

MINUTES FOR THE ABOVE

MINUTES of the fifteenth Annual General Meeting of Vikash Finance and Investments Limited held at the Registered Office of the company, on Monday the 18th April 1995 at 4 P.M

There were present:

- 1 - In the Chair
- 2 to 9 - Directors
- 10 - Secretary
- 11 - Auditors
- 12 - Legal Advisers
- and 200 - Shareholders as per Attendance Book

Notice: The Secretary read the notice convening the Annual General Meeting

1. **DIRECTORS' REPORT AND ACCOUNTS:** At the request of the Chairman, the Directors' Report, Balance Sheet and Profit and Loss Account for the year ended 31st December 1994 (as printed and circulated) were taken as read.
2. **AUDITOR'S REPORT:** At the request of the Chairman the auditor read out at the meeting the Auditors' Report to the shareholders dated 5th March 1995.
3. **CHAIRMAN'S SPEECH:** The Chairman delivered a speech commenting in brief on the achievements of the company during the past one year and indicated the present position of the company and its future prospects particularly in the light of mounting load of taxation levied by the Government. The copies of his speech were duly circulated among members for their information at the

meeting. A few copies of the same were also given to the press for due publicity.

4. **ADOPTION OF DIRECTORS' REPORT, ACCOUNTS, etc:** The Chairman moved:
 - "That has Directors' Report and the audited Profit and Loss Account of the company for the year ended 31.12.1994, and the Balance sheet as at 31.12.1994 be and they are hereby, approved and adopted".
 - Mr. K. Rajamohan seconded the motion. The Chairman invited comments on the motion from the members and then the motion was put to vote. It was duly carried.
5. **DECLARATION OF DIVIDENDS:** The Chairman then moved, and Mr. V. Shanmugam seconded, and it was:
 - "RESOLVED that a dividend at Rs.6 per share free of tax on 20,000 Preference Shares and a dividend of Rs.15 per share, free of tax on 30,000 Equity Shares of the company be and the same are hereby declared and that these dividends be paid on 19th May 1995 to those shareholders whose names were on the Company's Register on 25th March 1994 or their mandates (if the company has received dividend mandates).
6. Mr. N. Kishore Kumar who retired by rotation and offered himself for re- election was duly re-elected.
7. Mr. G. Angaiah who retired by rotation and offered himself for re-election was duly re-elected.
8. Messrs. G. Viswanathan and Co.4. Luz Church Road, Mylapore, Madras were appointed as Auditors of the company for the current year and their remuneration was fixed at Rs.6,000

The meeting ended with a vote of thanks to the Chairman and the Board by Mr. V. Namasivayam, a shareholder.

VR. Saravanan
Secretary

N. Ashok Kumar
Chairman

Notice, agenda, and minutes of Extraordinary General Meeting

NOTICE

NOTICE is hereby given that an Extraordinary General Meeting of the members of the company will be held on Monday the 7th October 1995 at 3 p.m. at the Registered Office of the company at 'Manasarover'. III Floor, Anna Salai, Madras – 6 as per enclosed agenda.

(By Order of the Board)

Manasarover

R. Meenakshisundaram

7th September 1995

Secretary

AGENDA

1. Secretary to read the notice convening the meeting
2. Chairman to explain the cause for the proposed alteration in one on the clauses of the Memorandum of Association of the company.
3. Domicile Clause of the Memorandum the word 'Tamilnadu' be substituted for the words 'State of Madras'.
4. Call upon Mr. K.K. Mohan to second the motion.
5. Invite discussions on the motion.
6. Put the motion to vote at the meeting for getting necessary decision and declare the result
7. Vote of thanks to shareholders.

MINUTES

MINUTES of the Extraordinary General Meeting of the company held at the Registered Office of the company, 'Manasarover', Anna Salai, Madras 600 006, ON Monday the 7th October, 1995 at 3.00 p.m

Present:

- Mr. N. Naresh Kumar Jain (Chairman)
- Messrs. N. Panchanathan Director
- V. Srinivasan, Director
- V. Sivakumar, Director
- 221 shareholders as per attendance Book.

'RESOLVED that the word 'TAMILNADU' be and is hereby substituted for the words 'State of Madras' in the Domicile Clause of the Memorandum of Association.

Meeting was concluded at 4.30 p.m. with a hearty vote of thanks to shareholders for attending the meeting.

R. Meenakshisundaram
Secretary

N. Naresh Kumar
Chairman

Let Us Sum Up

The different kinds of company meetings should be convened after due notice. The notice convening the meeting will be accompanied by the 'Agenda', keeping a record of the proceedings of the meetings in Minutes Book is compulsory under law.

Check Your Progress

1. The shareholders' meeting should be convened after ----- notice
 2. Agenda means -----
 3. Invitation to the public for issue of shares and debentures -----
-

Glossary

Agenda, Minutes, Notices

Answers to Check Your Progress

1. 21 days
 2. things to be done
 3. Prospectus
-

Suggested Readings

1. Thomas, "Effective Business Communication", 7th ed. Tata McGraw-Hill, NewDelhi
2. <https://www.slideshare.net/mkv1/notice-agenda-and-minutes-if-meeting>

Unit-12

Circular Letters

STRUCTURE

Overview

Learning Objectives

12.1 Nature of Circular Letters

12.2 Occasions for sending out circular letters

12.3 The lay-out of Circular Letters

12.4 Circular Letter - Samples

Let Us Sum Up

Check Your Progress

Glossary

Answers to Check Your Progress

Suggested Readings

Overview

This chapter concisely overviews circle letters, their format, and a few examples.

Learning Objectives

After reading this lesson you will be able to:

- Understand the nature of Circular Letters.
 - Analyze the occasions when Circular Letters are sent out.
 - Describe the techniques of writing Circular Letters
-

12.1. Nature of Circular Letters

Occasions may arise when some information or development in the organization may have to be communicated simultaneously to several persons such as the customers, dealers, shareholders etc., Instead of communicating the message through individually drafted letters. One common letter may be drafted; multiple copies made out and sent to all concerned. Therefore, a circular letter is one which is written to give a definite message simultaneously to several interested persons, by preparing several copies of the same. But a circular letter is not an advertisement. An advertisement through a medium such as newspapers

may be seen or may not be seen by the class of people for whom it is meant. But a circular letter ensures that every person to whom it is mailed reads the message and knows about the purpose for which it has been sent to him. However, a circular suffers from one limitation. Being a common letter, it cannot maintain the 'you' attitude and take into consideration the special interest or the aptitude of a particular customer.

A circular letter will have all the features of an ordinary business letter except the inside address and the personalized salutation. The inside address may be inserted separately. The signature also will only be a facsimile signature. However, if a circular letter is to be addressed personally, adequate space should be left to fill in the name and address of the persons to whom they are to be sent. If the personal address of the person is typed out in the same color and typeface of the letter, it will acquire the characteristic of a letter individually prepared. The facsimile signature must be in a color different from that used for the printed message. The addressing of the envelope must not be done in ink, and it must always be typed out.

12.2. Occasions for Sending out Circular Letters

1. Establishment of a new business or extension or closing of an existing business.
2. Removal of a business to a new premises.
3. Sale and/or purchase of a business
4. Adding a new Department or closing an existing Department.
5. Appointment of a new manager and/or removal, resignation, or retirement of the old manager.
6. Changes of representatives or travelling salesmen.
7. Conversion of partnership into a company.
8. Taking a new partner and/or retirement, resignation, or death of a partner.
9. Conversion of a proprietorship concern into a partnership or dissolution of partnership.
10. Amalgamation with another business.
11. Opening of a new branch or closing of an old branch.
12. Expansion of the existing premises.
13. Change of title

14. Changes in policy
15. Instructions to agents, local managers, travelers, etc., concerning changes in prices, discounts, etc.
16. Manufacture of an entirely new product
17. Improvements of the old product.
18. Taking a new agency.
19. Release of an old agency.
20. Announcement of dividend declared, and dividend warrant dispatched.
21. Announcement of clearance sales.
22. Granting of power of attorney.

The above is a detailed list of occasions on which the circular letters may be sent out. However, the most common among them are only discussed in detail in the pages that follow.

12.3. The Lay-Out of Circular Letters

While writing the circular letters the following points should be kept in mind:

1. The Purpose for which the circular letter is being written must be made clear.
2. The message must be given in clear terms for the benefit of the person to whom the circular letter is sent.
3. The special purpose for which the circular letter is written must be borne in mind and well brought out. For example, if the letter is to announce the introduction of a new product, full details about its price, quality etc., should be given.
4. It must express the hope that the customer would continue to give his full cooperation and his patronage.

12.4. Circular Letter - Samples

Circular Letter Announcing the Establishment of a Business

A circular letter intimating the establishment of a new business should contain information enumerated below:

- The name and style of the business, its full address, and telephone number etc.
- The date of its establishment.

- Reasons as to why the new business is being established, what its novel features will be and the way in which it proposes to serve the customers.
- The qualifications of the owner (s) to run the business, particularly in terms of knowledge, experience of the trade and the capital available.
- The quality and range of products offered and the competitive prices charged.
- Facilities offered to customers such as acceptance of all major credit cards, special discounts allowed to mark the opening of the new business and the period for which it is so allowed, air-conditioned show room, car parking facilities, door delivery, etc.
- An invitation to the inaugural function and request for patronage.
- Reference to the specimen signature of the proprietor or the chief executive.

Circular Letter Announcing Obtaining of an Agency

The contents of a circular letter announcing obtaining of an agency for a certain line of products will be like the one sent out in connection with the establishment of a new business. Here, the person who has obtained an agency to sell certain articles in a particular area, announces the fact to the dealers and sub-agents to enlist their co-operation. He tells them about the range of goods that will be available, their price, the promotional support available and the terms of business. He also highlights his trade experience and capital at his disposal. He ends the letter sending samples and publicity materials and soliciting a trial order.

Circular Letter Announcing the Admission of a Partner

The admission of a partner, since changes the constitution of the firm, the fact is communicated to all concerned, and particularly, to the existing customers. A circular letter announcing this change should include in it the following information in particular:

1. The name and address of the new partner, his qualifications, and financial contribution, if any,
2. The date from which has been taken into partnership.
3. The reasons for taking a partner-his rich experience in the trade, technical knowledge, the capital that he invests and his connection.

4. A reference to the specimen signature of the new partner.
5. The change in name of the organizations, if any.
6. An expression of thanks to the customers for their patronage in the past and a request for its continuance in future.

Circular Letter Announcing the Opening of a Branch

A circular letter announcing the opening of a branch should contain information on the following matters:

- Reasons which prompted the opening of the branch.
- The exact address of the branch, its telephone numbers.
- The date from which the branch will start functioning.
- The name of the person who will oversee the branch and his credentials to serve the customers.
- A request to the customers to direct all their orders to the new branch to ensure prompt service.
- An expression of thanks to the customers for their patronage in the past and a solicitation of their patronage in the future as well.

Now you may study carefully, the specimen circular letters given below and note how far they fulfill the norms of a circular letters so far discussed in detail.

Models

**CIRCULAR LETTER ANNOUNCING THE ESTABLISHMENT OF A
NEW BUSINESS**

Rajashree Agencies,
Lawrence Road,
CUDDALORE – 607 002.

Dear Sir / Madam:

June 1, 1995

It gives us great pleasure to inform you that we have commenced business today as distributors of PRITHIVI LPG Cylinders under the name and style of

'RAJASHREE AGENCEIES'

At 30, Lawrence Road, Tiruppapuliyur, cuddalore 607 002. Our telephone number is 22222.

We have two decades of experience in this line of business at Pondicherry and this will enable us to serve your needs efficiently.

Besides supplying you PRITHVI LPG cylinders we can also supply ISI Gas Stoves. We also undertake servicing of Gas Stoves and exchanging of old ones for the new stoves of your choice.

We will release new connections the same day on which you ask for it. The supply of refills within two hours of booking is our specialty. Buying gas stoves from us is not obligatory on your part.

We solicit your patronage and assure you of our very best service.

Yours truly,

R. Sivaranjani

Manager

**CIRCULAR LETTER ANNOUNCING THE SHIFTING OF BUSINESS
PREMISES**

VIKASH JEWELLERS,
North Usman Road,
T. Nagar,
MADRAS – 600 017.

April 4, 1995

Dear Customer,

For the last few years we were planning to shift our business to an area which would be more convenient to our valued patrons whose number has increased to be great extent during the last two years. Having completed the construction of our own premises last week, we have planned to move it on coming April 10, 1995. Our new business premises will be situated at:

333, Venkata Narayana Road,
T. Nagar, MADRAS – 600 017.

We intend to start operating from this new address from April 10 after suspending business for a day on April 9, 1995 to enable shifting. We request you to put up with inconvenience this may cause you for a day in meeting your requirements.

Our new premises is more commodious and is fully air-conditioned for your convenience. Ample parking facility will be available for your vehicles. A full air-conditioned fast-food parlor has been attached too.

Our new telephone numbers will be: 859984, 8599948, 8599933

We invite you to grace our opening ceremony with your presence and see for yourself the facilities that have been created for your shopping comfort.

Yours faithfully,

N. Ashok Kumar

For Vikash Jewellers

Managing Director

**CIRCULAR LETTER ANNOUNCING THE ADMISSION OF A
PARTNER**

AKSHAYA PROVISIONS STORE,

144, Bazaar Street,
BANGALORE – 560 001.

August 1, 1995

Dear Sir, /Madam:

The expansion of our business and the opening of our branch at the Majestic Circle has necessitated additional assistance and investment of capital. As such we have taken Mr. R. Srivatsan our manager as our partner from 1st August 1995, Mr. Srivatsan needs no introduction to you for he has been with us for the last 15 years and has been largely responsible for the growth of our business. Besides, he has brought in the additional capital to enable the firm function efficiently.

Consequent upon the admission of Mr.R. Srivatsan as a partner, hereafter wards our legal status will be that of a partnership fir,. However, we have decided not to change the name and style of our business. Needless, to add that our policies too will remain unchanged and customers will continue to receive the same attention.

We request you to take note of the specimen signature of Mr. R. Srivatsan given below:

Specimen Signature of Mr.R. Srivatsan

.....

We take this opportunity for placing on record our special thanks to all our customers without whose support and patronage we would not have grown in this business in this city.

Yours truly,

S. Sendhil

**CIRCULAR LETTER ANNOUNCING THE DESPATCH OF DIVIDEND
WARRANT**

S.A. DAVE
Chairman

Dear Investor

UNIT TRUST OF INDIA

June 22, 1995

We are pleased to enclose dividend warrant on your investment in Unit Scheme 64. 1994- 95 was a very difficult year from the point of view of funds management, but we have been able to maintain the dividend or 26% on increased unit capital after the rights issue this year. This dividend after taking into account 1:5 rights issue at Rs.14.80 made in December, 1994, gives a yield of 17.35% per annum on July, 1994 sale price of Rs.16.50.

Booking of profits on equity is an integral part of income earned under Unit Scheme '64. Today US '64 has an equity portfolio of 45% and this should hold a good promise for income in future when the market prices rise.

This year, we saw a very large-scale withdrawal of units by the corporate sector due to liquidity crunch they are facing and complete withdrawal of tax benefits through Section 80C of the Income Tax, we had excellent response, from individuals and sales to individuals alone increased to more than Rs.1, 000 crores. Unit Capital at the end of June, 1995 is likely to be Rs.15, 300 crores as compared to Rs.12,020 crores at the end of June, 1994. The number of unit-holding accounts now exceed two crores.

There would be an attractive price offer in the first fortnight of July, to be followed up in the second half of July, though may not be of same magnitude.

You repose your trust in us and we will endeavor our best to keep up the glorious tradition of the scheme.

Yours sincerely,
S.A. DAVE

Let Us Sum Up

Circular Letters are meant to give a definite message simultaneously to several persons. Occasions on which the circular letters are sent out include establishment of new business, obtaining of agency, shifting of business premises, admission of a partner, declaration of dividend etc. Circular letter is not merely an advertisement. It will have all the features of an ordinary business letter except the inside address. Even that can be typed out individually to give a personal touch. The address on the envelope should not be written in ink and should always be typed out. The circular letter should not be crowded. It may include some sales talk and should solicit patronage of the customers.

Check Your Progress

1. Circular letter is meant for -----
2. The words CIF are used in the ----- letter.

Glossary

Circulars Letters, Business Letters

Answers to Check Your Progress

1. Mass communication
2. Export business letter

Suggested Readings

1. Kaul & Asha, Effective Business Communication, PHI 2nd Edition, 2006.
2. Lesikar R.V & Flatley M V, Basic Communication Skills for empowering the internetgeneration, Tata-McGraw Hill, 2009.

Unit -13

Group Discussion

STRUCTURE

Overview

Learning Objectives

13.1 Introduction

13.2 Definitions

13.3 Purpose of Group Discussion

13.4 Types of Group Discussions

13.5 Characteristics of Effective Group Discussion

13.6 Phases in Group Discussion Process

13.7 Do's and Don'ts of participating in Group Discussion

Let Us Sum Up

Check Your Progress

Glossary

Answers to Check Your Progress

Suggested Readings

Overview

The concept of group discussion, including its goals, types , traits , phases and Do's and Don'ts is thoroughly described in this unit.

Learning Objectives

After reading this lesson you will be able to:

- Understand the purpose and types of group discussion.
- Analyze the Do's and Don'ts of participating in group Discussion

13.1. Introduction

Discussions of any sort are supposed to help us develop a better perspective on issues by bringing out diverse viewpoints. Whenever we exchange differing views on an issue, we get a clearer picture of the problem and can understand it. The understanding makes us better equipped to deal with the problem. This is precisely the main purpose of a discussion. The dictionary meaning of the word Group Discussion is to

talk about a subject in detail. So, group discussion may refer to a communicative situation that allows its participants to express views and opinions and share with other participants. It is a systematic oral exchange of information, views and opinions about a topic, issue, problem, or situation among members of a group who share certain common objectives.

Group is a collection of individuals who have regular contact and frequent interaction, mutual influence, common feeling of camaraderie, and who work together to achieve a common set of goals. Discussion is the process whereby two or more people exchange information or ideas in a face-to-face situation to achieve a goal. The goal, or product, maybe increased knowledge, agreement leading to action, disagreement leading to competition or resolution or perhaps only a clearing of the air or a continuation of the status quo.

A Group Discussion or GD, as it is popularly known, judges the personality of a person. It assesses the behavioral traits in a person his or her leadership skills, social skills, team skills, problem solving skills and presence of mind.

If we analyze the two words Group and Discussion. Group means several individuals who may or may not have interacted before. Discussion means exchanging information on a certain topic and coming (or not coming) to a concrete conclusion.

Hence, we can say that Group Discussion is an invigorative discussion where a topic is analyzed and discussed, and in the end, the members come to a fair conclusion. It involves teamwork, but at the same time, it portrays individual personalities.

13.2. Definitions

Nowadays Group Discussion is being extensively used along with personal interviews for the final selection of candidates. It plays a main role in selecting the best among the best. Having scored high marks, students who get selected for a higher/another course or employment are placed on a par - on equal footing - based on their age, qualification, and experience. It becomes necessary to conduct further screening for choosing a few among many. It is here, the Group Discussion plays an important part. It helps in choosing the socially suitable candidate among the academically superior achievers. It is one of the best tools to study the behavioral and attitudinal responses of the participants.

Rightly speaking, Group Discussion is more a technique than a conventional test. In fact, it is one of the most important and popular techniques being used in several personality tests. It is a technique, or a method used for screening candidates as well as testing their potential. It is also designed as a situation test wherein a sample of a candidate's group worthiness and potential as a worker comes out quite explicitly.

Group discussion is an important activity in academic, business, and administrative spheres. It is a systematic and purposeful interactive oral process. Here the exchange of ideas, thoughts and feelings take place through oral communication. The exchange of ideas takes place in a systematic and structured way. The participants sit facing each other almost in a semi-circle and express their views on the given topic/issue/problem.

13.3. Purpose of Group Discussion

Many group discussions have no specific purpose except the exchange of ideas and opinions. Ultimately, an effective group discussion is one in which many different ideas and viewpoints are heard and considered. This allows the group to accomplish its purpose if it has one, or to establish a basis either for ongoing discussion or for further contact and collaboration among its members.

There are many possible purposes for a group discussion, such as:

- Create a new situation – form a coalition, start an initiative, etc.
- Explore cooperative or collaborative arrangements among groups or organizations
- Discuss and/or analyze an issue, with no specific goal in mind but understanding
- Create a strategic plan – for an initiative, an advocacy campaign, an intervention, etc.
- Discuss policy and policy change
- Air concerns and differences among individuals or groups
- Hold public hearings on proposed laws or regulations, development, etc.
- Decide on an action
- Provide mutual support
- Solve a problem
- Resolve a conflict
- Plan your work or an event

13.4. Types of Group Discussions

Topic – based discussion – A candidate can be provided with a topic which is

- A controversy – For example, the topic could be —Caste based reservation or – China – Biggest threat to India or —Which diet is better – Vegetarian or non – vegetarian, etc. In this type of discussion, a candidate is required to take a stand on the given topic and support his/her stand with suitable arguments and examples.
- A descriptive one - For example, a candidate may be told to discuss —Indo – US Relations, - Poverty in India or - Causes of Inflation. In this kind of discussion, a candidate's knowledge of the subject plays an important part. Else, he/ she may be provided a plain fact and told to discuss it.
- An abstract topic – This type of discussion has gotten popular in the recent years. Topic can be anything under the sky, such as - Zero, - Black, -Gol, or a number or anything you can think of. A candidate 's creativity comes into play here. A candidate is expected to say what he/ she thinks relevant about the topic.
- A Case Study – Candidates may be given a real-life situation or an imaginary case scenario, or even a dilemma. Then they will be asked to present their opinion on the given situation or find a solution to a given problem (as a group or / and as an individual. Candidates may be instructed to speak one by one or all at once, or even both. Such variations hardly matter to candidates who are well prepared.

13.5. Characteristics of Effective Group Discussion

For any group discussion to be successful, achieving group goal is essential. Following characteristics are necessary:

- **Having a clear objective:** The participants need to know the purpose of group discussion so that they can concentrate during the discussion and contribute to achieving the group goal. An effective GD typically begins with a purpose stated by the initiator.
- **Motivated Interaction:** When there is a good level of motivation among the members, they learn to subordinate the personal interests to the group interest and the discussions are more fruitful.

- **Logical Presentation:** Participants decide how they will organize the presentation of individual views, how an exchange of the views will take place, and how they will reach a group consensus. If the mode of interaction is not decided, few of the members in the group may dominate the discussion and thus will make the entire process meaningless.
- **Cordial Atmosphere:** Development of a cooperative, friendly, and cordial atmosphere avoids the confrontation between the group members.
- **Effective Communication skills:** The success of a GD depends on an effective use of communication techniques. Like any other oral communication, clear pronunciation, simple language, right pitch are the pre-requisites of a GD. Non- verbal communication must be paid attention to since means like body language convey a lot in any communication.
- **Participation by all candidates:** When all the members participate, the GD becomes effective. Members need to encourage each other in the GD.
- **Leadership Skills:** Qualities like initiation, logical presentation, encouraging all the group members to participate, summarizing the discussion reflect the leadership qualities.

13.6. Phases in Group Discussion Process

A group discussion can be categorically divided into three phases.

1. Initiation/Introduction
2. Body of the group discussion
3. Summarization/Conclusion

Now, we will discuss the first and third phase.

1. Initiation/ Introduction

Initiating a GD is a double-edged sword. When a candidate initiates, apart from grabbing an opportunity to speak, he also grabs the attention of examiners and fellow candidates. So, if a candidate who initiates can make a favorable first impression through his content and communication skills, it will help him sail through the GD.

On the other hand, if a candidate stammers stutters or quotes wrong facts and figures, the damage done is irreparable. The candidate who initiates also has the onus of giving the GD the right perspective or

framework. So, initiate only if you have in- depth knowledge about the topic at hand.

If, after initiating well, a candidate does not say much during the GD, it still gives the impression that he or she started the GD just for the sake of starting it, or to get those initial points earmarked for an initiator. There are different techniques to initiate a GD to make a remarkable first impression:

Quotes

An effective way of initiating a GD. If the topic is 'Should the censor board be abolished?' a quote like 'Hidden apples are always sweet', is apt to capture attention and convey more than what is said. For a topic like 'Customer is King,' one can quote Sam Walton's famous saying, "There is only one boss: The Customer. And he can fire everybody in the company from the Chairman down, simply by spending his money somewhere else."

Definition

One can start a GD by defining the topic or an important term in the topic. For example, if the topic is, 'Advertising is a diplomatic way of telling a lie, 'One can initiate by defining advertising as 'Any paid form of non-personal presentation and

promotion of ideas, goods, or services through mass media such as newspapers, magazines, television, or radio by an identified sponsor.' Similarly, for a topic like 'The Malthusian Economic Prophecy is no longer relevant', a candidate could simply start by explaining the definition of the prophecy.

Question

Asking a question at the start of a GD creates an impact. It does not signify asking a question to any of the candidates to hamper the flow, it implies asking a question and then answering it yourself. If a question is being asked to hamper the flow of a GD, insult a participant or to play devil's advocate, it should be discouraged. But, if a question is being asked to promote the flow of ideas, it is appreciated. If the GD topic is 'Should India go to war with Pakistan', for instance, you could start by asking, 'What does war bring to the people of a nation?'

Shocking statement

Initiating a GD with a shocking statement is the best way of grabbing immediate attention and putting forth your point. If the topic is 'Impact of population on the Indian economy,' for instance, it can be initiated with a

statement like, 'Near the center of the Indian capital stands a population clock that relentlessly ticks away. It tracks 33 births a minute, 2,000 an hour, 48,000 a day, which calculates to nearly 12 million every year. That is roughly the size of Australia. As a current political slogan puts it, nothing is impossible when 1 billion Indians work together.'

Facts figures and statistics

When a candidate decides to initiate a GD through facts, figure and statistics, he should quote them accurately. Approximation is allowed for macro level figures, but micro level figures need to be correct and accurate.

For instance, we can say that approximately 70 per cent of the Indian population stays in rural areas (macro figures, approximation allowed) but we cannot list 30 states of India instead of 28 (micro figures, no approximations). If a person ends up stating wrong facts, it works to his or her disadvantage.

Short story

This can be used for a GD topic like 'Attitude is everything.' The topic can be initiated with the help of a short story as follows: 'A child once asked a balloon vendor, who was selling helium gas-filled balloons, if a blue-colored balloon would go up as high as a green-colored one. The vendor told the child that it was not the color of the balloon but what was inside it that made it go high'

General statement

This can put the GD into proper perspective. For example, if the topic is 'Should Sonia Gandhi be the prime minister of India?' one could start by putting it into perspective with, "Friends, before jumping to any conclusion, let us first find out what qualities a good prime minister should possess. We can then compare these with the qualities possessed by Sonia Gandhi, which will help us reach a conclusion in a more objective and effective manner.'

Summarization Techniques

Most GDs are left without a conclusion, and it isn't even essential that a group reach one. Remember that a GD is about getting to know one's personality traits and it is the process, not the conclusion that reveals these traits. Even though not every GD is concluded, everyone is still summarized. While a conclusion represents a final stage, where the entire group decides in favor or against a topic, in the case of a summarization a candidate summarizes in a nutshell what the group has

discussed. The following points should be kept in mind while summarizing a discussion:

- No new point should be taken up.
- A person should not share his or her own viewpoint alone.
- A summary should not dwell only on one side of the GD.
- It should be brief and concise.
- It should incorporate all the important points spoken.

If a candidate has been told by the examiner to summarize a GD, this means it has come to an end. It is not advisable to add anything once a GD has been summarized.

A simple framework for a summary can be, 'We had a healthy group discussion and, as a group, evaluated this topic from different perspectives. Some of my friends spoke in favor of the topic and the reasons they gave were (elaborate), while some good points against the topic were (elaborate). In all, we had a very good discussion with everyone participating enthusiastically.'

The initiation and summarization techniques mentioned above will help you make an impact and succeed in a Group Discussion.

13.7. Do's and Don'ts of Participating in Group Discussion

As you must participate in a Group Discussion, several questions spring across your mind. You want to know what actions and gestures can get you positive points and what can cost you the selection. Here's a list of Do's and Don'ts of participating in the GD.

Do's of participating in a GD:

- Listen to the subject carefully
- Put down your thoughts on a paper
- Initiate the discussion if you know the subject well
- Listen to others if you don't know the subject
- Support your point with some facts and figures
- Make short contribution of 25-30 seconds 3-4 times
- Give others a chance to speak
- Speak politely and pleasantly. Respect contribution from other members.
- Disagree politely and agree with what is right.

- Summarize the discussion if the group has not reached a conclusion.

Don'ts of participating in a Group Discussion

- Initiate the discussion if you do not have sufficient knowledge about the given topic.
- Over speak, intervene, and snatch other's chance to speak.
- Argue and shout during the GD
- Look at the evaluators or a particular group member
- Talk irrelevant things and distract the discussion
- Pose negative body gestures like touching the nose, leaning back on the chair, knocking the table with a pen etc.
- Mention erratic statistics.
- Display low self-confidence with shaky voice and trembling hands.
- Try to dominate the discussion
- Put others in an embarrassing situation by asking them to speak if they don't want.

Let Us Sum Up

Group discussion is an important activity in academic, business, and administrative spheres. It is a systematic and purposeful interactive oral process. Here the exchange of ideas, thoughts and feelings take place through oral communication. The exchange of ideas takes place in a systematic and structured way. The participants sit facing each other almost in a semi-circle and express their views on the given topic/issue/problem.

There are several types of group discussions such as Topic – based discussion, A controversy, A descriptive one, An abstract topic, A Case Study

For any group discussion to be successful, achieving group goal is essential. There are several characteristics of effective group Discussion such as Having a clear objective, Motivated Interaction, Logical Presentation, Cordial Atmosphere, Effective Communication skills, Participation by all candidates, Leadership Skills.

A group discussion can be categorically divided into three phases.

1. Initiation/Introduction
2. Body of the group discussion
3. Summarization/Conclusion

Check Your Progress

1. In a group discussion, one must communicate with _____
2. In a group discussion, we should be _____
3. -----vital for any organization

Glossary

Group Discussions, characteristics of effective group discussion

Answers to Check Your Progress

1. Knowledge
2. assertive
3. Group discussions

Suggested Readings

1. <https://www.slideshare.net/ritikadhameja/group-discussion-46255658>
2. Lesikar, Raymond V., John D Pettit, and Mary E Flatly Lesikar"s, "Basic Business Communication", Tata McGraw-Hill, 11th edition, New Delhi, 2007.
3. McGrath, E. H., S. J, "Basic Managerial Skills for All", Prentice-Hall of India, NewDelhi, 8th ed.2011.

Unit-14

Time Management

STRUCTURE

Overview

Learning Objectives

14.1 Introduction

14.2 Importance of Time Management

14.3 Key Factors of Time Management

14.4 Effective Time Management

14.5 Techniques to Practice to Master Your Own Time

Let Us Sum Up

Check Your Progress

Glossary

Answers to Check Your Progress

Suggested Readings

Overview

This unit's discussion of time management includes clear explanation of the idea as well as practice time management techniques.

Learning Objectives

After reading this lesson you will be able to:

- Understand the importance of time management
 - Apply time management techniques
-

14.1. Introduction

According to Wikipedia "Time management is the process of planning and exercising conscious control over the amount of time spent on specific activities, especially to increase effectiveness, efficiency or productivity."

"Time management" is the process of organizing and planning how to divide our time between specific activities. The highest achievers manage their time exceptionally well. By using the time-management techniques we can improve our ability to function more effectively even when time is tight, and pressures are high.

There are two types of time: clock time and real time. In clock time, there are 60 seconds in a minute, 60 minutes in an hour, 24 hours in a day and 365 days in a year. All time passes equally. When someone turns 50, they are exactly 50 years old, no more or no less.

In real time, all time is relative. Time flies or drags depending on what you're doing.

“Time management” refers to the way that you organize and plan how long you spend on specific activities.

14.2. Importance of Time Management

Successful time management leads to:

- Greater productivity and efficiency.
- Handle pressures in tight situations
- A better professional reputation.
- Less stress.
- Increased opportunities for growth and advancement.
- Greater opportunities to achieve important life and career goals.

Failure in managing time results in:

- Missed deadlines.
- Increasing load of work
- Inefficient workflow.
- Poor work quality.
- A poor professional reputation and a stalled career.
- Higher stress levels.

Spending a little time in learning about time-management techniques will have huge benefits now and throughout our career.

14.3. Key Factors of Time Management

Procrastination

Procrastination happens when we cannot tackle a particular task and leave it till a later date. This often happens because we get anxious about starting or completing certain tasks or making decisions that we don't feel confident about. Procrastination means putting things off until tomorrow and has been called the thief of time". Putting things off can provide a bit of temporary relief, but problems tend not to go away, and decisions need to be made.

Reasons for procrastinating

- When we delay the task, we face when it seems too difficult, and we lack the confidence to take it on.
- We worry about the disapproval of others and are insulted if we fail to complete the task.
- We don't have the necessary skills to do the task well.
- We are not clear about our objectives and the timescales are vague.

A case study

As a salesperson I was never keen on cold calling because of the amount of rejection I received from people who were not interested in talking to me. I would have a list of potential clients in front of me and would sit and stare at it. Then of course I needed a coffee. Also, I had to have a word with my manager before starting and there was that report that I needed to write. And so, it went on. I was having a conversation with myself trying to convince me that there were other things I should be doing. We used to call it the thousand tone phone". Impossible to lift and use, so it stayed where it was. There is only one answer. Get started. Take a deep breath, pick the phone up and dial. I even remember putting off ringing one of my best customers one day, which wasn't a cold call, and having the conversation with myself. He'll not be in"; „they are probably not going to be interested" and so on. When I eventually rang the guy his first words were I'm glad you rang Frank. We were just talking about you the otherday and need to discuss doing some more training". This just goes to show that procrastinating not only adds to our stress levels as we approach deadlines but can also mean we miss out on opportunities by delaying.

How to beat procrastination?

Produce an effective to do list on your PC or on a piece of paper make a list of what needs to be done. Here are some tips on making lists:

- Make a random listing of everything you would like to accomplish during the day.
- Then prioritize the list by marking urgent works on the top
- Do not schedule secondary items, just plan to do them as time permits.
- You need flexibility to handle the unexpected events of the day.
- The danger of the To Do list is that it tends to be based upon

urgency. So always take a moment when preparing your list to see if the things you plan to do are going to make a direct contribution to the purpose and goals of your job and yourself.

- Most people don't manage to get to the bottom of their list by the end of the day. Don't worry. If you've worked according to your priorities, then you have done the important things for that day. Brainstorm your goals, rewrite them in order of importance then schedule time to begin working on them.
- You can produce a list for your daily, weekly, monthly, or annual goals. The same principles apply to each
- Spend the last few minutes of each day preparing your list for the next day. This is one of the most effective time management practices.
- Last thing, you usually write a more demanding and complete list.
- If you have some stuff to do that won't take very long just do it now. It can be very psychologically rewarding to achieve a lot of things in a relatively short space of time.
- If you have a big project that needs doing begin some work on it now. Plan how you break the overall objective down into a series of smaller objectives.

Managing Your Desk

We need systems in place for controlling the flow of information and storing it for future reference and easy access.

We all have different jobs and will therefore need to set up different filing systems. The key point to remember is you need to analyze how information flows into your workspace. We receive information by mail, email, fax, and telephone calls. Records need to be kept and information stored if it needs to be accessed in the future, or if there is a legal requirement to keep a record. To set up a filing system, look at the flow of information into your office. Certain things require action now, others require action later, while others need to be kept for the record and may need to be accessed later. For example, I split my filing system between work requiring action and work that needs to be stored.

When paper arrives at your office there are a limited number of actions that can be taken:

- Take action straight away. Depending on your priorities for the day you may be able to deal with this at once.

- Take action later today. Park the paper in the in-tray and schedule some time to complete the task.
- Take action at a later date. Set up a diary dating file. File it. Have a separate in tray for items to be filed. This is not urgent and can be done when you have a bit of spare time. Try to do this once a week or delegate it if possible.

Everyone's system will be different depending on the job they do. To manage the flow of paper, as you do with the flow of electronic information:

- Do it now or
- Delegate it or
- File it for future action and schedule the time when you will deal with it or
- Get rid of it (shred, delete) unless you need to keep a paper copy
- For paperwork that has been sent for your information such as trade magazines, mailshots etc, create a dump drawer and go through this when and if you have the time

Saying "Yes" to everything

It is great to be able to help others but if you are always helping others, you are rarely working on the tasks which are important to you. Constantly saying "Yes" will leave you with an excessive workload. One of the quickest ways to improve your time management is to be assertive and learn to say "No".

Using the telephone

Using the telephone can be a great time waster or an equally good time saving device, depending on the skill of the user. With incoming calls, we are at the mercy of the person calling. If you find phone calls are high on your interruptions log and you don't have an assistant to filter your calls, here are some options you can try:

- Use voicemail during busy times when you don't wish to be disturbed. On voicemail, give your email address as a potential method of alternative contact.
- Switch off your mobile during meetings unless you are waiting for an urgent call.
- Let people know when you are most likely to be available. Be polite, but firm with unsolicited sales calls. If you are busy, say so and arrange an alternative time.

- When you are making outgoing calls try to set aside a block of time when they can all be done at once. This is a much more efficient way of making calls than doing them individually as it will focus your mind and so save time. Set yourself objectives for each call and try to minimize the amount of time spent on each call. Have any relevant documents to hand and some means of taking notes during the call itself.
- It can be difficult when dealing with people who want to chat. They can be major time wasters. Without being rude, at some point you need to make it clear why you are calling and get down to work. Wait till they have finished a sentence then say something like:
- “That’s interesting, I have a meeting I must go to in 10 minutes. Can we discuss your current problems now and I will see what I can do to sort them out today? Is that okay?” In other words, be assertive, give a reason for moving from social chat to business and get their agreement.

Indecisiveness

When you are faced with more than one option, you are unable to choose an option and run with it. You spend excessive time going over the options without concluding.

The type of decision you make will have an impact on your time management and that of others.

There are three basic types of decision-making:

- Autocratic: this is where you decide yourself based on facts you already know.
- Consultative: this is where you consult with others to get their ideas and opinions, but in the end, you still make the decision yourself.
- Group: this is where a group of people decide, and each member of the group has an equal say
- We need to ask ourselves:
- Do I have enough information to make a high-quality decision now?
- Is there more than one decision that would be acceptable?
- Will any decision I make have a negative impact on the team and is it important that they are consulted before hand?

- Does the final decision matter and is there time to give it to the group to sort out? The standard model for decision-making is:
 1. Define the issue
 2. Collect relevant information
 3. Generate feasible options
 4. Work out the costs and benefits of each option
 5. Make the decision
 6. Implement and evaluate Most decisions are relatively low risk and low cost.

For the big decisions that count we need to spend more time looking at alternatives and appraising the consequences of making a mistake. In many situations it is better to decide, even if it turns out to be less than perfect, than to delay decision-making while trying to find the best solution possible.

14.4. Effective Time Management

Effectiveness is measured ultimately by achievement. Time management must not be seen as only concerned with packing more activity into the available time, it must be instrumental in ensuring that objectives are met. Activity must never be confused with achievement. With this picture in mind, for managing time effectively, you need to:

Assess your current working practice

Assess your current state of working, describe actionable observations about strengths and gaps in relation to the problems we are facing and desired future state we want to achieve.

Know your own system?

- When we know what we need and are experienced about the work we can check the systems and see whether any of them formalize what we want to do and, and whether making an investment in it is worth while
- What kind of diary do you need?
- How much space do you need for notes?
- How many sections fit the way your tasks are grouped?
- What permanent filing is necessary? etc.

Objectives Setting

To start managing time effectively, we need to set goals. When we know where we're going, we can prepare a road map for what exactly needs to be done, and in what order.

People tend to neglect goal setting because it requires time and effort. We fail to realize that a little time and effort put in now saves an enormous amount of time, effort, and frustration in the future.

Objectives should be SMART, that is: Specific, Measurable, Achievable, Realistic, and Timed.

To manage time effectively is concerned with tackling conflicts and making decisions about what comes first. The management structure works best when individuals are clear about what they are expected to achieve.

Prioritization

Prioritizing what needs to be done is especially important. Without it, you may work very hard, but you won't be achieving the desired results

Most people have a "to-do" list of some sort. The problem with many of these lists is they are just a collection of things that need to get done.

To work efficiently you need to work on the most important, highest value tasks. This way you won't get caught scrambling to get something critical done as the deadline approaches.

Plan the work and work the plan: any real progress with time management needs a plan. Not only is it updated regularly, but it should also show accurately and completely your work plan for the immediate future and give an idea of what lies beyond. It may include:

- A daily plan
- A weekly plan
- Commitments that occur regularly (weekly or monthly or annually)
- A plan for the coming month (perhaps linked to a planning chart).

Managing Interruptions

Dealing with the uncontrollable or interruptions should be acted smartly

Things occur that cannot be predicted, and a proportion of the available time is always going to go in this way. For example, a manager on the sales or marketing side of a commercial company may have enquiries

and queries coming from customers that are very important and must be dealt with promptly.

The next issue is knowing what to do to minimize the interruptions you face during your day. It is widely recognized that managers get very little uninterrupted time to work on their priority tasks. There are phone calls, information requests, questions from employees, and a whole host of events that crop up unexpectedly. Some do need to be dealt with immediately, but others need to be managed.

We must leave room for interruptions and contingency time for those unexpected events that otherwise will cause lot of chaos in our schedule.

Thinking ahead

We should acquire the habit of thinking ahead based on experience, data, or events. This enables us to create a picture of activities, and the time spans are very much clearer. Documentation of everything helps a lot in thinking ahead. Anticipating problems and spotting opportunities can make a real difference to the way we work in the short term.

Stay cool and do not panic and think positive

- Think (and what is more, take sufficient time to think straight).
- Consider the full range of soft skills that could sort out the situation.
- Make an action plan (especially important if there is any degree of complexity involved).
- Consider the control aspect of that ongoing action plan.
- Then considered action can systematically sort out the problem, at least as best as possible
- Finally, draw attention not only to the lessons to be learnt (so as not to repeat similar disasters), but also to anything positive that might come from the whole incident.

Spend time to save time

We should learn something from this continuously running time. If it runs regularly without any stoppage, then why we cannot. To save time in future we need to spend some additional time today

Be prepared to say “no”

Everyone must accept that they cannot do everything. Many people could just go on listing more and more things to do, not all equally important. To do list, nevertheless. We certainly must accept that we are

not going to do everything when we want. If we keep on increasing quantity somewhere we may compromise with the quality of work.

Work smarter not longer

Productivity in our job is not to work longer and longer hours. Long hours will be necessary on some occasions, to complete a particular project, say, but in excess are likely to produce declining standards and run risks. That sometimes make working smarter a much more attractive option. We need to create a working pattern that is well balanced in this way

Reward yourself

It has already been said that time management is not easy, that it demands a concrete effort, so we need to motivate our self and give our self some rewards to make it work. So that our attention will remain focused on what time management can do for us.

Reward yourself for getting jobs done and remind yourself regularly of the horrible consequences of not doing those boring tasks! For more help on recognizing and overcoming procrastination

14.5. Techniques to Practice to Master Your Own Time

As explained by MSME'S the techniques are:

- Carry a schedule and record all your thoughts, conversations, and activities for a week. This will help you understand how much you can get done during a day and where your precious moments are going. You'll see how much time is spent producing results and how much time is wasted on unproductive thoughts, conversations and actions.
- Any activity or conversation that's important to your success should have a time assigned to it. To-do lists get longer and longer to the point where they're unworkable. Appointment books work. Schedule appointments with yourself and create time blocks for high-priority thoughts, conversations, and actions. Schedule when they will begin and end. Have the discipline to keep these appointments.
- Plan to spend at least 50 percent of your time engaged in the thoughts, activities and conversations that produce most of your results.
- Schedule time for interruptions. Plan time to be pulled away from what you're doing. Take, for instance, the concept of

having "office hours." Isn't "office hours" another way of saying "planned interruptions?"

- Take the first 30 minutes of every day to plan your day. Don't start your day until you complete your time plan. The most important time of your day is the time you schedule to schedule time.
- Take five minutes before every call and task to decide what result you want to attain. This will help you know what success looks like before you start. And it will also slow time down. Take five minutes after each call and activity to determine whether your desired result was achieved. If not, what was missing? How do you put what's missing in your next call or activity?
- Put up a "Do not disturb" sign when you absolutely have to get work done.
- Practice not answering the phone just because it's ringing and e-mails just because they show up. Disconnect instant messaging. Don't instantly give people your attention unless it's absolutely crucial in your business to offer an immediate human response. Instead, schedule a time to answer email and return phone calls.
- Block out other distractions like Facebook and other forms of social media unless you use these tools to generate business.
- Remember that it's impossible to get everything done. Also remember that odds are good that 20 percent of your thoughts, conversations and activities produce 80 percent of your results.

Let Us Sum Up

Time management is the process of planning and exercising conscious control over the amount of time spent on specific activities, especially to increase effectiveness, efficiency, or productivity."

Successful time management leads to:

- Greater productivity and efficiency.
- Handle pressures in tight situations
- A better professional reputation.
- Less stress.
- Increased opportunities for growth and advancement.
- Greater opportunities to achieve important life and career goals.

Failure in managing time results in:

- Missed deadlines.
- Increasing load of work
- Inefficient workflow.
- Poor work quality.
- A poor professional reputation and a stalled career.
- Higher stress levels.

Check Your Progress

1. -----is the process of organizing and planning how to divide our time between specific activities.
2. -----putting things off until tomorrow and has been called the thief of time.

Glossary

Time Management, Effective time management techniques

Answers to Check Your Progress

1. Time management”
2. Procrastination

Suggested Readings

1. Kaul & Asha, Effective Business Communication, PHI 2nd Edition, 2006.
2. Lesikar R.V & Flatley M V, Basic Communication Skills for empowering the internetgeneration, Tata-McGraw Hill, 2009.
3. Thomas, “Effective Business Communication”, 7th ed. Tata McGraw-Hill, NewDelhi.

BCSS

ORIGINALITY REPORT

9%

SIMILARITY INDEX

9%

INTERNET SOURCES

1%

PUBLICATIONS

6%

STUDENT PAPERS

PRIMARY SOURCES

1	pubhtml5.com Internet Source	3%
2	osou.ac.in Internet Source	2%
3	hmhub.me Internet Source	1%
4	sist.sathyabama.ac.in Internet Source	1%
5	www.coursehero.com Internet Source	<1%
6	egyanagar.osou.ac.in Internet Source	<1%
7	tnou.ac.in Internet Source	<1%
8	Submitted to Victorian Institute of Technology Student Paper	<1%
9	ebin.pub Internet Source	<1%