

GATE Institute of Management and Sciences



Management Communication

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102- MANAGEMENT COMMUNICATION

UNIT-I

Foundation of business Communication –nature and Scope – Communication process – communication networks - barriers to communication

UNIT II

Oral communication – Importance – Business Presentations and Public Speaking – Effective listening - Meeting and Conferences – Group discussions and Team Presentations – Types of interviews – Preparing for interviews

UNIT III

Written communication – Importance Reading and Writing Skills – Business Letters Business - Reports and Proposals – Resume building – E-mail – Circulars and Notices, Speed Reading and Time Management

UNIT IV

Non verbal communication – Significance – Types of Non-verbal Communication – Interpersonal Communication: Transactional analysis - Johari window– Group communication

UNIT V

Corporate communication – Ethics in Business Communication – Technology based Communication Tools – Cross Cultural Communication, Business Etiquette

UNIT-I

Foundation of business Communication –nature and Scope – Communication process – communication networks - barriers to communication

Communication

*If you are get results working with other people, it is essential that you develop abilities and skills in three inter-related areas of leadership, decision making and **communication** – John Adair.*

Speaking with Figures

According to researchers, we spend 50-80 percent of our waking hours in communication. Of this.

- About 45 percent is spent in listening
- About 30 percent is spent in speaking
- About 15 percent is spent in reading
- About 10 percent is spent in writing

Meaning

The word “communication” is derived from the Latin word “communicare” or ‘communis’ which means common. Communication thus, is the process of sharing facts, ideas, and opinions in common. Communication is said to take place when an individual conveys some information to another. In other words it is used in common talk, usually, to mean speaking or writing or sending a message to another person, giving, receiving or exchanging information, opinions

Definition:

Communication is the process of passing information and understanding from one person to another. – **Keith Davis**

Communication is any behavior that results in an exchange of meaning – **The American Management Association**

Communication is the process by which information is passed between individuals and/or organizations by means of previously agreed symbols – **Peter Little**

Communication is the sum of all the things one person does when he wants to create understanding in the minds of others – **Allen**

Communication is the exchange of facts, ideas, opinions or emotions by two or more persons – **Newman and Summer**

Communication is an intercourse by words, letters, symbols or messages and is a way that one organization member shares meaning and understanding with another – **Koontz and O'Donnell.**

Communication is the process of conveying messages (facts, ideas, attitudes or opinions) by one person to another so that they are understood – **M.W.Cummin.**

Communication encompasses all forms of expression which serves the purpose of mutual understanding – **Revesz**

Communication is the broad field of human interchange of facts and opinions – **Redfield**

Communication is the transmission of ideas, emotions, and skills through the use of symbols and graphs. It is the act or process of transformation that is usually called communication - **Anderson**

Nature of communication (characteristics)

Communication has the following characteristics, which define the nature of communication.

Two-way process – Communication can take place only when there are at least two persons. One person has to convey some message and another has to receive it. The receiver, however, need not necessarily be an individual. Information may be conveyed to a group of persons at a time. Ex: In a classroom, the teacher conveys information to a group of students. If the receiver needs any clarification, he can ask the sender of message immediately in the case of face to face or telephonic conversation. Communication may also be sent by means of letters, circulars etc.

Knowledge of language – For communication to be successful, the receiver should first of all understand the message. For this, the sender must speak in a language that is known to the receiver. Ex: if the receiver cannot understand English and the sender of message conveys his ideas in English, the communication will be a failure.

Communication must be contextual- It must be contextual and the receiver must understand the message in the way the sender wants him to understand. For this consensus is required. Consensus is nothing but identity of minds. If weekly target announced by a supervisor is misunderstood by a worker as monthly target, there is lack of consensus. Inattention, poor vocabulary, faulty pronunciation etc., may result in lack of consensus

The message must have substance – Communication is 'meaning-based'. The message has substance only if the receiver shows interest in the subject matter. In other words, the sender of message must have something really worthwhile for the receiver. Ex: if certain botanical names are explained to a student learning commerce, he may not show any interest.

Communication may be through written, oral or gestures – Communication need not necessarily be made orally or in writing. Certain gestures or actions may also convey one's willingness or understanding of a given problem. Nodding of heads, rolling of eyes, movement of lips etc., are some of the gestures normally used to convey certain ideas.

Communication is all-pervasive – communication is Omni-present. It is found in all levels of management. The top management conveys information to the middle management and vice versa. Similarly, the middle management conveys information to the supervisory staff vice versa. There is flow of communication in all directions in a work place.

Communication is a Continuous process: Communication is a continuous process. More often, it is repeated to achieve the desired results. It is an ongoing process, someone will be conveying or receiving or sharing or exchanging some information or the other always. As long as there is work – personal, official or unofficial, there will be communication

Communication is both interaction and transaction: the participants of communication exchange ideas and information and also influence each other in the process. They share and exchange both thoughts and meanings.

Communication may be formal or informal – formal communication follows the hierarchy – the official channel established. Ex: if a worker wants to convey any information to the production manager, he can do so only through the foreman. He cannot bypass the foreman and have direct contact with the production manager. Informal communication does not follow the official channel. It allows any individual to convey information to anybody else freely without having to bother about the hierarchy.

Communication is a dynamic process: dynamic means “ever-changing”. Communication is not a constant, one time event. It is a dynamic process, which is changing all the time.

Communication is intentional as well as unintentional: When the communication is intended, that is, it is purposely done, much of the communication may be intentional as well as unintentional that is, we might convey, in many ways, even what we don't wish to communicate. It is rightly said “we cannot communicate”

Communication is a social process: human being is a social animal. He cannot live in isolation. Communication is a process which helps the human being to interact and socialize. Hence, it is a social process.

Continuous process: Communication is a continuous process. More often than not, it is repeated to achieve the desired results. It is an ongoing process, in which one interaction is followed by the other.

Importance of Communication

The importance of communication is explained below:

- Importance in terms of individual
- Importance in terms of Organization

Importance in terms of individual

Expression of expressing: It is through communication one can convey thoughts feeling to others, expressing one thought to others it relieves emotional stress.

Satisfaction of human needs: Communication helps human beings to satisfy their needs and wants.

Building human relations: It is through communication human being convey their point of view and understand others when two persons understand one another; it promotes trust, co-operation among the persons.

Career Development: communication skills like writing, speaking, listening plays a dominant role in one's profession or career

Importance in terms of Organization

Communication is very much essential for development of the business. They are:

Helps in planning – Communication helps to prepare better plans for the enterprise. The views and suggestions of the employees, clients, suppliers etc., are received and the same are incorporated in the enterprise plans.

Vital for decision making – The information necessary for decision making is made available through proper communication. ex: a decision on production is made after receiving information from the stores on the stock of materials available and from the marketing department on the extent of demand.

Facilitates delegation – Delegation of authority by a superior to his subordinates will not be possible without proper communication. the superior must first of all assign work to his subordinates and give them the requisite authority to carry out their duties. This cannot be done without effective communication.

Facilitates effective leadership – the efficiency of the manager depends upon his ability to communicate effectively with the members of organization. It is only through communication as a leader, the manager can guide his subordinates have work-related problems such as setting goals, allocate jobs, giving instructions and evaluating the workers performance. If the manager is a man of few words, he will not be able to offer much help.

Helps in co-ordination – Assignment of work and delegation of authority alone will not be enough to get things done by the subordinates. They need to be constantly motivated to perform well. it is the duty of the manager to induce and instigate their subordinates to do their best. This will not be possible without proper communication.

Aid to job-satisfaction – If the subordinate gets proper guidance from his superior, is able to contact his superior in times of need, has the requisite authority to carry out his tasks and is able to share his thoughts freely with his colleagues, it should mean that the organization must have a proper system of communication. Such an employee is bound to have greater job-satisfaction.

Aid to public relations – Every organization has to maintain cordial relations with the members of the public. Many persons may visit an enterprise everyday. They include customers, creditors, shareholders, Govt officials and so on. The public relation officer must receive them and also attend to their needs. Communication plays a significant role in all such activities.

Helps to save time and effort – It is possible to save time and effort by using effective means of communication. ex., if the general manager of the concern wants to announce a decision to all the employees, he can just send a circular. The same may also be displayed in the notice board.

Create good will – It is through communication, a business organization can keep close touch with their customers, dealers, suppliers, investors etc., by having a close touch with them it creates a good will to the business organization.

Types of communication (Flow of Communication)

Communication can be classified into the following types

Personal communication: personal communication takes place between any two individuals, may be in a family, group, community or in organizations, may be in the form of oral or written. It is private in nature and nothing official in all such communication

Business communication: business communication takes place in the business organizations, entities, markets, between the employees, owners, buyers and seller, service providers, customers, and also people in the process of achieving goals of a business. All such communication impacts business. It is a vehicle on which the business

Internal communication: it takes place within the organization or group among people within, among different group of employees and between employers and employees. It may be in written, visual or audio-visual, formal, formal or informal, upward or downward. Internal communication serves to inform, instruct, educate, develop, motivate, persuade, entertain, direct, control and caution people in the organization. It addresses knowledge, skills, goal orientation, reviews, monitoring, performance appraisal, counseling and training.

External communication: it is a communication that flows outward. It addresses the people, outside the organization like customers, competitors, public, press, media and the Govt. it takes place in various ways and through different channels. Letters, notices,

brochures, demonstrations, telephone calls, business meetings, press releases, audio visual presentations, films, product launches and advertisement

Upward communication: it is a communication that moves upward from bottom to top levels in the hierarchy. That is from employees to supervisors to managers to executives to regional managers to GMs depends on the tiers of organizational structure. Similarly communication flows from branches to regional office to zonal office to head office. It includes employee suggestions, opinions, market reports, performance reports, feedbacks and requests, instructions in the organizational context.

Down ward communication: Downward communication moves from top to the bottom that is from the CEO downwards. It travels through senior executives to junior level functionaries, from the controlling office to branch to HODs to head of the unit. Corporate goals, business priorities, motivational letters, work related instructions, newsletters, letter from the CEO/GM are all typical examples.

Formal communication: it is a formal or systematic way of communication takes place in the organizations. It includes staff meetings, union management meetings, branch manager's conferences, periodical sales review meetings and customer meets etc. Formal communication generally follows a well defined hierarchical pattern. For examples: Memos, circulars, instructions, guidelines, clarifications, agreements and reports.

Informal communication: this type of communication takes place in an unstructured manner and outside the formal fore. Informal communication works well in smaller, loosely knit with no rigid hierarchical organizations. It helps to sustain goal orientation in through chats, conversations and informal talks and the like.

Lateral communication: it generally takes place in an organization and is neither upward nor downward irrespective of hierarchical positions in the organizations. . It proceeds in a horizontal manner and takes place among equals and at peer level. It may be in oral or written, from one head to another. It is also called horizontal or peer-level communication.

Interactive communication: Interactive communication is essentially a two-way process. It takes place through meetings, conferences, teleconferences, multimedia presentations, GDs and other such active two way exchanges. It is most appropriate when message or subject is lengthy. It is preferred for a moderator to facilitate effective flow of communication from different speakers.

Mass communication: mass communication is distinctive in view of its scale. It addresses a large mass of people. It addresses a vast, well spread out and varied group of people. Public speaking, newspapers, magazines and journals, radio, televisions and dotcoms are examples. The main purpose of mass communication is to have public relations, advertising and publicity, journalism and digital media.

Grapevine communication: Grapevine is a kind of informal communication that prevails in organizations and business. The source of such communication may not be

clear. It spreads by way of gossip and rumors. It travels through informal networks faster than formal messages. Sometimes it is more receptive than the formal communication. It may not always be possible to control the grapevine but can be managed by an able communicator.

Elements of communication

The process of communication involves the following elements:

1. Communicator or Sender – he is the person who sends the message.
2. Message – It is the subject matter of communication. It may consist of certain facts, ideas, opinions etc.
3. Encoding – It is the practice of translating the message into suitable signs, symbols, etc., for the purpose of transmission.
4. Transmission – It is the act of sending the message
5. Channel – It is the medium through which the message is sent to the receiver. The channel may be formal or informal. The method of communication may be oral or written.
6. Receiver or Communicatee – He is the person who receives the message.
7. Decoding – it is the act of converting the signs, symbols etc., into meaningful statements.
8. Feedback – It is the reaction, response or reply by the receiver. The communication process when the sender gets feedback from the receiver.

Process of communication

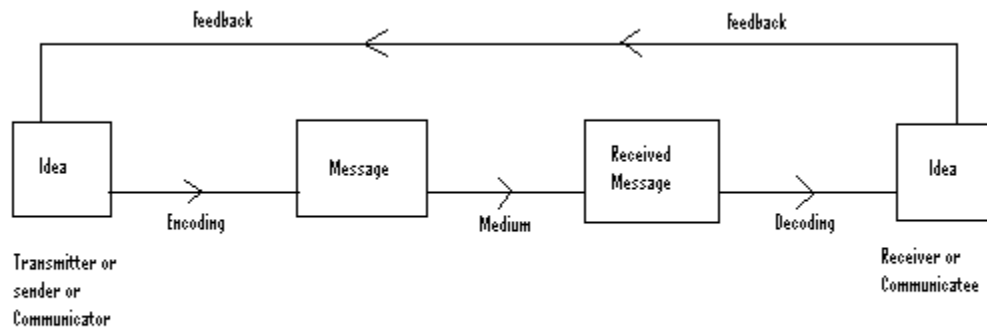
A process is a “systematic series of actions, operation of series of changes directed to some end”. Communication is a two-way process in which there is an exchange and progression of ideas towards a mutually accepted direction or goal. Therefore, in the process of communication two or more persons must participate through a medium that carries the information or message for a particular purpose mutually understood by both the sender and the receiver. Only then it is said communication has been made between two parties. viz, the sender and the receiver, whether spoken or written, will be the communicative event.

The **sender** begins the process of communication. The sender has to be clear about the purpose (goal or objective) of the communication and about the target audience (or receiver) of the communication; that is, the sender decides why and to whom to send a message. Conscious or intended communication has a purpose. We communicate to make someone understand and do something or respond or think or feel in a certain way. That is, to influence the person.

The source (sender) has to decide what information to convey, and create the **message (content)** to be conveyed by using words or symbols which can be understood by the intended receiver. The process of putting the idea into symbols is called **encoding**; in order to encode, the sender has to select suitable symbols which can represent the idea, and can be understood by the receiver.

The sender also chooses a suitable **channel or medium** (mail, e-mail, telephone, face-to-face talk) by which to send the message. The choice of the medium depends on urgency of the message, availability and effectiveness of a medium, and the relationship between the two communicants. Note that the choice of the medium/channel also influences the shape of the message

Sender sends the message and tries to know the receiver has got the message. He also tries to note the effect of the message on the receiver the response; how t



Two way Communication Process

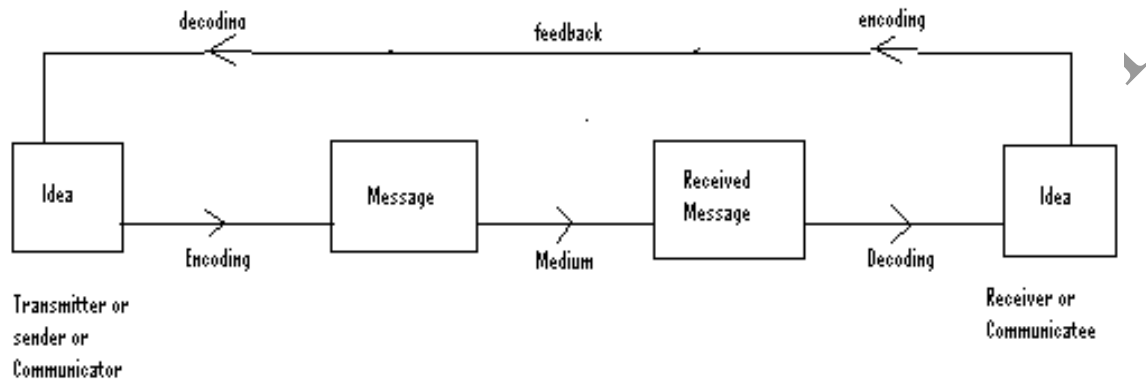
The receiver becomes aware that a message has arrived with his senses (he may see, hear, feel etc). The receiver attends to the message and interprets it. The process of translating the symbols into ideas and understanding the message is called **decoding**. Interpreting is a complex activity; it involves using knowledge of the symbols and drawing upon previous subject knowledge. The receiver's ability to understand, level of intelligence, values and attitudes and relation with the sender all influence his creation of meaning. If the sender and the receiver have a common field of experience, the receiver's understanding of the message will be closer to what the sender intended.

The receiver also feels a reaction to the message; this reaction may be conscious or unconscious; may cause some change in the receiver's mind and leads him to respond. The receiver may take some action, if required. He may also reply to the message. The reaction, the response and the reply together form the **feedback**.

This is a simplified description of a single cycle in the process of communication. Communication really takes place in several cycles and the two persons take turns and alternatively carry out functions of sender and receiver

Communication cycle

The transmission of the sender's ideas to the receiver and the receiver's feedback or reaction to the sender constitute the communication cycle. The main steps of this cycle are as follows:



A single cycle of communication process

METHODS OF COMMUNICATIOIN

The main methods of oral and written communication, both internal and external, are shown in the following diagrams.

METHODS OF COMMUNICATIOIN

Internal Communication

Oral

Telephone
Intercom
Meeting/Conference
Presentation
Face to face discussion
Message

Written

Report
Graphics/Charts
E-mail
Fax
Notice
Intranet
Forms / Questionnaire
Minutes
Staff news letter
Memo

External Communication

Oral

Meeting
Conference/Seminar
Conversation
Telephone
Teleconference
Video conference
Presentation

Written

Leaflet / brochure
Invitation
forms/Questionnaire
Press Release
Customer newsletter
Advertisement
Notice
Graph / Chart
Report
E-mail
Fax
Letter
Internet

Communication Networks

Barriers to Effective Communication

Many problems encountered in our business and personal lives result from miscommunication. What the recipient understands by a message may not always be the message which the sender intended. Several communication barriers exist between sender and receiver, and they may be possible for a message not being understood correctly, or a message becomes distorted.

The various barriers to communication may be grouped under the following three categories:

- (i) Personal Barriers
- (ii) Technical or Mechanical barriers
- (iii) Organizational barriers

Personal Barriers

These barriers are the result of the personal problems of the communicator and the communittee. These are:

1. **Lack of command over language** – If a person is poor in conveying his ideas verbally or in writing owing lack of command over language the communication will be a failure
2. **Lack of self-confidence** – If a person who lacks self-confidence, he may not be able to convey his views with conviction
3. **Lack of good vocabulary** – A person who lacks good vocabulary will convey in a sentence what can actually be conveyed in a word.
4. **Lack of fluency** – Some persons will not be able to speak fluently. Such person fumbles while speaking and as a result may not make a good impression on the listener.
5. **Illegible handwriting** – some person cannot write legibly. Because of bad handwriting the receiver may not be able to make out anything from the letter or notice sent to him.
6. **lack of tonal control** – sometimes a person may have a good command over language but may not be able to have proper tonal control i.e., adjust his tone according to the audience
7. **Lack of attention or interest** – If the individual is inattentive or does not show interest in the subject matter, the purpose
8. **Tendency to make premature conclusions** – If any party to a communication has the tendency to arrive at premature conclusions without getting the complete details, it will result in failure of communication.

9. **Lack of confidence in the other party** – Communication will be ineffective if the sender lacks confidence in the receiver and vice versa
10. **Improper state of mind** – When a person is mentally upset or emotionally disturbed, he may not be in a position either to convey or receive any message.
11. **Faulty pronunciation** – Some persons cannot pronounce certain words properly. ex: words with 'sh' sound (cash wash etc)
12. **Limited retention capacity** – Retention capacity varies from person to person. Persons who are blessed with good memory have more retention capacity than those with poor memory. This fact must be borne in mind by the person communicating.

Technical or Mechanical Barriers

These barriers are the result of faulty communication system. They are:

1. **Distortion** – It affects the free flow of communication. In case of telephone conversation, cross-talk can lead to distortion. Bad signal can result in distortion when a mobile phone is used. When a person uses a mike in a meeting, electrical disturbance may also lead to distortion.
2. **Filtering** – By filtering we mean that as the message passes through different individuals in the communication channel, it may be altered or twisted by the persons operating at different levels in order to derive certain personal gain. This happens mainly because of the long chain of communication.
3. **Overloading** – the system of communication has its own capacity to receive and transmit information. If it is overloaded with lot of information, it cannot handle the same effectively. ex: the hard-disc in the computer has its own storage space. Likewise, the floppy disc can also store only limited data. Even while sending information by Internet, one should know that there is a limit to the volume of information that can be sent at a time.
4. **Faulty equipment** – Communication also gets affected due to any fault in the equipment. ex: if the telephone or the fax machine is out of order. it will affect transmission.

Organizational Barriers

These barriers are the outcome of certain organizational problems. These are:

1. **Inadequate facilities** – In the past it would have been possible for a business concern to rely mainly on telephone for conveying and receiving information. A contemporary organization is expected to have a number of devices for communication such as fax and internet etc. All the executives shall be provided

with papers and or cell phones so that they can contact and be contacted wherever they are. An organization that is not properly equipped with the necessary communication devices cannot effectively handle communication.

It is also necessary to organize meetings and conferences at regular intervals to hear complaints and suggestions .

2. **Too much reliance on formal communication** – Formal communication makes it necessary to strictly adhere to the scalar chain or hierarchy. this results in delay in sending or receiving any information. Informal communication or grapevine may be used fruitfully to send or receive any important message in the interest of the organization. Rigidity in communication procedures should as far as possible is avoided.
3. **Status Patterns** – The executives, by reason of their position in the organization, enjoy greater comforts than the subordinates in terms of separate air-conditioned cabin, personal phone, and special furniture and so on. Such a demarcation distances the subordinates from the superior and also widens the communication gap.
4. **Procedural delays** – Unwanted procedures laid down in certain organizations contribute to delay in sending and receiving information. This may, sometimes, defeat the purpose of communication.

Elements of Communication

In order to analyze the activity of communication, we must know the process and the elements involved in the process of communication.

There are seven elements or factors which make up the process of communication

Source / Sender is the one who initiates the action of communicating

Audience / Receiver is the person(s) for whom the communication is intended.

Goal / Purpose is the sender's reason for communicating, the desired result of the communication.

Context / Environment is the background in which the communication takes place.

Message / Content is the information conveyed

Medium / Channel is the means or method used for conveying the message

Feedback is the receiver's response to the communication as observed by the sender

Flow of Communication

Small organizations having not many people may have few communication problems whereas larger organizations very often get problems with communication. In order to meet such problems they produce an organization chart which makes lines of communication quite clear

Organization chart makes it easier to see how communication can take place vertically (between levels), horizontally (between sections) and diagonally (between

different levels and sections). It is important to keep all communication routes as open and as effective as possible.

Vertical Communication

Vertical communication moves between individuals at different levels in an organization. This is probably the most frequent form of communication. Sometimes message are sent from the CEO to all employees, or from a department head to all employees in his or her department only. Generally, vertical communication follows the 'chain of command', i.e. the reporting lines that are reflected on a company's organization chart. This means that a manager sends messages downward to those under his or her immediate supervision. Similarly, employees send messages upward to their immediate superior.

Horizontal communication

Horizontal communication occurs between people of the same status- sales staff, departmental heads, directors, supervisors. The senders and receivers can be in the same department or in different units. The common link is their need to cooperate and share. Messages that flow horizontally typically involve the exchange of information or data that is necessary to complete routine tasks. The information can be communicated during face to face discussions, via telephone, or through correspondence.

Diagonal communication takes place between people who work in different departments and at different levels within an organization. Very often tasks frequently arise that involve more than one department, and there may be no obvious line of authority. Very often diagonal communication involves committees, teams or task forces that are created to solve problems or complete special projects. Diagonal communication often relies largely on cooperation, goodwill and respect between the parties concerned.

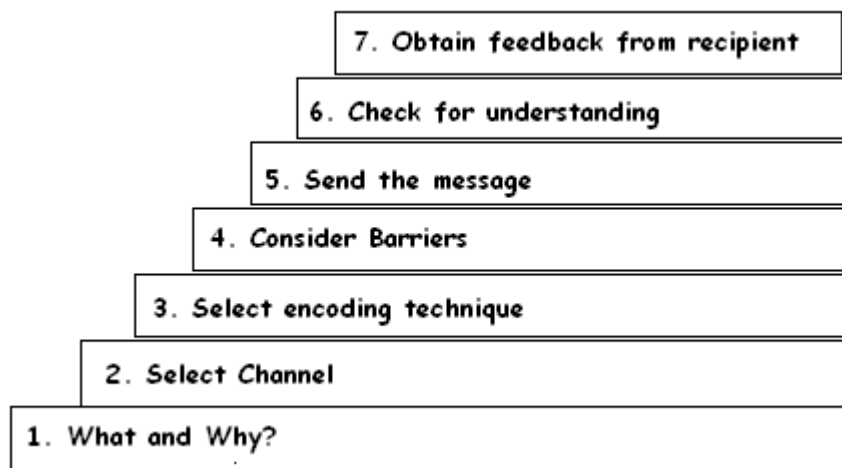
The grapevine

When the correct lines of communication are not used, the grapevine often results. This term describes an unofficial communication system which is constantly changing. The grapevine is a vehicle for distortion of the truth, rumour and gossip. An active grapevine can cause much damage to an organization by spreading incomplete, false or exaggerated information. It results in low morale, cynicism, fear and an unsettled workforce.

Although the grapevine may never be completely eradicated, management should take steps to reduce its influence by considering carefully ways in which information is communicated, particularly in times of uncertainty within the organization. The confidence of an organization's employees is vitally important, and adequate and accurate information should always be made available to the people concerned at the earliest possible opportunity, through the correct channels.

Seven Steps to Effective Communication

Communication, whether oral or written, is all about understanding. Your aim should be to communicate your message successfully so that it is received as you intended, without any misunderstanding. You can achieve effective communication by having a thorough knowledge of the communication cycle, by being aware of the barriers that exist, and by following this seven steps process:



Seven Steps to Effective Communication

Step I What and Why?

Your first step is to consider what the objective of your communication is and why you have to communicate the message. Are you aiming to give information, to persuade, to request, to inform?

Step II Select Channel

The next step is to consider what channel (or means) of communication would be appropriate. Consider the relationship between the sender and the recipient, as well as the recipient's background knowledge, culture and experience.

Step III Select encoding technique

Encoding is choosing the manner in which we send our message. For example, the language you choose an angry or soft voice, harsh tone or courteous tone. Consider why the communication is happening. It is urgent, serious, dangerous, emotive, and informative?

Step IV Consider barriers

You must consider all possible barriers that may influence the recipient's understanding of the message. Is the barriers are likely to achieve the desired aims in the given circumstances? If the barriers are likely to interfere with the recipient's understanding, you may need to return to step 1 or step 2 and think again

Step V Send Message

Having considered all these aspects, you may now send your message

Step VI Check for understanding

After sending the message, it is important to check whether the recipient has understood the message as you intended.

Step VII Obtain feedback from recipient

The final stage is essential you must obtain feedback from the recipient so that you know if your communication has been effective. If the message is not understood, rather than blame the recipient, ask yourself why the communication failed and how it could have been improved in order to be effective. Some questions you might ask are:

- Did your expression or language create confusion or misunderstanding?
- Was your timing poor?
- Was your message too long so that the main points were lost?
- Were your tone and manner appropriate?
- Did you not structure the message logically?

UNIT II

Oral communication

- Importance of oral communication
- Business Presentations and Public Speaking
- Effective listening –
- Meeting and Conference
- Group Discussions and Team Presentations –
- Resume writing
- Types of interviews – Preparing for interviews
- Telephone talks

Oral Presentation

Importance of Oral communication

The world of business is replete with various types of verbal communication. Oral communication is a part of every day business that one cannot think of a business without related correspondence. Any organization or institution like bank, company, hotel, college or library dealing with people and there is obviously some Oral correspondence or communication.

Oral Communication is a method of communication with words by which the communicator established a direct contact with the communicatee who is present. It is a formal method of communication. Verbal communication may be oral or written. It may be formal or informal. It is more natural to speak when the other person is present with immediate feedback.

We speak to communicate in informal and official situations. Oral communication is mandatory for official work in and between individuals and organizations routine activities. in life.

Oral communications occurs in situations like conversations, telephone talk, interviews, conferences, presentations, negotiation, group discussions and meetings, Public speech.

Each has a format and lay out which is fixed by custom. Oral communication needs that both parties should be present and attentive and also makes certain demands on skills, body language and ability to respond.

Any business has to correspond in oral with its customers, branches, auditors, suppliers, bankers, media persons, employees, shareholders and others with whom it has a business relationship. Oral communication is a convenient way for any business to reach across to people, within the locality and the neighborhood, and also customers, prospects and other public spread across the cities, regions and even countries. Oral correspondence thus has an extremely wide reach and as such is very useful for any business whose operations are widely spread out.

In the oral communication, the communicator has to be quite conscious of the accompanying body language and other non-verbal messages. A good oral correspondence creates, nurture and sustain a good business relationship

Oral communication has certain distinct advantages as follows:

Merits

- **Direct contact:** Communicator and communicate are directly involved in conversation at the same time. It is possible for both to freely exchange their ideas quickly.
- **Time saving device:** oral communication is a time saving device. It saves time and money as it is very quick and simple in nature
- **Fast by nature:** It is the fastest method of conveying information. The essence of even a 500 pages report may be conveyed orally in just 15 minutes
- **Economical:** Oral communication is not expensive. It saves the money spent on stationary in organization
- **Provides immediate feedback:** the greatest advantage of oral communication is possible to obtain immediate feedback and clarification when the parties have doubts during the conversation.
- **Builds up a healthy climate:** oral communication builds up a healthy climate between superiors and subordinates.
- **Both the parties can see each other's reactions or the body language and also can be modified to please each other.**
- **Effective tool of motivation:** Through oral communication it is possible for a manage to motivate or prompt his subordinates to work fast as and when necessary
- **Public address:** Oral communication is ideal when it is necessary to address thousands of persons at a time. Ex public meeting
- **Greater flexibility:** Oral communication provides for greater flexibility to modify or with draw statements that leads to free discussion
- **Effective tool of persuasion:** When it is necessary to resolve a conflict between two parties, oral communication is most suitable method. Any dispute can be resolved through dialogue.
- **Quick decision making:** Oral communication is ideal when it is necessary to arrive at a quick decision over a proposal. Ex to finalize a business contact
- **It is possible to convey any information unofficially.**
- **Secrecy:** oral communication can be more easily kept confidential than the written messages
- **Advantage of understanding groups:** at the time of addressing the group the speaker can understand their reactions and arrives at a satisfactory conclusion.

Demerits:

- The effectiveness of oral communication depends much on the ability of the communicator to convey his ideas. If he is not able to express well, the receiver may get confused
- Verbal communication cannot be preserved for future references.

- Verbal communication may not be produced as evidence unless it is video graphed or taped.
- Information orally conveyed may be altered or filtered or twisted in communication process.
- Oral communication is not suitable for all situations like interrogation or investigations etc
- The distance between communicator and communicate is a barrier
- Oral communication may be misunderstood when there is no mutual trust and confidence between both the parties.
- There is chance for communication failure because of lack of interest or attention in both the parties.

Channels of Oral communication

The different channels of oral communication are affected by the environment and the conditions of the situation.

Face to face conversation

Oral communication is best when it is face to face. A face to face setting is possible between two individuals or among a small group of persons at an interview, or in a small meeting; communication can flow both ways in these situations. There is immediate feedback which makes clarification possible. Beside a face to face setting offers a richer communication experience owing to the close presence of the living personality whose voice tone expression eye contact and movements add significance to the words.

Telephone conversation

Telephone has overcome the need for both parties to be present at the same place. Telephone conference facility allows three to five persons at different place to have a conversation together.

Telephone talk depends entirely on the voice. It does not have the advantage of physical presence. Clarity of speech and skilful use of voice are important. There can be confusion between similar sounding words like “pale” and “bale”, or between “Light” and “like”. Names and addresses communicated on the telephone are sometimes wrongly received. It is therefore customary to clarify spellings by saying C for Canada, D for Delhi and so on. Telephone skills and manners are necessary for every one who speaks on the telephone; this is discussed in chapter

Presentation

A presentation is a formal well prepared talk on a specific topic delivered to a knowledgeable and interested audience; the audience may consist of just one or up to 50 or more. The larger the audience, the more difficult it is to make an effective presentation. If the audience is large a microphone has to be used; old fashioned microphones cause some restriction in the movement of the speaker, but modern collar mikes are more comfortable.

A presentation has a face to face setting but it is largely one way communication and the speaker has to make careful arrangements for feedback and for interaction with the audience. A presentation is always followed by questions from the audience. The general tone of a presentation is serious and business like though a touch of humor can enhance the presentation; visual aids are also used to support the oral communication.

A good deal of the success of a presentation depends on the environment and arrangements in the room.

Public speech

A public speech is given to a large audience through a microphone. It has a face to face setting but the distance between the speaker and audience is great; this distance increases as the audience gets larger as in an open air public meeting. Feedback is very little as the speaker can hardly see the facial expressions of people in the audience. A public speech is followed by applause from the audience.

The purpose of a public speech may be to entertain to encourage and /or the speaker's skill in using gestures and voice and using the microphone.

Interview

An interview is a meeting at which one person or a panel of persons who are the interviewers, discuss a matter with another person or ask questions of another person, who is the interviewee. An interview is structured and is characterized by question and answer type of communication. The environment and the arrangements in the room influence the communication in a interview.

The pupose of an interview is usually to assess, to judge whether it would be worthwhile to enter into a business relationship with the other. Each side makes an assessment of the other.

Group discussion

A group discussion is a meeting of eight to ten persons for discussing a give topic. The group has a problem or a topic to discuss and find a solution or come to a conclusion within the allotted time of half hour to one hour. It is a joint effort of the group. While it is not a very formal situation the communication has to be controlled and focused on the task. There is no appointed leader, but a leader may emerge during the discussion. Often, several persons show leadership qualities and control and guide the group to a conclusion. All participants need discussion skills

A group discussion is a very stimulating and useful communication activity it helps in understanding a situation in exploring possibilities and generates a multiple point of view. Group discussion is used as a tool for selecting candidates by observing their behavior and abilities in the group activity.

Negotiation

Negotiation is official discussion between representations of apposing groups who are trying to reach an agreement. Buyers and sellers negotiate to settle the final price,

management and employees negotiate to settle their differences. Negotiation is a very difficult form of oral communication and requires complex skills. Both parties have to be shrewd intelligent controlled and skilled communicators. Negotiation work is assigned only to experienced and especially skilled persons.

Meeting

A meeting usually involves many persons; there is a chairman or leader who leads and guides the communication and maintains proper order . A meeting is a highly structured event . there is a fixed agenda that is a list of items to be discussed at the meeting. Persons attending the meeting are informed of the agenda in advance and are expected to be prepared for a discussion. The items are discussed strictly in the order of the agenda and other discussions are not permitted during the meeting and writing of minutes after the meeting.

Meetings are of many types from the small committee meeting of three or four persons to the large conference or the shareholders meeting.

Business Presentation

Business presentation is an opportunity to communicate our point of view or ideas to audience. This can be informal or formal, impromptu or prepared, individual or group. Obviously it is on a serious topic; its purpose is to inform, to explain, and to persuade the audience or to present a point.

Sometimes, it may introduce a product to explain a process or narrate an experience; it is delivered to a small, knowledgeable audience at a conference, a seminar or a business meeting. It is followed by questions from the audience.

Presentation skills can be cultivated and developed with proper practice. We don't have to be a brilliant speaker to make a good presentation

As in the case of public speaking, preparation work has to be done in four stages:

- Finding out about the environment in which the presentation is to be made
- Preparing the text and the required visuals
- Taking care of one's physical appearance and body language
- Practicing delivery of the talk

Stage I: Finding out about the environment in which the presentation is to be made

Venue

One should be familiar with the physical environment, should check all the required equipment a few minutes before the talk. Environment such as seating arrangement, distance between the speaker and audience, closed or open air auditorium, lighting and ventilation, mike, podium, height of the stage, speaker's position, platform etc. check the visual aid equipment carefully. Note its position and the projection.

Organizers

The presenter should know every thing possible about the organizers; the names of the organization and names of the important persons like the president, the secretary, office bearers and any other important persons on the dais and in the organization. Address them their names and designations at the beginning of the speech.

Mr chairman / Madam Chairman Dr..... , Honorary Secretary Mr..... , respectable Treasurer Miss.....

Occasion

The presenter should be conscious of the occasion is it a business meeting or a conference or a seminar etc?

Time available

The speaker should check before hand, the time allotted to him, preparation work depends on the given time. He has to keep strictly within the allotted time. He has to check this when he is invited and before he accepts the invitation. Preparation work depends on the given time.

Other speakers

The presenter should find the name of the other speakers and their background , positions in the organizations or society, avoid unfavorable remarks about competitors whether they are present or not on the Dias.

Audience

Knowledge of the audience is the most important for any speaker. The speech must be in a form and style that suits and interests the audience; the content and the tone of the speech depend on the nature of the audience

Size of audience: what is the size of the audience? The size makes a great difference to the speaker.

Age group: the competence of presentation depends on age group of audience also. So it is speaker's obligation to assess the age group of audience. College audience (teenagers), or adults (College teachers), children (school students), mixed group, senior citizens etc

Status: economic status, educational status, professional status, cultural background are also important know about the educational and economic or social status of the audience, highly educated, rich, or in favour of social changes

Relationship with audience: the speaker has to consider the relationship with the audience. Do they think the speaker is expert on the topic, as a colleague sharing experience, as a role model, as a company representative wanting to sell ideas or a routine speaker?

Stage II -Preparing the text

The most important thing is to decide exactly what to say, find out the require information with proper shape. It must be logical and have a smooth flow from one point to text. For the beginners, It is advisable to write down the whole speech including the address, the opening and ending sentences. Practice, edit and correct it till he gets a good presentation to fit within the time.

Length: better be the average speed of presentation is 100 words a minute. An A4 size sheet typed in 1 ½ line spacing in 12point font size makes a two minute speech.

Style: Keep the style formal, a talk must sound like conversation. Use short sentences. Select the words and terms suitable for the audience. Technical terms is used only for specialist not for others. There must be a formality in official speaking compared to social or personal style of speaking.

Humor: be sure that humor without being nervous or looking silly. Humor should be natural, light, enjoyable and relevant to the topic. It should not embarrass or hurt any listener. Humor is not quite suitable for a farewell speech and condolence speech.

Style of addressing: a presentation begins by addressing the audience. A formal style is:

Mr / Madam Chairman, Ladies & Gentlemen – My Colleagues or Friends in informal style.

Composition of Presentation

Opening: the speaker must make a good impact and impression in the first minute itself, creating a good, strong, solid introduction. Rehearse it till it comes naturally. His introduction reinforces his presence and makes the audience remember him. Smiling helps a lot. Never start with joke or apologies.

Build rapport with audience. The introductory remarks must build rapport and focus attention of the audience. It gives audience the time to adjust to your personality; they size up the speaker with introductory sentences..

Ex: Good morning, Ladies and Gentlemen, I'm -----from ----- . I am very happy to be here to share my ----- .. I am going to speak on -----

Focusing attention: decide and fix on a central point of your presentation according to the occasion. Use any of the methods to focus attention.

- (a) questions: can be used in rhetorical and no answer is expected, directly address the audience , inviting each one to speak up on the subject
- (b) Statement of facts and figures:
- (c) An appropriate quotation or proverb

Body of the presentation

Plan the bodies carefully, choose three main points and elaborate each one briefly. Make one visual for displaying you three main points, and one each for elaborating of each point.

Using Visual Aids

Visuals focus audience attention. We should handle our visuals properly without getting confused. They help both, the speaker and the audience; the speaker has them for orderly presentation of points, to illustrate with a diagram, to exhibit data; the audience gets a reinforcement through the eyes for what they hear, and can see a visual summary of points.

We can use any one of the following as visual aids:

Posters, Flip Chart, Overhead Projector (OHP), Power Point. Visuals must fit well into speech. Prepare them carefully, to enhance a point with illustration or to lay out the main points, or to display a chart or graph. For an informative speech give a short summary of the main points. For a persuasive speech, make a request for co-operation or action.

It is important to invite questions from the audience. Conclude the presentation vigorously and businesslike.

Thank you for listening to me.....

Thanks for giving me your time and attention. Any questions?

Stage III Speaker's appearance and posture

Speaker's physical appearance and personality make an important impact. His body language is noticed by the audience before he begins to speak. Body language includes good grooming and clothing and movements. Personality is greatly influenced by postures. Standing sitting walking and moving hands etc. self confidence is an important aspect of personality.

- The speaker has to maintain the balance his body weight on both feet while standing. Standing on one foot, leaning on the podium looks uncomfortable. Never put hands in pockets. Hold a pencil or papers for mental support.
- A pleasant and cheerful face is always an asset.
- Be formally dressed and well groomed from head to toe.
- Practice standing comfortably. Stand firmly and take a deep breath.
- Hold a pen or pencil or bunch of papers, pointer may be helpful.
- Relax your face, smile naturally and say greetings "good morning".
- Eye contact is very important. Cast your eyes over the entire audience frequently. Eye contact is important for creating rapport with the audience. Have eye contact with as many persons as possible.
- Keep movements and gestures to the minimum. Move only as much as needed.
- Too much walking or movements on the dais disturbs the audience.
- Use pauses are used to make audience understand and absorb ideas and regain the attention of audience.
- Good health care is taken that makes the speaker energetic and the presentation.
- Keep the mike six to nine inches away from your mouth.
- Speak loud enough to reach audience. A very loud or very soft voice makes the audience inattentive. The voice should have modulation and variations to suit the matter and content and context of the speech.

Stage IV Practicing Delivery of the Presentation

- The speaker should pay attention to the practice (actual delivery of speech) as in the case of preparing text. Until his language and style suitable for the speech
- He has to practice until he is comfortable with material
- Practice also helps to check the timing, length etc.
- Practice speaking out several times ; first practice in front of mirror; then practice in front of friends or family that gives useful feedback.
- It is worth making full dress rehearsal for speakers comfort.
- Never learn the speech by heart; it creates dependence and if he forgets even a single word causes him great confusion.

Public Speaking

A speech is a talk given to a large gathering. It is given on occasions like an anniversary or an inauguration or some such social occasion. Its content is light. Its purpose is usually to encourage, appreciate, congratulate or entertain; it is followed by applause from the audience. The tone of such speeches is cheerful and congratulatory. Controversial ideas and views are to be avoided. It is an asset to be able to speak well to an audience.

This can be informal or formal, impromptu or prepared.

Public Speaking Skills can be cultivated and developed with proper practice. We don't have to be a brilliant speaker to make a good presentation

As in the case of public speaking, preparation work has to be done in four stages:

- Finding out about the environment in which the presentation is to be made
- Preparing the text and the required visuals
- Taking care of one's physical appearance and body language
- Practicing delivery of the talk

Stage I: Finding out about the environment in which the presentation is to be made

Venue

One should be familiar with the physical environment, should check all the required equipment a few minutes before the talk. Environment such as seating arrangement, distance between the speaker and audience, closed or open air auditorium, lighting and ventilation, mike, podium, height of the stage, speaker's position, platform etc. check the visual aid equipment carefully. Note its position and the projection.

Organizers

Find out every thing possible about the organizers; the names of the organisation and names of the important persons like the president, the secretary, office bearers and any other important persons on the dais and in the organization. Address them their names and designations at the beginning of the speech.

Mr chairman / Madam Chairman Dr..... , Honorary Secretary Mr..... , respectable Treasurer Miss.....

Occasion

It is important to know the occasion; it may be an anniversary, or a celebration or an inauguration or a farewell. You will have to refer to in your speech. The tone and style of your speech must be suitable to the occasion.

Time available

Check before hand, the time allotted to you, preparation work depends on the given time. We have to keep strictly within the allotted time. We have to check this when you are invited and before you accept the invitation. Preparation work depends on the given time. keep strictly within the allotted time. An average person speaks about 100 words a minute. Find out the right to arrive at the venue and the right time to leave. It is courteous to keep time to interact with organizers and other speakers.

Other speakers

Find the name of the other speakers on the dais and their background. If they are few the speaker has to address them by their names.

Audience

Knowledge of the audience is the most important for any speaker. The speech must be in a form and style that suits and interests the audience; the content and the tone of the speech depend on the nature of the audience

Size of audience: what is the size of the audience? The size makes a great difference to the speaker.

Age group : What is the age group of audience? college audience (teenagers), or adults (College teachers), children (school students), mixed group

Status: economic status, educational status, professional status, cultural background are also important know about the educational and economic or social status of the audience, highly educated, rich, or in favour of social changes

Stage II -Preparing the text

The most important thing is to decide exactly what to say, find out the require information with proper shape. It must be logical and have a smooth flow from one point to text..

Write down the whole speech including the address, the opening and ending sentences. Practice, edit and correct it till you get a good presentation to fit within the time.

Length: better be the average speed of presentation is 100 words a minute. An A4 size sheet typed in 1 ½ line spacing in 12point font size makes a two minute speech.

Style: Keep the style informal, a talk must sound like conversation not like a written text. The style of speech is different from the style of business presentation. Use short sentences. Select the words and terms suitable for the audience.

Humour: be sure that humour without being nervous or looking silly. Humour should be natural, light, enjoyable and relevant to the topic. It should not embarrass or hurt any listener. Never use jokes

Style of addressing: a speech is presented at an organized meeting; the meeting has a chairman who must be addressed followed by the other members on the dais. The audience is addressed as

Ladies & Gentlemen, my colleagues or Friends (in informal speech). In condolence speech "members of -----"

Composition of Speech

Opening: Make a good impact and impression in the first minute itself. Create a good, strong, solid introduction. Rehearse it till it comes naturally. Introduce yourself that reinforce your presence and makes the audience remember you.

Build rapport with audience. The confidence, friendliness and sincerity in first few words will set the tone of speech and the audience's attitude towards the speaker. Make sure the grammar and pronunciation is correct.

I am happy to be here on the occasion of ----- let me thank the organizing committee for giving me the opportunity to be a part of the function.

Focusing attention: decide and fix on a central point of your presentation according to the occasion. Use any of the methods to focus attention.

- (a) questions: can be used in rhetorical and no answer is expected, directly address the audience, inviting each one to speak up on the subject
- (b) Statement of facts and figures:
- (c) An appropriate quotation or proverb
- (d) An anecdote or historical story

Body of presentation: the main text depends on the occasion and the objective of the speech. The objective of an inaugural or annual function is to encourage and facilitate the speech may mention the highlights of the achievements, elaborate on the value of the effort, and express faith in the participant's ability to do even better.

Conclusion: the closing must give a clear message. For a speech of encouragement, a good conclusion is to express confidence in further achievement. For a persuasive speech, conclude with a request for co-operation or action

Closing must not be abrupt. A graceful and smooth closing can begin by highlighting main issues. A quotation or a parable or questions can mark the conclusion. The ending consists of only two or three sentences. The purpose is to thank the organisers once again, to thank the audience for their attention, and to express forward looking good wishes and or to invite questions from the audience.

Thank you for inviting me and giving me your time and attention. I wish you all -----

Stage III Speaker's appearance and posture

Your physical appearance and personality make an important impact. Your body language is noticed by the audience before you begin to speak. Body language includes good grooming and clothing and movements. Personality is greatly influenced by postures. Standing sitting walking and moving hands etc. self confidence is an important aspect of personality

- The speaker has to maintain the balance his body weight on both feet while standing . Standing on one foot, leaning on the podium looks uncomfortable. Never put hands in pockets. Hold a pencil or papers for mental support
- .A pleasant and cheerful face is always an asset
- Be formally dressed and well groomed from head to toe
- Practice standing comfortably. Stand firmly and take a deep breath
- Hold a pen or pencil or bunch of papers, pointer may be helpful
- Relax your face, smile naturally and say greetings “good morning “
- Be natural and friendly with facial expression..
- Eye contact is very important. Cast your eyes over the entire audience frequently. Eye contact is important for creating rapport with the audience. Have eye contact with as many persons as possible.
- Keep movements and gestures to the minimum. Move only as much as needed.
- Too much walking or movements on the dais disturbs the audience
- Use pauses are used to make audience understand and absorb ideas and regain the attention of audience.
- Good health care is taken that makes the speaker energetic and the presentation
- Keep the mike six to nine inches away from your mouth.
- Speak loud enough to reach audience. A very loud or very soft voice makes the audience inattentive. The voice should have modulation and variations to suit the matter and content and context of the speech.

Stage IV Practicing Delivery of the Presentation

- The speaker should pay attention to the practice (actual delivery of speech) as in the case of preparing text. Until his language and style suitable for the speech
- He has to practice until he is comfortable with material
- Practice also helps to check the timing, length etc.
- Practice speaking out several times ; first practice in front of mirror; then practice in front of friends or family that gives useful feedback.
- It is worth making full dress rehearsal for speakers comfort.
- Never learn the speech by heart; it creates dependence and if he forgets even a single word causes him great confusion.

Effective listening

Knowledge speaks, wisdom listens – Jimi. Handrix When you are listening to somebody, completely, attentively, then you are listening not only to the words, but also to the feeling of what is being conveyed, to the whole of it, not part of it. – Jiddu Krishnamurthi

If you listen to somebody, something attentively, you will be not yourself at the end of the listening – Veda Vyas in Mahabharata

Communication is essentially a two way process that involves at least two parties – the sender (speaker) and the receiver (listener). The purpose of communication is not achieved till the receiver receives the message which the sender put across. Listening is a mental ability. Listening is also said a half of oral communication. Listening is a receiver's activity; he has to be attentive and to make effort to understand the speaker's message.

Listening is a hard work as good speaking. the higher your position in an organization, the greater is our listening responsibility. A manager has to spend more time listening. In an interactive process of communication, listening accounts for about 50 percent of verbal communication. It is said an executive proportion of communication in an organization is writing 15% and speaking is 35% Most of the great people is not good speakers but good listeners. Good listening leads to proper understanding. Poor listening can lead to misunderstanding

Good listening creates a positive environment and motivates the communicator. In order to be a good listener it is necessary to appreciate the listening process and master the listening with the following Ten Commandments.

Listening Process (Steps of Listening)

Hearing is the first step of listening. At this stage the listener simply attends to the speaker to hear the message. It relates to the sensory perception of sound. There should certain attentiveness or concentration. If you can repeat the speaker's words, you have heard the message. This step may fail if there is a great deal of noise or if the listener is occupied with something else

The second step is interpretation. This depends on the listener's vocabulary, knowledge, experience, expectations, values, beliefs, ideas, culture, attitude, backgrounds and needs. If the listener fails to interpret the words correctly, the message is misunderstood. The listener may also fail to note or may misinterpret the speaker's body language.

The third step is evaluation. At this stage the listener decides what to do with the received information. Was it important to consider the points mentioned and assess them with their importance? You may choose to believe or not to believe what you hear. The judgments you make at the stage of evaluation are crucial to the listening process.

The final step is response. The listener's response to the message may be in words or in body language. The response lets the speaker know whether the listener has got the message and what his reaction is.

Ten Commandments of Effective Listening

Good listening skills give you an edge in life and at work. There are certain well accepted essentials for good listening.. These ten commandments of listening are as follows:

1. **Stop talking** the first commandment of good listening is to stop talking and prepare to listen. Be open and. Clear your mind so that our attention is assured.
2. **Put the speaker at ease:** the speaker can organize his thoughts and convey them meaningfully only when he was put at ease. The listener does show the interest and pay attention with his positive signals and behavior Show that you are attentive and you want listen. This may be done by appropriate body movements, right posture or by keeping the pen and pad ready.
3. **Establish eye contact** and avoid any sort of distraction like tapping, shuffling papers, moving here and there. This makes the speaker feel disturbed.
4. **Empathize with speaker:** Listener has to show empathy or proper understanding. he has to encourage the speaker – saying ‘yes’ ‘yah’ ‘good’ etc. nod your head , show your facial expression positively and try to catch the speaker.
5. **Be patient:** this is an important attribute of good listening. One should wait for the speaker to complete. Keep your temper hold; don’t lose your balance of mind.
6. **Stop interruption or distractions:** Don’t interrupt. Try to keep emotions out of it and stop any counter arguments until the speaker has finished. Avoid making derogatory remarks, cynical comments and distracting gestures that disturbs speaker’s train of thought.
7. **Avoid prejudgment;** don’t jump into conclusion until the speaker has completed speaking. Judge content, not delivery. Appraise the content instead of the speaker. Extract key points.
8. **Pick out and repeat to yourself** some key words or phrases. This will help to fix in your mind what is being said.
9. **A positive intervention** Consider the main points and ask if they make sense. A positive intervention by the listener is desirable. Listener asks appropriate questions at the right opportunity to elicit more information. Listener has to fill the information ‘in between lines’.
10. **Give feedback.** Learn to give positive feedback non verbally, perhaps by nodding or smiling be alert and make appropriate comment or ask questions that gives a true sense.

It is evident that these Ten Commandments help the speaker in coming out with the best and making communication very effective. The speaker gets motivated and responds very enthusiastically to such appreciative listeners.

Meeting – Conference

Meeting keep minutes, but waste hours

Meeting is indispensable when you don’t want to do anything

- J.K.Galbrith

Meetings are most popular method of interactive communication. They facilitate direct, face to face communication. They are essential at various levels in all organizations. When there are two or more persons, there is a meeting, structured or otherwise.

An official meeting is supported by several written documents. The supporting documents must be prepared carefully for smooth functioning of a meeting. Usually, they are prepared by secretary, in conclusion with the chairman.

The most essential documents are: Notice of meeting, Agenda, and Minutes. The notice of meeting and the agenda, together with the minutes of the previous meeting, are sent to members well in advance of the meeting according to meeting rules

Notice of Meeting

The notice of meeting is typed or printed on the organization's letterhead; it must always include the following points:

- (i) Name of the body/group which is to meet
- (ii) Day, date and time of the meeting
- (iii) Place of the meeting, (Venue-specific room / hall)
- (iv) Agenda of meeting

Public companies and many registered voluntary organizations use a legal form of notice for general body meetings. The notice is accompanied by the agenda for the present meeting and the minutes of the previous meeting. There may also be notes and background papers related to different items on the agenda. The notice of the meeting must be sent well in advance to avoid absence of the members.

If the meeting is expected to go on for a long time, it is customary to indicate in the notice that tea / lunch and also traveling allowance (TA) if any, will be provided for the members.

Agenda

Agenda is a list of items to be discussed at the meeting. It is also called business. It provides the reason for calling a meeting. It is usually sent with the notice of meeting. All topics and issues should be drawn properly and purposefully. The items stated in the agenda should be relevant and appropriate also depend on the types of meeting. Calling a meeting for the sake of routine or formalities sake entails waste of time and resources. Back ground papers also are supplied along with agenda.

As per the rules of conduct of meeting, apologies of absence received from members and recorded before the agenda is taken up.

The agenda (Meeting) begins with the item "Approval of Minutes" because the minutes of the previous meeting must be approved and signed before any matter can be taken up by the present meeting. This item may be written in the agenda as "Minutes"

The second item is usually matters arising out of the minutes. This may be indicated in the agenda as "Matters arising"; (it is not necessary to indicate this item in agenda)

The third item is "The new items are set out". This is all about the present purpose of meeting and issues to discuss followed by some of the routine items like payments to be passed and cheques to be signed, progress reports, review of activities, etc.

Public Limited companies and some organizations use a very formal and detailed style while some use informal style and describe items in short.

The fourth item is "Any other business". After all the items dealt and recorded in the agenda, the chairman of the meeting himself may raise or allow members to raise a

matter which is not included in the agenda. It is usually included at the end of the scheduled business items.

The final item is usually, “Date of next meeting” it is usual practice to fix the date of the next meeting before the current meeting ended. The chairman or secretary has to take care preparing order items of the agenda, cannot be changed during the course of the meeting except by consent of the members. It is desirable to have urgent items and non-controversial items first in the agenda leaving controversy issues.

Minutes

A record of the decisions taken at a formal meeting is called Minutes. All companies, statutory bodies, social organizations, registered or unregistered associations and committees have to maintain a record of the meetings. Minutes are the official record of work done and decisions taken at the meeting of members; they must be precise and clear. They record what was decided and done.

Statutory bodies and companies follow formal style and others in informal style.

At the next meeting, the minutes are read out by the secretary or may be sent to members; the minutes are then approved and signed by the chairman and the secretary as a correct record of the meeting minutes are a legal document can be produced in a court of law as evidence.

The details given below are an essential part of minutes, and must always be included:

- (a) Name of the body and nature of the meeting
- (b) Day, date, time and place of meeting
- (c) Name of chairman , names of members present at the meeting (list is attached if the numbers are many)
- (d) Names of persons “in attendance”, any invited officials like the auditor, solicitor, who are not the members of the meeting.
- (e) Leave of absence to those who are not present
- (f) Minutes of last meeting
- (g) Matter arising
- (h) Any other business
- (i) Conclusions
- (j) Circular to the staff
- (k) Date of next meeting

Conference

To ‘confer’ is to converse, to consult, to discuss. So a ‘conference’ is a kind of meeting at which people exchange views and talk together. Both a conference and a committee are kinds of meeting; only a conference is more informal than a committee. A conference may be held to exchange view on some problem being faced by the organization some other issue related to it, and it may even suggest a solution, but the suggestions from a conference are not binding. They are more in the nature of recommendations.

Within the organization, the sales manager may hold a weekly conference of the salesmen to review sales during the week and to plan the next week's strategy on the basis of the views expressed by them.

Exchanging views in this way is an educative process for the salesmen also, for they pick quite a few valuable tips from each other's experience and improve their performance. In the same way, the advertising, research and other departments can hold weekly conferences. The views expressed at these conferences are communicated to the top management for consideration and decision-making.

Conferences may sometimes be held to give training to new employees. These employees may be exposed to a conference where necessary information about the organization is imparted to them and about the organization, its objectives, policies, etc. This kind of conference may be described as a conference for training.

Occasionally a large industrial concern may take initiative and invite delegates from other similar concerns to a conference to discuss problems of mutual interest. The host organization selects the venue of the conference, makes arrangements for the stay of the delegates, chalks out detailed programme, invites eminent people to chair various sessions, selects the speakers, and at the end of the conference sends out reports to leading newspapers highlighting some of the important aspects of the conference. Such conferences usually last for, two to three days.

Since conferences are similar to committees and meetings, all the advantages of group communication discussed in the section on committees is equally applicable to conferences also. Conferences distribute information, stimulate a creative flow of ideas, pool knowledge and experience, define problems and help to solve them. They also help to promote public relations and enhance the prestige of the organization convening the conferences. One of their major advantages is that they succeed in focusing attention of the public as well as the government on the problems being faced by a particular industry. The government may not care for the suggestions made by different industrial units individually, but when the suggestions emerge at a conference and are submitted to the government in the form of charter, they are bound to draw attention.

Like committees, conferences have their limitations also. Big conferences are highly expensive, but the results may not justify the expenses incurred. They, say unconsciously, are led into generalizations and specific problems may not be discussed at all. They may be dominated by a few vocal delegates who may use them to project their own image and may not contribute much to group thinking. Some delegates may treat their participation in such conferences as pleasure trips and may not take them seriously at all. They can be useful only if they are taken seriously, if the delegates come well prepared and if the chairman does his job competently and draws out substantial contribution from all the delegates.

Types of conferences

On the basis of purpose, conferences may be classified thus:

1. **Informational conference:** In this type of conference, the object is to give in formations to the juniors,. New policies, new technologies, reorganization etc. can be conveyed down the line. This is a type of downward communication.
2. **Conference for suggesting solution:** A problem or situation facing the company is discussed with a possible solution. The management generates a discussion on the suggestion to know its merits.
3. **Problem-solving conference:** Here there is no ready solution but ideas are invited from the participants and thrown open for discussion.
4. **Conference for budgeting/forecast/estimate:** When companies want s to set a target and wants the employees' cooperation, such a conference is called. Taking into consideration the company's overall goals, the budget/forecast/estimate is discussed. Since the employees are involved in the forecast, they can talk of their respective environments. Also, it is easier to get their cooperation and commitment after such a conference.
5. **Conference for training:** Training is an ongoing activity in a progressive organization. Conferences are called to train executive's conference on industrial rehabilitation for its field officers.

Advantages of conferences

- Views and experiences are exchanged.
- Different sides of common problem are presented.
- The management may meet and consult with special groups such as dealers, clients, trade union leaders.
- Expert speakers may advise and illuminate the delegates.
- New developments and new strategies can be presented.
- Doubts can be cleared.
- Employees get motivated through participation.

Disadvantages of conferences

- When employees are invited to a conference, their self-importance may overshoot and the management may appear dependent on their views.
- If an employee is called to a conference above his level of understanding, he may feel out of place.
- If the leader of the conference is ill-prepared, he may not do justice to the issues.

Interview

Nothing can stop the man with the right mental attitude from achieving his goal; nothing on the earth can help the man with the wrong mental attitude

- Thomas Jefferson

Meaning:

The word interview is derived from Latin and French words meaning to “see between” or “see each other”. Interviews are conducted by organizations for various reasons – for hiring employees, in the exit process – when an employee is retiring, resigning or being fired, for employee performance appraisals and so on.

Purpose

An interview is a formal meeting with a view to ascertaining a candidate’s suitability for the job before entering a contract or agreement. It is like a tape recorder in which his/her past incidents, feelings and reactions are played back to the living present to be listened to by the interviewer so that he can get a glimpse into his/her inner qualities such as attitudes, characteristics and ideas on a variety of subjects which otherwise cannot be easily exposed. It is a social process which involves interaction between two persons – the interviewer and the interviewee.

Definition

Dale Yoder says in interview for employment, “attention is usually directed to the background and education of the applicant, his history, his interests and avocation, his family and friends, his personal habits and his views and attitudes”.

Therefore, an interview is a direct method of inquiry that enables the interviewer to assess the overall personality and knowledge of the candidate apart from scrutinizing his personal achievements, certificates, testimonials, etc., Through an interview the selection committee gets an opportunity to analyze a candidate’s “personality” as well as “intelligence”.

Interview Types

In social and business life, there are various types of interviews. The very common types of interviews are as follows:

Promotion Interview

Persons due for promotion are interviewed even if there is not competition. The interview is likely to be informal and serves as induction into a new team, with new responsibilities. Clarifications about nature of duties and responsibilities and expectations are made during a promotion interview. The interview process also serve as an opportunity for a discussion of career opportunities for each candidate in case of competition.

Grievance interview

A grievance is a complaint against some injustice which may be real or imagined. It is unhealthy for an employee to nurse a grievance. Human Resources staff sets up an interview with a person who has a grievance. The employee is given the opportunity to air the grievance, and efforts are made to correct any injustice. If the grievance is imaginary, efforts are made to make the employee see the situation differently. This type of interview is successful only if the person with the grievance is given full opportunity

to speak and state his point of view. The interview needs patience and empathy to listen attentively.

Appraisal or Assessment Interview

An appraisal interview is one of the methods of periodical assessment of employees. Apart from the other methods, annual appraisal interview is the best method for judging employees' attitude. A face to face confidential talk is an opportunity for both, the employees and the supervisor to discuss several issues.

This interview is more a discussion than question-answer. The focus is on the career development of the employee; short-comings, areas which need improvement, areas which can be further strengthened, training needs, job enrichment and opportunities for promotion, etc, may be discussed at the interview

Problem Interview

A **problem interview** is a meeting with a problem employee. An employee whose performance or behaviour is unsatisfactory in spite of warning represents a problem. This interview is more likely to give a clear understanding of what is expected, and what will be the consequences of unacceptable conduct, than warning and notices. The reason for the employee's poor performance can be found out in a face to face talk; it may be domestic problems, ill health, lack of training or dissatisfaction with the job, failure to adjust to the environment, etc. many of organizations have facilities for counseling staff; the employee may be offered a session with the counselor. The interviewer needs persuasion and negotiating skills for such interviews.

Reprimand Interview

A reprimand is a warning; it is given after efforts have been made to correct the employee's work and behaviour. The purpose of this interview is to let a seriously management is displeased with his/her conduct. Usually such an interview is given after the employee has been given an opportunity to explain himself and the explanation has been considered unacceptable. A report of the interview is filed in the employee's personal service file.

Exit Interview

An exit interview is given to an employee who has resigned. Several things can be accomplished in an exit interview. The organization can-

1. – find out the precise reason for the employee's decision to leave. If there has been any misunderstanding or ill-feeling, there is an opportunity to clear it. It is better for an organization's public image to maintain good relations with past employees.
2. – get feedback on employees' attitudes to and opinion of the organization's policies. An employee who is leaving has no fear of the bosses' displeasure and is likely to express his opinion of the organization's employees relations, public relations, sales policies etc., quite freely.
3. – check all the details and in formations in the employee's personal record to make sure that they are up-to-date.

4. –give the final pay cheque, or information about when it will be ready and how it will be handed over.
5. – give information about accrued benefits like sick leave, earned leave which has not been used by the employee. The employee will also have made some calculations and may be anxious to know if the boss concurs.
6. – give information about Provident Fund, Group Insurance or any other benefits, and how and when the dues will be paid.
7. – check that all books, manuals, tools, equipment which were issued to the employee have been returned. When the exit interview is handled carefully and tactfully it can be an asset to the organization.

Stress Interview

As the name suggests, a stress interview puts the candidate into difficult situations in order to test her/his reaction to stress. This method is used for selection to positions in which the person must be able to face difficult situations without getting upset. A stress interview tests such qualities as courage, tact, cool temper, and self, command, which are needed when confronted by employees or people in big or small groups.

Several methods are used to throw the candidate out of balance:

Rapid fire questions on several topics at once; questions asked by different members of the panel together; cross questioning and arguing, disputing the candidate's statements, ridiculing the answers; subjecting her/him to silence and inattention. Only a cool-headed and self-possessed candidate responds appropriately and passes the test. Interviewers need practice and training in taking a stress interview. The candidate must be informed at the end that it was a stress interview.

Panel Interview

There is a panel of three or four persons who interview the candidate. They belong to different fields of expertise; one may be a technical or function expert. Assessment is made by the panel together, using rating scales or other assessment tools. The candidate has to communicate with all member of the panel.

Telephone Interview

Preliminary assessment of a proposal (for a job or a deal) may be made by holding a telephone conversation. Each side may ask questions to collect information about deals by telephone, a face-to face interview is essential for a final decision on recruitment. For jobs in which the interviewee's telephone voice, skills and etiquette are the most important, as in a **BPO**, final decision may be taken on the basis of the telephone interview.

Apart from the above interviews the following also be considered as

Admission Interview

This is an interview conducted during the time of Admission to a school, college, library, club, association etc.

Orientation Interview

This is a post selection interview through which the organization makes the newly recruited employees familiarize with the job or assignment the selected person

Psychological Interview

This is an interview carried by the psychiatrists or experts in the organization to counsel and guide people under stress, negative attitude, misbehaved, ill minded etc. (evaluation of temperament)

Media Interview

This is an interview carried by the media channels through their crew in different issues. Through which the newspaper, magazine, radio or television representative seeks views and details

Consumer Interview

This is an interview where the organizations, marketing and advertising agencies seek responses on products and preferences, suggestions from consumers and prospects.

Matrimonial Interview

It is interview like social activity carried by the families through which spouse selection been made. Here the boy meets girl and share their views, may lead them to marriage.

Job Interview

A job interview is the logical outcome of an effective resume and cover letter, as well as good performance in GD. It has the specific purpose of determining how well the applicant will meet the job requirements and perform on the job. It is structured, since the time, venue, duration, number of participants and matter to be discussed is all determined in advance. It is generally conducted in a formal manner with the interviewer following a pre-determined agenda, such as a list of questions to be asked

The success of the job interview depends on the communication skills of the participants, namely the interviewer and interviewee following step by step process

- Preparation
- Meeting face to face
- Evaluating the interview
- Taking action

Qualities or Traits generally assessed during interviews

General Personality Traits

- Appearance
- Speech, Mannerisms and gesticulation
- Mental alertness

- Consistency of thought and ideas
- Type of approach (positive / negative)
- Leadership qualities

Appearance

Sigmund Freud emphasized the importance of appearance by saying “Try to look as you want to be”. A good appearance that pleases you before a mirror is likely to please all those who look at you.

The real single word, meaning “out ward look” or “visual impression”, has a vital role to play in interviews. Your appearance can make a real impact on others from both angles- subjectively and objectively. A lot depends how you impress the interviewer on your first meeting. It was wise man who said “The first impression is the last impression”. Appearance includes your overall look, which is the sum total of your:

Clothes

A smart and neat appearance increases your chances of being successful.

Russian Proverb says “when you meet a man, you judge him by his clothes; when you leave, you judge him by his heart”

A wise man said “Eat what you like but wear what others like”

- | | |
|---|--|
| <ul style="list-style-type: none"> • Well tailored and not out-dated but present fashioned. • Wear simple, clean and well-ironed clothes • Better avoid new stitched clothes as it makes you restless • Avoid wearing casual clothes • Avoid carrying pocket books, heavy purses, pads, mobiles etc., • Avoid gaudy colors, strident or glaring colors and stylish out fits • Ensure yourself that your dress is properly buttoned up. | <ul style="list-style-type: none"> • Pay equal attentions to your shoes, keep your shoes clean and well polished • Avoid wearing new shoes as it makes you restless while walking • Wear a tie that matches your shirt and suit. Never wear a tie without suit • Ties are not advisable for job seekers but for sales/marketing one • Girls be comfort with your dress, Nails, shoes, make-up etc., |
|---|--|

Hair style

- | | |
|--|---|
| <ul style="list-style-type: none"> • Before entering hall you should see your hair style is neatly combed • Girls and boys better keep a pocket comb • Avoid a hair cut just before a day before interview date | <ul style="list-style-type: none"> • Boys should be well shaven to project yourself healthy • Avoid oiled hair and dies etc.,at the time of interview |
|--|---|

Facial expressions

It is said your face is the index of mind

- Wear a smile when you enter the interview room say politely “May I come in?”
- Wear a smile as it shows your self-confidence and related attitude
- Avoid serious, tensionful, puzzled, frightened, face that disturbs the interview
- Stop smiling when you get questions on business
- Keep a well balanced

Speech Mannerism and gesticulation, Mental alertness, Consistency of thought and ideas, Type of approach (positive / negative) ,Leadership qualities etc., also play a vital role in the process of interview. All these factors been observed by the interview panel to assess fitness of candidate for the post

Pre-Interview preparation

As a job applicant, candidate will have to do some groundwork before the interview, prepare to do well during the interview, assess his performance and do some follow up after the interview.

Pre-interview planning is similar to preparing for a sales presentation. Candidate will have to sell him self to the prospective employer; by highlighting his unique strengths and by convincing the employer that he/she is the right person for the job.. Employer expects applicants to gather information about the organization in advance and do not to waste precious interview time providing such information. It is candidate first task to gather the relevant information about the company he/she is attending to.

Several sources are available for researching an organization, including business publications, financial newspapers, annual reports, company websites and interviews with company employees. The information that a job applicant needs to **gather about a company** includes the following

- | | |
|---|--|
| • Name of the company | • Names of the top management |
| • Its status in the industry, in terms of market share, rank, sales, assets and number of employees | • Products and services offered |
| • Recent developments in the company | • Plans for future growth, such as expansion and diversification |
| • Scope of the company- whether it is local, national or international | • Organization structure |
| | • Major competitors |
| | • Company clients , suppliers etc., |

In addition, a candidate needs to **gather job related information**, such as the following-

- | | |
|-------------|--|
| • Job title | • Required qualifications, knowledge, and skills |
|-------------|--|

- Job content
- Nature of job
- The reporting structure – to whom you report and who would report to you?
- Opportunities for training and development, for acquiring new skills
- Opportunities for career advancement

Preparation before the interview also involves doing **self-analysis**, to assess his/her own

- Abilities
- Strengths
- Weakness
- Interest
- Preferences.
- Do you prefer work alone / team, traveling / desk job etc.,

Applicant should list out the company and job requirements in one column and his own qualification and needs in another column to assess his fitness and suitability. This will help him to prepare better for the interview. In the pre-interview preparation, candidate has to prepare the questions likely to be asked and to prepare answers to those questions..

Last, but most important, is planning personal appearance and attire.

During the job interview

Once pre-interview preparation is completed the candidate is ready to face the actual interview. This is the most important stage of the job application process, during which he/she has to pay attention to the following aspects, the candidate **should**:

Opening formalities

- Thank the person, guided you to the interview room
- Open the door politely with one hand
- Say 'excuse me' and close the door
- Don't show your back to interviewers
- ask permission 'May I come in sir'
- Greet the interviewer
- Walk to the interview desk in dignified way
- Prefer brisk walk – pull up your shoulders-hold head high and straight – look ahead
- Shake hand firmly if you are offered / introduce your self with confidence
- Don't sit until you are asked
- Pull up the chair-put it a metre away from the desk – saying thank you
- Sit comfort in relaxed way erect your body straight
- Never touch or lean on the table
- Don't change your sitting posture frequently, don't feel shy
- Be ready for the questions

- Remember you are not yet working under them , keep smiling

During the interview

- Be alert & attentive throughout the interview
- Keep direct eye contact with interviewer
- Be cool and good listener
- Understand the question and Answer slowly but clearly
- Keep the communication two-ways
- Facial gestures and nodding shows you are listening
- Don't interrupt them –answer all the questions one by one
- Express your inability saying 'sorry', 'I have no idea' etc.,
- Express you agree or disagree politely
- No need to accept interviewer version – be firm on your stand
- Be honest and maintain humility
- Avoid bluffing , beating around bush, exaggeration about your abilities
- Express your weakness boldly
- Avoid speaking about former employers
- Give them honest feedback tactfully

- Avoid salary initiation-but indicate range

Closing formalities

- Keep sitting until you are asked to go
- Say thanks to the interviewer
- Shake hands firmly if you are offered
- Show eagerness to work for them
- Put their chair in proper place without noise
- Don't be careless while you are leaving the interview room
- Leave the interviewer with right and positive image of you
- Don't look back at the interviewer
- Walk confidently, expressing that you are selected
- If you were allowed ,ask relevant questions on job and company
- Avoid asking question related to your performance in the interview
- Close the door politely
- leave

psnmooorthy *GATE*

After the Interview

From the applicant's point of view, it is important to do a self assessment of performance during the interview. Even if the applicant is not expecting a favorable outcome, it is important to send a thank-you letter to the interviewee immediately, expressing gratitude for having been given the opportunity of a fact-to-face meeting. This will retain the goodwill of the employer and increase any chances of being considered for future openings. If the applicant has been given an indication of a favorable outcome, the follow-up action should be even more prompt. Any documents or certificates to be submitted should be sent without delay.

Most Frequently Asked Questions

- ☞ What are your strengths and weaknesses?
- ☞ Tell me about yourself.
- ☞ What are your team-player qualities? Give examples.
- ☞ Of the courses you have had at college which courses have you enjoyed the most?
- ☞ What is your GPA? How do you feel about it? Does it reflect your abilities?
- ☞ How have your educational and work experiences prepared you for this position?
- ☞ What work experiences have been most valuable to you and why?
- ☞ What have the experiences on your resume taught you about managing and working with people?
- ☞ Of the hobbies and interests listed on your resume what is your favorite and tell me why?
- ☞ Where do you see yourself in five years?
- ☞ What goals have you set for yourself? How are you planning to achieve them?
- ☞ To what do you owe your present success?
- ☞ Why should I hire you?
- ☞ What makes you think you can handle this position?
- ☞ What is your most significant accomplishment to date?
- ☞ Why do you want to work here?
- ☞ Describe a leadership role of yours and tell why you committed your time to it.
- ☞ In a particular leadership role you had, what was your greatest challenge?
- ☞ Give me an example of an idea that has come to you and what you did with it?
- ☞ Give me an example of a problem you solved and the process you used?
- ☞ Give me an example of the most creative project that you have worked on.
- ☞ Tell me about a project you initiated?
- ☞ Describe the project or situation that best demonstrates your analytical abilities?
- ☞ Since attending college, what is the toughest decision that you have had to make?
- ☞ Tell me about your most difficult decision and how did you go about making it?
- ☞ What types of situations put you under pressure, and how do you deal with pressure?
- ☞ Give me a situation in which you failed, and how you handled it?
- ☞ Why are you interested in our organization?
- ☞ What type of position are you seeking?
- ☞ Where do you think your interest in this career comes from?
- ☞ What industry besides this one are you looking into?
- ☞ Why have you chosen this particular profession?
- ☞ What interests you about this job?
- ☞ What challenges are you looking for in a position?
- ☞ What can you contribute to this company?

- ☞ What motivates you?
- ☞ What turns you off?
- ☞ If I asked the people who know you well to describe you, what three words would they use?
- ☞ If I asked the people who know you for one reason why I shouldn't hire you what would they say?
- ☞ When you take on a project do you like to attack the project in a group or individually?
- ☞ Describe the type of manager you prefer.
- ☞ Tell me about a team project of which you are particularly proud and your contribution?
- ☞ Describe a situation where you had to work with someone who was difficult, how did you handle it?
- ☞ What type of work environment appeals to you most?
- ☞ With which other companies are you interviewing?
- ☞ What characteristics do you think are important for this position?
- ☞ Why do you feel that this company will be a career for you rather than a job?
- ☞ Name two management skills that you think you have?
- ☞ What characteristics are most important in a good manager? How have you displayed one of them?
- ☞ Why did you choose this college and how did you arrive at this decision?
- ☞ What factors did you consider in choosing your major?
- ☞ Describe how your favorite course has contributed to your career interests?
- ☞ Since you have been at college, what is it that you are proudest of?
- ☞ How have you changed personally since starting college?
- ☞ What has been your greatest challenge?
- ☞ If you could change a decision you made while at college what would you change and why?
- ☞ Why did you choose the campus involvements you did? What did you gain? What did you contribute?

Questions You Can Ask the Interviewer:

- ☞ Ask about the information you researched.
- ☞ Describe my job duties.
- ☞ Is this a newly created position?
- ☞ What are the company's short and long term goals?
- ☞ What do you like most about working for this company?
- ☞ What is a typical day like for you?
- ☞ To whom would I report?
- ☞ Whom will I supervise?
- ☞ Tell me about the training program I will experience.
- ☞ What is the company's promotional policy?
- ☞ With whom will I be working most closely?
- ☞ When can I expect to hear from you?

Resume and Curriculum Vitae

What is called a resume and curriculum vitae?

- The word resume is borrowed from French and Latin, means ‘summary’ or ‘synopsis’.
- The word curriculum vitae is derived from Latin, means ‘course of life’

What is the difference between a resume and a CV?

The primary differences between a [resume](#) and a [curriculum vitae \(CV\)](#) are length, what is included, and what each is used for. While both are used in job applications, a resume and a CV are not always interchangeable.

What is a Curriculum Vitae?

Like a resume, a **curriculum vitae (CV)** provides a summary of one’s experience and skills. Typically, CVs are longer than resumes - at least two or three pages.

CVs include information on one’s academic background, including teaching experience, degrees, research, awards, publications, presentations, and other achievements. CVs are thus much longer than resumes, and include more information, particularly related to academic background.

A **curriculum vitae summary** is a one-to-two-page, condensed version of a full curriculum vitae. A CV summary is a way to quickly and concisely convey one’s skills and qualifications. Sometimes large organizations will ask for a one-page CV summary when they expect a large pool of applicants.

What is a Resume?

A **resume** provides a summary of your education, work history, credentials, and other accomplishments and skills. There are also optional sections, including a [resume objective](#) and [career summary statement](#). Resumes are the most common document requested of applicants in job applications.

A resume should be as concise as possible.

Typically, a resume is one page long, although sometimes it can be as long as two pages. Often resumes include bulleted lists to keep information concise.

Resumes come in a few types, including [chronological](#), [functional](#), and [combination](#) formats. Select a format that best fits the type of job you are applying for.

The Human Resource Department in an organization receives thousands of applications. They do not find time to go through all the information presented in all the applications. Therefore, they look for the information required for the jobs advertised in their organization. All other information becomes secondary. Hence the CV shall be focused and to the point. From this we understand that the purpose of a CV /Resume is to pass the screening and get a call letter for interview.

How to write a CV/Resume

The needs of each organization are different. So preparing one's CV and sending the same to any organisation is not a good practice. We need to prepare a customized CV for each post/organization. Thus a good CV/resume is one which

- a, attracts the attention of the recruiter
- b. raises curiosity and
- c. highlights strengths and achievements.

Read the following job advertisement carefully and look for:

- the essential and desirable qualifications required for the job
- the kind of person the organisation / company is looking for

then try to compose your CV in such a way that it gives an impression to the recruiters that you are the person that they are looking for. That is, a CV has to be prepared each time you apply for a job. You should not apply for every job you come across in a newspaper or on the internet.

A CV shall have the following:

a. Personal information

Your CV / Resume should start with the following personal details. Your full name in capital letters

- Your address for correspondence
- Your telephone numbers (both landline and mobile)
- Your e-mail id

These details shall be positioned at the top of the first page

Note: Never use the word 'CV' or "Curriculum Vitae" as a heading. The recruiters know that is a CV.

b. Career Objective:

You should clearly spell out your career objective. Do not make it generic. The objective should be your aspiration and reflect the ethos of the recruiting organisation and the post you are applying for

c. Professional experience

You should mention the different jobs you have held along with achievements in each position. You should start with the latest job first and travel backwards. In other words, you should describe the posts in the reverse chronological order. That is, you should mention the recent job first and go back to your first job.

Describe your projects:

If you are a fresher and do not have any experience of doing any job, you can list the projects you undertook in your graduation and under each project you can describe your experience and accomplishments

In addition you can talk about your special qualities

d. Educational qualifications

You can list your educational qualifications in the reverse chronological order like the experience mentioned above. State the name of the degree, year of completion, name of the college / university, percentage of marks / grade and award / distinction , if any.

Name in full

Address

Phone No:

E: mail

Career Objective:

Career interest / work environment/organisations/goals/aspirations

Skill sets

Details about knowledge (core skills information)

Details about skill sets (IT / computer /software skills)

Details about abilities (industrial training/certification)

Qualifications

Details about Academic information

Hobbies / strengths

All about hobbies and strengths

Achievements / accomplishments

Details about academic / professional achievements

Academics/ sports/cultural/competitions/other activities / Workshops / conference etc

Experience

All about previous employment/ achievements / accomplishments

Personal Details

Name :

Father's name :

Date of birth :

Address :

Gender :

Marital status :

Languages known :

Expected salary :

Reference :

Declaration

Herewith I declare the above furnished information is true and genuine to my knowledge, the original will be submitted as and when required

Yours obediently

(Signature)

Writing a cover letter

What is the need of a cover letter?

After you finish writing your CV/resume, you should send it along with a cover letter. A cover letter is a letter which accompanies the CV/Resume. The cover letter informs your prospective employer that you are aware of their needs and requirements and you have the required skills and

knowledge. Moreover, you should let the employer know that you are interested in working with them.

Format

The format used is a fully blocked format. In a fully blocked format, everything starts from the margin. The only exception is the sender's address which is at the top and can be positioned at the middle of the page.

Address it to the right person

Find out from the advertisement that you should send it to and send it to that person by name. People will be happy to read their names in print.

Salutation Always address the person by name if you know his/her name.

Beginning of the letter

Many candidates write that they are writing in response to the advertisement in the newspapers. That is a routine way of writing. You should say that you are applying for the job because you think you deserve it. That shows your confidence.

You should draw the attention of the HRD Manager to the important pieces of information in your CV/ Resume.

Ending the letter

Do not ask the HRD manager to give you a job. As we stated earlier, a CV/Resume will not get you a job. It can get you the interview for the job. End your letter on a note of confidence.

Complimentary close

As the letter addresses the HRD Manager by name, it closes with 'Yours sincerely'. Remember the following convention.

Read the sample cover letter given below:

REPALLE SANJEEV

209-09-02 ASHOK NAGAR

TIRUAPTI 517501

Telephone: 123456. Mobile: 789102345.

Email:repalles123@email.com

To

Mr. M.R. Saxena

The HRD Manager

ABC Infrastructure Company

PQR Street

Hyderabad

Dear Mr.Saxena/ Sir

In response to your advertisement no2323 in the Indian Express, dated 20-06-2021, calling for candidates for the post of XYZ, I submit myself as candidate for the same post/would like to apply for the post of a civil engineer in your company as I have the required qualifications for the post.

I have finished my MBA/MCA with distinction from S.V.University in the year 2018-20. I would like to begin my career with a company where I will have an environment for gaining practical knowledge and where I will be able to use my skills and knowledge. I am good in physique and sound in knowledge.

As my resume shows, I have exposure to both technical and managerial fields. Moreover, my project is on the core only about..... I am well versed with the subjects/ core skills. In addition I have excellent knowledge about JAVA / HTML/TALLY etc•

Hence I request you to consider my application/candidature for the above post and give me an opportunity to serve your esteemed organisation upto your expectations

Thanking you sir

Yours sincerely,

(Signature)

Repalle Sanjeev

Encl: my resume

Sample cover letter

1 September 2020

REPALLE SANJEEV

209-09-02 ASHOK NAGAR

VISAKHAPATNAM 500000006

Telephone: 123456. Mobile: 789102345.

Email:repalles123@email.com

To

Mr. M.R. Saxena

The HRD Manager

ABC Infrastructure Company

PQR Street

Hyderabad

Dear Mr.Saxena

I would like to apply for the post of a civil engineer in your company as I have the required qualifications for the post.

I have just finished my civil engineering course from 0020 ABC University. I would like to begin my career with a company where I will have an environment for gaining practical knowledge and where I will be able to use my skills and knowledge and come up with structures which meet the company and industry standards, firmly believe that your company fits the description of my ideal company.

As my resume shows, I have exposure to both civil and industrial constructions. Moreover, my project is on the impact of earthquakes on high rise buildings. I am well versed in engineering principles, applied tools and practices, architecture designing and building. In addition I have excellent knowledge about AutoCAD•

My key strengths include creativity, troubleshooting skills and quick problem solving ability. I believe that I can make a significant contribution to your firm and I look forward to meeting you to discuss how I can contribute to our company.

Yours sincerely,

(Signature)

Repalle Sanjeev

Encl: my resume

1 july 2021

Group Discussion

A group discussion is a meeting of eight to ten persons for discussing a give topic. The group has a problem or a topic to discuss and find a solution or come to a conclusion within the allotted time 15-20 minutes. It is a joint effort of the group. GD is a methodology used by an organization to gauge whether the candidate has certain personality traits and/or skills that it desires in its members. While it is not a very formal situation the communication has to be controlled and focused on the task. There is no appointed leader, but a leader may emerge during the discussion. Often, several persons show leadership qualities and control and guide the group to a conclusion. All participants need discussion skills

Reasons for having a GD

It helps you to understand a subject more deeply.

- It improves your ability to think critically.
- It helps in solving a particular problem.
- It helps the group to make a particular decision.
- It gives you the chance to hear other students' ideas.
- It improves your listening skills.
- It increases your confidence in speaking.
- It can change your attitudes.

Why GD is important

The reason why institutes put you through a Group discussion and an interview, after testing your technical and conceptual skills in an exam, is to get to know you as a person and gauge how well you will fit in their institute. The Group discussion tests how you function as a part of a team. As a manager, you will always be working in teams, as a member or as a leader. Therefore how you interact in a team becomes an important criterion for your selection. Managers have to work in a team and get best results out of teamwork. That is the reason why management institutes include GD as a component of the selection procedure.

Some of the personality traits the GD is trying to gauge may include :-

- Ability to work in a team
- Communication skills
- Reasoning ability
- Leadership skills
- Initiative
- Assertiveness
- Flexibility
- Creativity
- Ability to think on ones feet

How to Face GD

A group discussion consists of:

Communication Skills

The first aspect is one's power of expression. In a group discussion, a candidate has to talk effectively so that he is able to convince others. For convincing, one has to speak forcefully and at the same time create an impact by his knowledge of the subject. A candidate who is successful in holding the attention of the audience creates a positive impact.

Precise and Clear

It is necessary that you should be precise and clear. As a rule evaluators do not look for the wordage produced. Your knowledge on a given subject, your precision and clarity of thought are the things that are evaluated. Irrelevant talks lead you nowhere. You should speak as much as necessary, neither more nor less. Group discussions are not debating stages.

Listening Attitude

Ability to listen is also what evaluators judge. They look for your ability to react on what other participants say. Hence, it is necessary that you listen carefully to others and then react or proceed to add some more points. Your behavior in the group is also put to test to judge whether you are a loner or can work in a group.

Confidence and Convincing

You should be able to convey your thoughts satisfactorily and convincingly before a group of people. Confidence and level headedness in doing so is necessary. These add value to your presentation. In case you are not good at it, you might gain by joining an institute that offers specialized courses in public speaking. Teaching Centre offers a wide range of courses like conversation skills, business communication skills, business writing, negotiation skills and presentation skills. Practice makes you confident enough to speak before people without any nervousness.

Knowledge and Ideas Regarding a Given Subject

Knowledge of the subject under discussion and clarity of ideas are important. Knowledge comes from consistent reading on various topics ranging from science and technology to politics. In-depth knowledge makes one confident and enthusiastic and this in turn, makes one sound convincing and confident.

Leadership and Coordinating Capabilities

The basic aim of a group discussion is to judge a candidate's leadership qualities. The examiner withdraws and becomes a silent spectator once the discussion starts. A candidate should display tactfulness, skill, understanding and knowledge on varied topics, enterprise, forcefulness and other leadership qualities to motivate and influence other candidates who may be almost equally competent.

Exchange of Thoughts

A group discussion is an exchange of thoughts and ideas among members of a group. These discussions are held for selecting personnel in organizations where there is a high level of competition. The number of participants in a group can vary between 8 and 15. Mostly a topic or a situation is given to group members who have to discuss it within 10 to 20 minutes.

The purpose is to get an idea about candidates in a short time and make assessments about their skills, which normally cannot be evaluated in an interview. These skills may be team membership, leadership skills, listening and articulation skills.

A note is made of your contributions to the discussion, comprehension of the main idea, the rapport you strike, patience, assertion, accommodation, amenability, etc. Body language and eye contact too are important points which are to be considered

Addressing the Group as a Whole

In a group discussion it is not necessary to address anyone by name. Even otherwise you may not know everyone's names. It better to address the group as a whole. Address the person farthest from you. If he can hear you everyone else too can. Needless to add, as for the interview, attend the group discussion in formal dress. The language used should also be formal, not the language used in normal conversations. For instance, words and phrases like "yar", "chalta hai", "CP", "I dunno", etc. are out. This is not to say you should use a high sounding, pedantic language. Avoiding both, just use formal, plain and simple language. tinnglish, (mixture of Hindi and English) should be discarded.

Confidence and coolness while presenting your viewpoint are of help. See that you do not keep repeating a point. Do not use more words than necessary. Do not be superfluous. Try to be specific. Do not exaggerate.

Thorough Preparation

Start making preparations for interview and group discussions right away, without waiting till the eleventh hour, this is, if and when called for them. Then the time left may not be adequate. It is important to concentrate on subject knowledge and general awareness. Hence, the prime need for thorough preparation. Remember, the competition is very tough. Only 460 candidates make it to the final list from 2.75 lakh civil service aspirants each year.

It may so happen that you are called for interviews and group discussions from three or four organizations but are not selected by any. The reason obviously lies in your not being well-prepared.

In a group discussion you may be given a topic and asked to express your views on it. Or in a case study GD, students have to read a case study and suggest ways of tackling the problem. For this you should have a good general knowledge, need to be abreast with current affairs, should regularly read newspapers and magazines. Your group behavior and communication skills are on test, i.e. how you convince the others and how clearly you are able to express your points of

view. You should be articulate, generate ideas, not sound boring, should allow others to speak, and adopt a stand on a given subject. During the course of the GD this stand can even be changed, giving the impression that you are open to accommodate others' viewpoints.

Strategies for Improving GD Skills for Tutorials & Seminars

Asking questions and joining in discussions are important skills for university study. If you find it difficult to speak or ask questions in tutorials, try the following strategies.

Observe

Attend as many seminars and tutorials as possible and notice what other students do. Ask yourself:

How do other students make critical comments?

How do they ask questions?

How do they disagree with or support arguments?

What special phrases do they use to show politeness even when they are voicing disagreement?

How do they signal to interrupt, ask a question or make a point?

Practice

Start practicing your discussion skills in an informal setting or with a small group. Start with asking questions of fellow students. Ask them about the course material. Ask for their opinions. Ask for information or ask for help.

Participate

Take every opportunity to take part in social/informal discussions as well as more structured/formal discussion. Start by making small contributions to tutorial discussions; prepare a question to ask, or agree with another speaker's remarks.

Discussion Etiquette (or minding your manners)

Do		Don't	
☐	Speak pleasantly and politely to the group.	☐	Lose your temper. A discussion is not an argument.
☐	Respect the contribution of every speaker.	☐	Shout. Use a moderate tone and medium pitch.
☐	Remember that a discussion is not an argument. Learn to disagree politely.	☐	Use too many gestures when you speak. Gestures like finger pointing and table thumping can appear aggressive.

—	Think about your contribution before you speak. How best can you answer the question/ contribute to the topic?	—	Dominate the discussion. Confident speakers should allow quieter students a chance to contribute.
—	Try to stick to the discussion topic. Don't introduce irrelevant information.	—	Draw too much on personal experience or anecdote. Although some tutors encourage students to reflect on their own experience, remember not to generalise too much
—	Be aware of your body language when you are speaking.	—	Interrupt. Wait for a speaker to finish what they are saying before you speak
—	Agree with and acknowledge what you find interesting.		

Leading a Discussion

You may be in a seminar group that requires you to lead a group discussion, or lead a discussion after an oral presentation. You can demonstrate leadership by:

- introducing yourself and the members of the group
- stating the purpose of the discussion
- inviting quiet group members to speak
- being objective
- summarizing the discussion

Chairing a Group Discussion

When chairing a discussion group you must communicate in a positive way to assist the speakers in accomplishing their objective. There are at least four leadership skills you can use to influence other people positively and help your group achieve its purpose. These skills include:

- introducing the topic and purpose of the discussion,
- making sure all members have approximately the same time, (i.e. no one dominates the discussion by taking too much time)
- thanking group members for their contribution
- being objective in summarizing the group's discussion and achievements.

Types of Group Discussion

Group Discussion s can be topic-based or case-based.

Topic based Gds can be classified into three types

Factual Topics

Factual topics are about practical things, which an ordinary person is aware of in his day-to-day life. Typically these are about socio-economic topics. These can be current, i.e. they may have been in the news lately, or could be unbound by time. A factual topic for discussion gives a candidate a chance to prove that he is aware of and sensitive to his environment.

E.g. The education policy of India, Tourism in India, State of the aged in the nation.

Controversial Topics

Controversial topics are the ones that are argumentative in nature. They are meant to generate controversy. In GDs where these topics are given for discussion, the noise level is usually high, there may be tempers flying. The idea behind giving a topic like this is to see how much maturity the candidate is displaying by keeping his temper in check, by rationally and logically arguing his point of view without getting personal and emotional.

E.g. Reservations should be removed, Women make better manager

Abstract Topics

Abstract topics are about intangible things. These topics are not given often for discussion, but their possibility cannot be ruled out. These topics test your lateral thinking and creativity. E.g. A is an alphabet, Twinkle twinkle little star, The number 10

Case-based Gd

Another variation is the use of a case instead of a topic. The case study tries to simulate a real-life situation. Information about the situation will be given to you and you would be asked as a group to resolve the situation. In the case study there are no incorrect answers or perfect solutions. The objective in the case study is to get you to think about the situation from various angles.

UNIT III

Written Communication

Importance of Written Communication

The world of business is replete with various types of written communication. Written communication is a part of every day business that one cannot think of a business without related correspondence. Any organization or institution like bank, company, hotel, college or library dealing with people and there is obviously some written correspondence or communication. It may be hand written or typewritten or printed. In the olden days, the people called 'writers' specially assigned the job of taking care of correspondence.

Written Communication is a method of communication with written documents by which the communicator established a direct contact with the communicatee who is not present. It is a formal method of communication. Apart from the other channels, many types of documents are required for official work and for record. Letter, circulars, memos, notices, reports and minutes are constantly prepared and exchanged in and between organizations. Each has a format and lay out which is fixed by custom. Documents are printed out on the organization's official stationery.

Written communication also covers enquires, invitations, pricelists, offers, quotations, announcements, notices, new arrivals, clearance, and disposal, recoveries and reminders, orders and other such activities.

Any business has to correspond in writing with its customers, branches, auditors, suppliers, bankers, media persons, employees, shareholders and others with whom it has a business relationship. Written communication is a convenient way for any business to reach across to people, within the locality and the neighborhood, and also customers, prospects and other public spread across the cities, regions and even countries. Written correspondence thus has an extremely wide reach and as such is very useful for any business whose operations are widely spread out.

Written communication has certain distinct advantages as compare to verbal communication. It has a much larger reach whereas verbal communication can only go as far as the voice or oral message can travel. Moreover, while verbal communication goes with the non verbal message, written communication creates a solo impact.

Written communication takes several forms from ordinary business to typed and cyclostyled messages, to printed pamphlets and brochures. Written communication helps nurture business relationships.

Written communication has certain clear advantages as detailed below:

Merits

- Distance is not a barrier at all in case of written communication. A letter or notice can be sent to any one living in any part of the world
- Written communication can be preserved, reproduced or repeated in and for future references

- It can be produced as evidence in any court
- The sender can prepare the written statements carefully so written communication is sure to be more clear and accurate
- Written communication can be composed in a language that the receiver can read and understand.
- Written communication can carry the much desired personal touch
- Written communication can be erased, revised, and re-written
-
- The receiver of communication can spend some time on the papers sent to him and try to grasp the subject matter which advantage is not available in oral communication.
- As the receiver has sufficient time to study the subject matter and respond, his response is sure to be much better.
- Written communication can be targeted to reach specific individuals / sections
- Written communication is ideal where it is necessary to have direct contact with the receiver. Ex: if an employer wants to place an employee, who is shrinking duties, under suspension, he can just send the suspension order by post or through a messenger.

Demerits

- The following are the limitations of written communication
- Preparation of written communication is a time consuming affair
- There may also be delay in the letter or circular reaching the receiver
- In case the receiver requires any clarification, it may not be readily available
- It is difficult to make amendment to written communication.
- Written communication has to pass through many hands and therefore it is very to maintain its secrecy
- It is not possible for the sender of message to know the reaction of the receiver at once
- If the letter, circular, notice etc., is written using tough vocabulary, the receiver may not be able to understand the message. The same is true if the letter, circular etc., is badly written.
- As written communication is too formal in nature, it lacks personal touch.

Channels of Written Communication

Written communication is used for many purposes. First of all it is needed for communicating with persons who are not present. Although the telephone overcomes the problem of distance between the two it is not necessary to incur the expense of a telephone call unless the matter is urgent. Besides many types of documents are required for official work and for record. Letters, circulars, memos, notices, reports, and minutes are constantly prepared and exchanged in and between organizations each has a format and layout which is fixed by custom. Documents are printed out on the organization's official stationery.

Letter

Letters are the most widely used form of written communication. They are used mostly of external communication. A letter has a complex layout which has to be carefully followed as each part of the layout has a purpose and is needed for reference. It is typed/printed on the

company's letterhead. It may be sent by mail, speed post courier or hand delivery. Letters can also be faxed or sent by e-mail letters do not use the complex format since they are usually followed up by other communication.

Memo

Memo (short form of memorandum) is usually an informal message between members of an organization and generally relates to daily work. Information or instructions can be conveyed by a memo. Many organizations provide pads of memo forms (with blank sheets for carbon copies) for the exchange of short message among individuals. Memo forms are usually small and are used for brief message. The forms may have the company's name printed on the top, spaces are provided for date sender's name and department, and the receiver's name and department. Top executives of an organization may have personal memo pads with their name printed on the top, for use within the department. A memo may or may not be signed.

Notice

A notice is used when many people in the organization have to be given the same information. It is the most common method of mass communication within organization. A notice is short; the language is simple and the type is large and spaced for easy reading. A notice is put up on the notice board.

Circular

A circular is a detailed document giving information instructions or orders specific matter. A circular has a number and a date for reference and is signed the authorized signatory of the issuing office. Circulars are generally issued by government departments and other official bodies like councils universities and head offices of organizations. Circulars are sent by mail or fax to the various offices they are to be given the information.

Report

A report is a document prepared by an individual or a committee entrusted with the task of collecting information a given subject. It requires careful research collection of data and presentation of the findings, conclusions and recommendations. Report s is of varying length and may be anything from two pages to a full book divided chapters.

Minutes

Minutes are the written record of decisions taken at a meeting. Different bodies have their own convention of recording the discussion and the decisions. Minutes may be written by hand or typed and pasted in a minute book or typed and filed minute file. Minutes are a legal document.

READING SKILLS (Speed Reading)

A large amount of reading material demands our attention everyday. Information technology mass media an global business contribute to the increase in reading work like usual newspapers books, house magazines, magazines, trade journals, reports and memoranda on all kinds of

topics.. People at work need a technique to cope with the task of reading quickly and understanding (comprehending) the important part of the contents

Everything need not be read with the same attention and depth. Difficult subjects need careful study reading but most business papers need routine reading to collect information. Some things like a newspaper story or alight magazine need only skimming that is going over it rapidly to see what it is about and whether it needs attention.

Techniques of Reading

Skill in reading comprehension can be acquired with systematic practice. Techniques for reading faster and more effectively can be learnt.

Speed reading must be silent. The skill of silent reading is different from the skill of reading aloud. Silent reading can be very rapid because it is not forced by physical movement of the throat and mouth muscles which is necessary in reading aloud. While reading, time gets wasted because of some poor reading habits like these.

- Moving the lips
- Making movements in the throat like reading aloud
- Compulsively reading each word separately
- Spelling out long words letter by letter
- Going back to words you have already and (regression)

These habits can be controlled, with:

Eye movement: needs training for fast reading. The eyes do not move smoothly along the printed line. Eyes cannot see while they are moving; they see only during short pauses of fixation linked by quick and sightless movements.

At each fixation pause the eyes take in a certain number of characters. A fast reader takes in 10 to 16 characters including blank spaces; a slow reader takes in much less.

The eyes also have a small but troublesome backward movement, when moving along a line of print. A fast reader has less regression.

Fast reading requires concentration in the first place. For practicing silent reading keep aside at least half an hour a day sit in a comfortable chair with light falling over the shoulder; keep out any disturbance or noise of any kind. At the beginning choose unimportant material to read like the newspaper or a light magazine. Once you understand the technique you should use average reading material like instruction manuals and articles of general information. Finally use study material

Before beginning to read any material

- Take a look at the heading the sub headings any summary table of contents which give the general sense of the content and the train of thought.
- Be use why you are reading the material. Do you intend to fallow any instructions given in it?

- Or take a decision or an action based on the information collected from it? Or remember it for an examination? Summarize it? Report what is in it?
- Make sure that you keep your mouth shut so you do not keep mouthing what you read.
- Watch your throat; try not to move any muscles of the mouth or throat while you read.
- “take in ”familiar and frequent words at glance. This will improve as you become familiar with more words, Practice will also improve your span and enable you to take in more characters at a time.
- Make a careful effort not to let the eyes regress, that is ,go backward every, few words, instead of moving forward.
- Overcome the compulsion to read every word. Use your knowledge of sentence patterns and information already gathered, to foresee the next few words.
- Every word in a sentence does not need reading; some words are only part of the language pattern; phrases. Signposts words, like so, therefore, that, etc, (fill them in)
- Try carefully not to “here” your reading in your mind (this can be difficult especially if you have developed a habit of doing it)

Skimming

Skimming is a brief inspection of a text for general information. Look at the title, author, synopsis, contents page and date of publication to see if it has any relevance to your needs also read the first few lines to see whether you find the style of writing suitable to you.

This following method is often used for skimming.

- Run your eyes down the middle of the text page.
- Skim from the top left-hand corner to the bottom right-hand corner of the page.
- Then skim from the top right-hand corner to the bottom left-hand corner.
- If you feel that the book or article is not what you need, or is not of interest to you, you need not go further with it.

Scanning

Scanning is examining the organization of a text to find specific information.

- The point of scanning a text is to find required information quickly and efficiently.
- Avoid the temptation to read large amounts of material.
- \Support you have found a book whose title suggests that it might have the information that you are seeking.

Step 1: look at the table of contents. It will list the following sections:

Preface
List of diagrams or tables or illustrations
Introduction
Various chapters in sequence from 1 to the last one
Conclusion
Bibliography
Index

Step 2: read the chapter headings for the information that you are looking for. If you find the relevant reference in the table of contents, go to that chapter or section of the book and read the first two paragraphs. These paragraphs often contain a statement about what information is

covered in the chapter. This will help you to judge whether the material is useful to you. If you are still uncertain about the usefulness of the material, then read the last two paragraphs of the summary.

If you do not find anything useful in the table of contents, go to the index at the back of the book.

Step 3: search the index for relevant topics or keywords. If you find the relevant reference in the index go to appropriate page or pages in the book. Find and read the paragraph in which the reference appears.

If you are scanning an article, read the first two paragraphs of the article and the concluding paragraph.

See if the article has sub-titles or is divided into sections. Read the sub-titles and the first two paragraphs and the last paragraph of the sections.

Reading exercise:

In the first paragraph of the passage given here, several words and phrases are in brackets. read the first paragraph without the words in the brackets and see if you could gather the meaning. in the rest of the passage several words have been replaced by xs, and in the last paragraph by dots. While reading it, you will find that you can “fill in” most of the gaps and gather the meaning of the passage.

In early stage, man got his food,(shelter, clothing, weapons and) tools from wild nature. When he had used up all the wild plants (in one place), (or the animals that he hunted) or the fish (that he caught), moved away, he left one place and meant he led a wandering existence, staying in a place only(as long as) it gave him (what he wanted), and then moving,(some where else). Some times peoples (of this kind would) cover (close to) 2000 miles in a year, following the animals they hunted northwards (in the) spring (and then back) south (in the autumn).

Later, xxxxx men started xx collect xxx so seeds, xxx this begin xx keep them xx xxx place longer xxxxx xxxxxx, because xxxx xxx xx wait until the seeds grew in to plants xxxxxx they xxxxx gather their harvest, and xxxxxxx xxxxx xxx xx xxx xxxxx on grain began to settle become agriculturists, while those who more and more milk became more nomadic.

Make a copy of whatever short passage you have in the computer ,and replace the obvious phrases by xs, get a friend to read it. this exercise can be done by two persons for practice .

Copying with figures: figures can slow down reading. A technique is needed for copying with a schedule of figures and computers print-outs of details of accounts. If conformed with one, try these methods:

First, read the headings across the top

Then read the lines down the side

Check at the bottom of the page to see if there are any notes or comments about the figures.

This will generally help you to decide which are the key figures that need careful attention. If the figures seem normal go head with reading the text.

If any of the figures look abnormal, scan the column in which it occurs to see if its cause can be found. A computer print-out of the details of an item can take quite a lot of time to read as it contain every little details. .

Illustrations and non-verbal material: make yourself familiar with every kind of written presentation which forms a part of your work, in order to be able to deal with it speedily. Maps,

graphs and charts may form a part of the reading material; reports and articles in journals often contain illustrations of different kinds.

To deal with these, read the titles, headings, key, scale and other guiding material and then quickly scan the illustration for details you want to check.

Reading speed: we can develop three reading speeds depending on the material and our need of the information contained in it:

Study reading speed of 225 to 300 words a minute with 80% to 90% comprehension average reading speed of 275 to 500 words a minutes with 70% comprehension skimming speed of 500 to 800 words a minute with 50% comprehension.

We use study reading for complex material which is to be understood and remembered; average reading for simple, direct language, novels, stories, and magazines; out if there is anything new and should be given attention.

After practicing reading for some time, make a conscious effort to skim some pages of books on a subject with you are already familiar.

Business Letter

An official letter looks different from a personal letter and from other types of business documents. Convenience and custom have laid down certain requirements as parts of a letter. Since letters serve as records some routine details are necessary in the make-up of a letter.

Different parts have their own fixed location on the sheet; there is a slight variation from left to right in the different styles of layout; their order of appearance from top to bottom is the same in all styles

Parts of a letter

The main parts of the letter apart from the text of the message are;

Date

Every official document must be dated. The date provides an important point of reference in further correspondence and in following up the issues dealt with in the letter. The date is placed two line spaces below the heading on the right. In full block and NOMA style the date is at the left margin.

The date must always be written in full. The name of the month is spelled out in full and the year is written in all four figures. '16 June 2004 (British styles) -June 16 2004 (American style)The practice of writing ordinal numbers, 1st, 2nd, 3rd, 4th, has fallen out of use.

Reference number

Reference number appears on the left on level with the date. The reference number gives the letter number, file no. and other filing details' to make it easy to locate the file related to the issue.

Some companies include both, Our ref.no . and your ref.no. Both numbers in their letter. The words Ref.no.(and your ref.no.) are sometimes printed on the letter head but it is outdated because with modern word processors and printers,

Inside Address

Inside address is the name and address of the receiver as it appears on the envelope. The recipient's name should be exactly as they sign it in their letters. For letters overseas, the name of the country is the last line of the address. Remember that the practice of writing To before the address is outdated

Block

Neil publishing house
896 Mahatma Gandhi Road
Mumbai 400 001

Indented

Neil publishing House
896 Mahatma Gandhi Road,
Mumbai 400 001.

Special Markings

If a letter is confidential this is indicated above the inside address either at the margin or in the centre. It may be either in all capitals or with initial capital and underlined

CONFIDENTIAL or Confidential

Attention line is used only if, from previous communication you know the name of the person in the organization who is handling the matter about which you are the individual by name so that the letter is sent to that person without delay. It is not used if the letter is addressed to an individual by name.

The attention line is placed after the inside address and before the salutation either at the margin or in the centre. It does not affect the salutation must

Match the first line of the inside address e.g.,

The Blank foods Manufacturers
Sir Dadabhoy naoroji Road
Mumbai 400 001

Attention : Miss A.c. Patel

Subject line

Subject line gives a brief indication of the subject of the letter. It adds to the clarity of the letter especially, if the letter is long. It helps to focus the reader's attention it is also used for classifying and filing the letter

It is placed either above or below the salutation at the centre; in full block form it is placed at the left margin. When there is an Attention line the subject line is placed after the salutation. It is introduced by the word subject or the Latin word re but this is getting outdated.

In modern practice the subject line is placed at the margin below the salutation, without any introductory word. it may be in capitals or initial capitals and underlined e.g.,

Salutation

The salutation begins at the margin two line spaces below the inside address. It is followed by a comma ; in American practice it is followed by a colon. In full block style it has no punctuation mark.

The salutation matches the first line of the inside address. If the letter is addressed to an organization the salutation is plural; Gentlemen or dear sirs or sirs. If the letter is addressed to a particular official mentioned only by designation e.g., "The sales manager" the salutation is singular ; Sir or Dear sir. ,Madam or dear Madam It is quite common , now, to address business letters to an official by name and designation

Complimentary close

The complimentary close is written two line spaces below the last line of the text of the letter; it is placed on the right and is followed by a comma. In full block style it is placed at the left margin and has no comma The first word begins with a capital letter.

Ex: Yours faithfully; Faithfully yours, Yours truly, Truly yours. If the addressee's name is used in the salutation; use yours sincerely, or sincerely yours. Respectfully is used only when writing to a high public official

Signature

The signature is placed just below the complimentary close. The name of the signatory is typed three or four line spaces below to leave space for the actual signature; the designation title is typed below the name

Note that Mr.is not written before a man's name. If the signatory is a women, (Mrs) is shown in brackets after the name ex: Raveena Murthy (Mrs)

When a letter is signed by another person on behalf of the sender, the word for is shown before the sender's printed name. Letters with legal implications use the words per pro or pp(per procurationem)which means "on behalf of")

Reference section

The reference section includes; enclosures names of parties to receive copies the type of delivery service to be used and initials of the persons who dictated and typed the letter. The details are for the secretary or the dispatch department.

(a)Enclosures: Enclosures are related documents sent with a letter; bills , cheques quotations, brochures, price lists , etc., are indicated in the letter by writing (s) or encls; at the bottom left of the letter after the signature If there are many enclosures they are numbered and placed behind the letter in the order of their serial number.ex Enc(s) / Encl(s)

(b)copies: when a matter concerns more than the two parties, a copy of letters related to the matter is sent for information to the other parties who are concerned this is indicated by writing copy (or copies)or cc (copy circulated) followed by the name and designation of person to receive the copy

If the receiver of the letter is not to be informed that copies have been circulated to others bcc (blind copy circulated) is shown on the office file copy and on the bcc copy; it is not shown on the copy to be received by the recipient of the letter

(c) delivery service: The type of delivery service to be used is indicated as Air mail registered mail express delivery, hand delivery courier, Fax,etc. This detail is often placed at the top of the letter.

(d) Initials: the dictator's and the typist's initials are placed at the bottom .This is for future reference in the sender's office; the person who prepares or dictates a letter is not necessarily the person who signs it. The initials may be shown as : PSW:rd or CRT gt or MRO/cs or any such style

Posts script

Postscript is a bit of writing not more than three lines added to the letter after the signature and after enclosures; it is signed again without the complimentary close, by the same person. It is used for conveying a small bit of information which is not a part of the main message of the letter; it is an extra or unrelated point and is often written In hand at the time of signing the letter.

Postscript should never be used for adding something which was forgotten while preparing the letter. The postscript can be used to add a friendly personal note to a formal letter; it may be just a line but it can successfully establish personal contact by referring to some common experience or by making a friendly personal enquiry. For instance;

- P.s. it was nice meeting you at the dinner last Sunday.

The postscript can be used effectively in a sales letter to impress an “action incentive” sentence on the reader's mind

- Ps; There's an early bird prize for the first seven orders.

Style of Layout

Layout means the design in which the different parts of the letter are placed on the letterhead. The parts are placed in the same order from top to bottom in all forms or styles; the variation is in the indention and the paragraph styles.

Indented form

This old style is now outdated. In this form, the inside address was in indented style as shown earlier, and every paragraph began three to five spaces away from the left margin, the indentation caused the letter to look uneven at the left margin. Besides, it took more time to type because of the indenting. This style is not used today.

Full Block Form

This is most modern style. There is no indentation from the left margin at all; every line, including the date and the complimentary close, begins at the left margin.

The address has no punctuation at the end of the line. The salutation and the complimentary close do not have a comma at the end. There is double line space between the parts and between the paragraphs.

This form takes less time to type because it requires no indentation and has no punctuation in the layout parts. Some companies do not like this form because it looks heavy on the left, and rather blank on the right.

A clear disadvantage of this form is that, after the letter has been filed, the data and the signature cannot be seen unless the file is fully opened. The date of a letter is an important item and is often referred to for many purposes. Quick reference to date and to signature in the filed letter is not possible in this form.

Modified Block Form

This style is a modification of the full block form. It eliminates the shortcomings of the full block style by keeping the data and the complimentary close on the right in their usual position. The inside address is in block form.

The salutation and the complimentary close are followed by a comma, however many firms now do not use the comma after the salutation and the complimentary close

All the paragraphs begin at the left margin, and there is double space between paragraphs

This is the most popular form as it has most of advantages of the full block form without its disadvantages. Its appearance is balanced and neat.

Semi-intended form

This form is also called Semi-block form. It has the inside address in Block form but the beginning of every paragraph is intended. The date and the complimentary close are on the right side. The salutation and the complimentary close are followed by a comma as in the traditional style.

This style is getting outdated rapidly.

Hanging indentation form

In this style, the inside address is a block form; the date and complimentary close are on the right. The beginning of every paragraph is at the left margin, but the subsequent lines of every paragraph are indented three to five spaces.

This style is adopted for sales letters, brochures and other documents in which striking appearance is useful. The opening line of every paragraph “hangs out”, and can be used for highlighting important points. If this style is used, the opening line of every paragraph should be important and worth high lighting

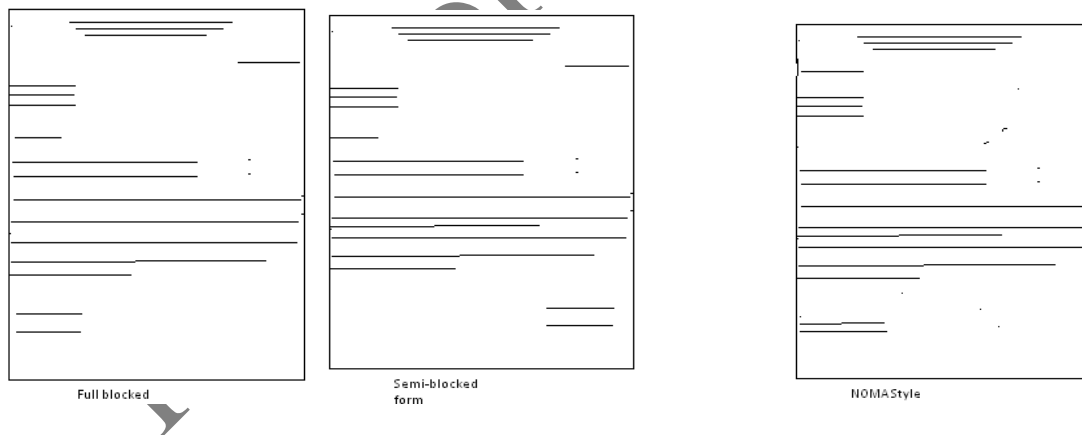
NOMA Form

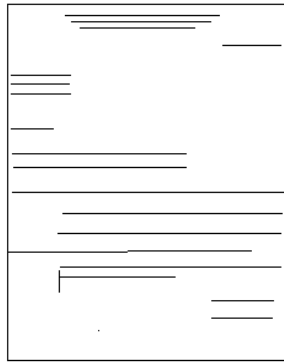
This is the most recent experiment in layout style. It is recommended by National Office Management Association of America, accepted by the Institute of Office Management, UK.

It has most of the features of full block form: all lines begin at the left margin and the inside address is in block form.

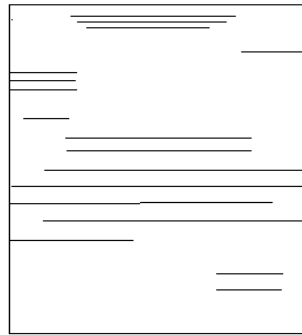
The special features (1) it has no salutation and no complimentary close, (2) the subject line is in capitals, these lines below the inside address; , (3) the numbered items of a list begin at the margin, but there is no number, the items are indented five spaces; there are no full stops at the end of items; (4) the items’ name and title are typed in capitals in one line below the space for signature; (v) the typist’s initials are in the left bottom corner.

This style is not popular as it is too far removed from the familiar, convention styles. Some people feel that this style saves time and sensibly omits meaningless salutation and close; but most people fell that this omission makes it impersonal and distant, and lacking in feeling.





Hanging style



Indented form

Business Report

The term “Report” is derived from Latin word “Reportare” which means “carry back”. Thus a report, brings back the issues happened and the issues going to happen to the notice of managers in a descriptive format.

Definition

A report is a written communication from some one who has a information, to some who wants to use that information – C.A.Brown

Introduction

A report is a logical presentation of facts and information. the information is needed for reviewing and evaluating progress, for planning future course of action and for taking decisions. Reports provide feedback to the managers on various aspects of the organization.

Reports are written for various purposes. They may be required to review performance, keep a check on a continuing activity, plan for the future needs of the organization, survey the market, submit standardized information, etc.

Types of Reports

Reports may be routine or special. routine reports are periodical and are usually prepared by filling in printed/cyclostyled forms, to convey information about the progress or status of work/tasks. they are submitted at regular intervals or soon after the completion of the task.

Special reports are required when a special situation or problem arises. an individual or a committee of persons who have knowledge and understanding in the field/subject, is appointed to investigate and study a specific problem, collect information related to it, and make suggestions to help the management to take a decision. the following diagram gives an ideas of the types of reports:

Types of Report

Routine

Progress
Inspection
Performance
Appraisal
Periodical

Special

F.I.R
Investigation
Feasibility
Survey
Project

Routine Reports

Routine reports are drafted and prepared on a regular and routine basis in an organization. Routine reports are usually forms in which blanks have to be filled or multiple choice statements are to be ticked. Report forms must be prepared carefully to ensure that the management gets complete information.

The following are routine reports:

Progress Report: It gives information about the progress of a project or a task which is in the process or completed such as construction of a building or manufacture of products or implementation of a scheme. This report is also prepared by filling in a standard form periodically.

Inspection Reports – it is a report prepared as soon as an inspection is carried out. it is necessary for detecting any irregularities or deviations from standard practice, in day to day work; for example, internal audit reports. Inspection of machinery, buildings and property may be done at regular intervals. Audits and inspection of work and systems may be done by surprise check in order to ensure that they work properly at all times.

Printed forms and guidelines for checking may be provided by the authorities; or else., experts in the field, like engineers, auditors, etc use their own guidelines and formats for inspection reports

Performance appraisal Report: is a periodical and is usually prepared by filling in a form. It is meant for assessing and recording the performance of an employee. Every supervisor has to fill in an assessment report for each of the subordinates annually. Performance appraisal helps the superiors to assess performance of individual employees. It also helps employees to get feedback on their performance. On the basis of these reports, decisions about promotions and other benefits are taken.

Periodical report: is prepared at regular intervals on the working of a section or a department. The information required is of a routine nature and can be easily tabulated; hence it is prepared by filling a form.

Special reports

First information report(FIR) is required when there is a disaster like fire, building collapse, robbery, or accident in an organization .It is prepared by a responsible person on-the-spot or the person in charge, for submission to a higher authority, for example the branch manager prepares it for submission to regional office or head office. The report has to give all the information which is available immediately after the incident occurs. It must state what happen, about what time, who first noticed it , and what steps were taken immediately. It also states the extent of destructions or loss of life, property, important papers, etc., as can be estimated immediately

A first information report is always written by an individual

Investigation report

This report is written after making a thorough study and inquiry. An investigation is made when there is a problem and the management needs to find out the causes of the problem, and needs suggestions for solving it. For example, falling sales, declining a deposit in a bank, many customer complains, losses in a branch, etc.,

These reports require a great deal of work, thinking, discussion and consideration. A committee of competent and experience persons or an individual may be appointed to find out the causes of the problem, and suggest measures to solve it and prevent it from occurring again. It requires collection facts which are not always easy to get. The collected information has to be analyzed; conclusions have to drawn and the recommendations may have to be made.

Feasibility or survey report

is required when an organization intends to launch a new product in the market, introduce a new service, or make any major changes that may affect the company's customers. The proposed field or area has to be surveyed, and its condition observed and recorded.. The factors to be examined and recorded depend on the purpose of the survey. A survey may be made by an individual or by a committee, depending on the size of the survey to be made. The purpose may be to consider the suitability of a site for a factory, to evaluate the feasibility and financial viability of a proposal, to survey the market, to estimate damage. For some purpose only a physical survey and inspection of the area suffice.

Project report

is written after a proposal takes shape, and after the preliminary survey has been completed. It describes the proposal as projected into the future, showing the cash flow and expected results. It is used for planning and also for convincing others, especially sanctioning the funding authorities like government departments and banks.

A project report maybe prepared on their own by persons who wants to get their proposal approved or sanctioned.

Structure of a report

A report is divided into sections with heading so that the collected information can be presented in a form that is easy to read and refer to. A covering letter usually accompanies the report.

Reports are read by different persons for different purposes. Some are interested only in the findings and / or conclusions or recommendations or procedure or terms of reference the report writer was working. All this details have to be included and presented in a logical format.

A report may be written by an individual or by a committee. Both are formal and must follow a logical order. An individual report may be little more personal in tone, while the committee report is impersonal in tone.

A **report by an individual** is written by one person. it follows the same logical presentation as the committee report.

If the report is short it is written in a letter form with numbered and sub-titled paragraphs. It is addressed to the person or the body that has authorized/ assigned the reports; it does not have the complete inside address as it is internet communication and is tied on the organization's letter head. It is treated on the day of submission or a day earlier. Salutation is sir, or madam, as required, and the complimentary close is yours faithfully. If the report has enclosures, these must be indicated. At the end the report usually records acknowledgement of the help received in making the study.

I am grateful to Mr. Rajendra sen, Chief accountant, and Ms Naina Biswas of the computer department, whose help enabled me to access past and current records of the company.

The line offers to make further study, if necessary:

I shall be glad to undertake further study if required.

If the report is long and includes complex details, it is written in the schematic form with sub-headings, and is submitted with a covering letter.

A **committee report** is written by a group of persons who have assigned the work as a committee. It is impersonal in style and written in the passive voice. The words we or our or not used; it must always be presented in schematic form with sub-headings. The report is typed on plain paper and submitted with a covering letter.

The **covering letter** is typed on the organization's letter head. It is addressed to the appointing authority, and has the date of submission of report. It is signed by the governor/chairperson of the committee .The letter states what work was assigned, that the work has been completed and is being submitted. It ends with a courteous message, offering to undertake further study is required.

Parts of reports

A report has several parts which enable the writer(s) to lay out al the complex information in an

easy-to-read form. All reports do not require all the parts; but long reports need to include all the parts. The parts from the title to the signature are essential and must be included in all reports .

Title

A report must always have a title indicating the subject of the study, the period and the location of the study. A long report have the full title page which gives the title, the name of the person who assigned the report and the name/s of the person/committee who prepared it, with month and year of submission. In a short report, the title appears at the top of the first page, before the text of the report, as follows:

*Report of committee appointed to investigate the decline in sale of cycle in
Tamil Nadu*

Between January and June, 2005

In an individual letter form report, the title is in the form of subject line, indicating only the topic, for example:

subject: decline in sale of cycle in Tamil Nadu between January and June, 2005

Terms of reference

This is the first section of the report and is numbered I . It gives (i) details of the assignment and, (ii) the purpose and scope of the study.

(i) Details of assignment include: who assigned the report (and/or appointed the committee), on what date and how the appointed was made (that is, by a resolution at a meeting, or by letter or office order). In the case of a committee, the names of a member of a committee are included. It also states what the assignment is, what the date for submitting the report is, and whether the report is expected to make recommendations. For example:

The committee was appointed by the following resolution adopted by the meeting of the board of directors, held on 8th July 2005:

If the assignment is made by letter by the CEO or any other authority, the terms of reference must give the number and date of the letter, the name and title of the appointing authority, the purpose of the report, and the time allowed.

According to the D/O letter no. xxx, dated xxxx Ms. Zarine Chowna, M.D., a committee consisting of Ms. ABC, Mr. DEF and Ms. PQR was formed to examine the complaints of customers in xxx reason the committee was asked to report with recommendations in three weeks.

An individual writing a letter form report includes the authorization in the first paragraph of the letter.

- *In accordance with your letter no. xxx dated xxx i have examined xxx and am presenting the report below.*
- *As you requested, I have investigated xxxx and am happy to present my findings as follows.*

(ii) Purpose and scope includes: information about the area surveyed/ problem examined, and the limitations imposed on the study by constraints like time, finance, non-availability of data.

- *Owing to constraints of time, the committee limited its study to five most populous cities in Tamil Nadu.*
- *As data related to xxx was not available, this study is limited to xxx only.*

Procedure

This is the second section of the report and is numbered II. Methods used for collecting information are stated in this section. It begins with the meetings held by the committee, for example:

The committee met three times, on 26 July, and 12 and 20 august, 2005.

Other methods of collecting information depend on the nature of the study. There are several methods.

- (i) Records of the organization can provide data on production, sales, recruitment, marketing, expenditure, etc. A comparison of figures for different periods may suggest useful conclusions.
- (ii) Observation consists of watching certain phenomena involved in a problem, and recording what is systematically observed. This method is useful for problems like wastage of time, business hours or the circulation of traffic during certain hours or buyers' behavior at the point of purchase.
- (iii) Interrogation is the method of asking questions. It may be done by (a) interviewing, if the number of persons to be questioned is small, (b) getting questionnaires filled in, if the number is large, (c) meeting experts and asking for their opinion, (d) informal talks with randomly selected concerned persons.
- (iv) Reference to books, directories, standard publications.
- (v) Visits and personal inspection are necessary when suitable sites are being surveyed.
- (vi) Experimentation is done by various kinds of tests for different kinds of inquiries.

The committee's work of investigation is recorded in passive voice, for example,

- Meeting were held with the members of the panchayat
- All the three sites were visited by committee.
- Buyers' choice decisions were observed for three days.

The value of the findings, conclusions and the recommendations depends on the thoroughness of the investigations, and the methods used. Therefore, a report must indicate the methods used for collecting information.

Findings

This is the third section and is numbered III. Presentation of findings is the main part of the report. The collected facts and information have to be organized into a presentable form, with headings and sub-Headings.

The Mass of collected information is analyzed and divided for easy and readable presentation and the units are joined by a numbering system. The usual form of numbering is:

I. First division

A. sub-division

1. Second sub-division

a. Third sub-division

(i) Fourth sub-division

The basis for division into units may be time periods, or geographical location, or cause-and-effect or nay factors which enable classification of the data.

The sub-divisions must be named carefully; they should be only one or two words for example, raw material, or competing products. Sub-titles of equal importance must be in the same grammatical form, preferably a noun phrase, for example:

- (a) lagging machine output*
- (b) increase in marketing cost*

Details maybe be I the form of numbered statements, for example:

- (I)** *Unemployed villagers are migrating to cities in search of jobs.*
- (II)** *Failure of monsoon, leading to drought conditions, has encouraged migration to cities.*

This section may end with brief summary of the most important findings or some conclusions which emerge from the findings. If the conclusions are very important and significant, there may be separate section with headings conclusions.

Use of illustrations

A report becomes much more readable, clear and effective if the findings are explained with relevant illustrative data like diagrams, graphs, charts, plans or maps.

There are several advantages in using illustrations.

- *They clarify and support the verbal analysis.*
- *They van present a large amount of complex data in a compact form and with precision.*
- *Comparisons of data can be seen at a glance in a graph or chart.*

Every illustration should have a number and a title and should be mentioned in the text of the report. A table has a Roman number (I, IV, IX are Roman numbers) and title placed above it. A figure has an Arabic number (1, 4, 9 are Arabic numbers) and title placed below it

An illustration should be placed as near as possible to the point where it is mentioned (or the first time in the text. Complicated illustrations are given as Appendices. All diagrams, graphs, charts, maps etc., used as illustrations must have:

- *Proper labels to show what information is being represented*
- *The scale used*
- *The key to colors/shading/symbols used*
- *The date of the information it contains.*

Recommendation

This is the last section and is numbered .Recommendations are proposals for action suggested by the report writer(s) to the appointing authority.

This section is included only if the assignment has asked for it. Sometimes, an assignment may be only to present findings without recommendations. Usually, very senior persons in responsible positions are asked to include recommendations. A person or committee of persons in junior positions may make suggestions; since they have studied the problem in depth, they are in apposition to suggest ways to solve the problem.

Recommendations should be written in the same order as the problems are stated in the findings, as form. Recommendations may be introduced with a sentence like,

- *The committee makes the following recommendations.*
- *The sub-committee recommends the following steps:*

The recommendations may also be written any introductory sentence, for example,

- *A scheme of loans to educated boys and girls should be introduced to encourage self-employment.*
- *Loans should be given for minor irrigation projects to combat the drought conditions.*

Signature, Place, Date

A committee report must be signed by all members of the committee. The signatures are on the right. The place and date are on the left. The date is the day of submission of the report.

PLACE: KOLKATA

DATE: 23 MAY, 2005

R.B.DAS GUPTA,

CONVENER

C.K. PURANIK

J.J. MITRA

These are the essential parts of a report.

Other parts of a Report

A report which is divided into several chapters or sections has some ancillary parts to make it easy for the reader to find different parts or sections.

Table of Contents is given after the title page. It is a list of the chapters by number (and name if any), with the page number on which the chapter begins. It is like the table of content in any book.

Acknowledgements can be written in one paragraph or a few short paragraphs; it is a list of names of persons who helped the writer of the report with information, references, discussion, etc. It appears before the first chapter.

Appendix (plural: appendices or appendixes) is supplementary material given at the end of the report. This may be copy of a questionnaire used, or plans of buildings, maps or other material which is referred to in the body of the report, but need not appear in the body. Any interested reader can refer to it since it is mentioned in the report. If there is more than one appendix, they are numbered.

Bibliography is the list of books and articles used by the report writer. It is arranged in alphabetical order of the surnames of the customers.

Time Management

Time management is an act or 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 may be aided by a range of skills, tools and techniques used to manage time when accomplishing specific tasks, projects and goals complying with a due date. Time management include planning, allocating, setting goals, delegation, analysis of time spent, monitoring, organizing, scheduling, and prioritizing.

A time management system is designed combination of process, tools, techniques and methods. It is necessary in any project development as it determines the project completion time and scope.

What is time management?

You can manage your time better with the following

- Prioritizing goals
- Making schedule
- Classifying your task with their urgency
- Delegating tasks

Time Management is possible with the following :

- Planning your day
- Importance of managing time
- Set a schedule
- Important Vs urgent

- Prepare a weekly schedule
- Four important points about prioritizing
- Solution to time management problems
- The power of positive affirmation
- Action plan
- Practice

Planning your day

The Common reasons for many people fail to plan a day are:

- Lack of foresight
- To caught up in routine life
- Tried but not work
- Like to take things as they come
- Unexpected events
- Like to work under stress

The following are reasons that effect of your inability to plan your day

- Accumulation of task
- Increased stress as the deadline draw closer
- Low quality of work
- Time wastage with later beginning the day
- Trying to workout low to get started
- Forgetting important task
- Dependency

Importance of managing time

The efficient time manager is a winner who enters into win-win relationship

Effective use of time will improve productivity

Efficiency

Reduces stress level

Set a schedule after prioritizing the work

Activity	Priority	Time to spent	Time schedule	Why this activity been scheduled in this manner

Prepare a weekly schedule

Prepare a schedule just like a day schedule in the above format for whole week

Four important points about prioritizing

Make sure yourself with proper prioritizing with following

- Do it your own
- Assign the work to some one else who also can do it
- Hold back the work till a later time
- Remove it from your list

Factors preventing you to implement time management principles

1. Procrastination
2. Ineffective estimation of time
3. Psychological and emotions states
4. Fear of discomfort
5. Ineffective planning

Procrastination : is the tendency to put off performing important tasks till to it is too late to perform

The following behavioral patterns suggest or lead to procrastination

Avoiding a new venture for fear of failure

Sticking to same job as you may not find a new one

Blaming others /circumstances for your misfortunes

Leaving to others to make decision for you

Putting up with unpleasantness to avoid confrontations

Putting off tasks for an indefinable future time

Making vague and impractical plans for future

Agreeing to perform a task because you cant say no

result

- a. lost opportunities for self growth
- b. ill-used time
- c. inadequate performance
- d. greater stress & tension

Ineffective estimation of time people may either overestimate the time left to complete or underestimate the time required to complete task. So they fail to meet their deadlines and to complete the task as per the schedule.

Psychological and emotional status

The psychological states also prevent a person from managing his time effectively :

A strong sense of perfectionism

A sense of inadequacy

An influence of moods

Fear of discomfort

Some people delay performance of a task out of fear of some physical or mental discomfort. Ex: a person cannot attend the meeting with tooth ache

Ineffective planning

Failure to plan and set goals is a common factor that prevents effective time management and heads to wastage of time.

Solution to time management problems

Only solution is your determination, commitment, self esteem and self concept. Feel yourself a good time manager, stick to schedule- feeling you can.

Power of positive affirmations

Positive affirmation can have a great impact on your life and goals. Keep telling yourself that you are a good manager, you will become one eventually.

Ex: I will meet all my deadlines, let me begin now

I will fall till my goals moods is not a problem for me

Yes I can do it the sooner I finish, the sooner I can relax, enjoy my

I will stick to my schedules

This is high time to do it.

Action Plan

How to fit a huge work load into 24hrs. Draw up an action plan to deal with your time related problem.

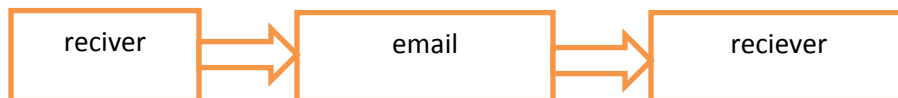
- My action plan
- My problem
- How do I generally respond to this problem? (preparation)
(Lot of time left)
- What is the course of your problem?
- What are the consequences I face to due to this problem? (my be poor results)
- How can I deal this problem? (not postponement)
- What can I do it right now?

E-Mail (Electronic Mail)

Business today operates in a highly competitive market in which high-speed communication and information transfer is essential. Most of the activities in today's offices are electronic, using computer-based technology. Electronic mail, or e-mail as it is commonly known, has evolved as an effective, low cost and instant method of communication with friends and colleagues all over the world.

With e-mail, messages are keyed into a computer workstation and then transmitted to the recipient. A single message may be sent simultaneously to many recipients.

The following diagram shows how a mail message is sent across the world via the internet.



Mr Ray Tamilnson invented internet based e-mail in the year 1971.

Advantages of E- Mail

- Saves lot of time and efforts in producing forms, printed memos, faxes and letters
- The important message can be retained on the electronic file or printed out as a hard copy
- High speed send / receive cycle
- Direct input and retrieved from keyboard
- Virtually instant dispatch / retrieval
- Simultaneous circulated to pre-selected groups
- Other files can be attached to e-mails
- E-mail is quick and easy to use within the business rules.

Ten Commandments about the E-mail in practice

E-mail is quick and easy to use, but this should not be an opportunity to forget all the basic rules of good business writing. In business use, try not use abbreviations which you may use when e-mailing personal friends.

The way people use e-mail reveals quite a lot about us. People who are open-minded and who welcome new ideas embrace the e-mail culture willingly. They send crisp, clear messages, they reply promptly and they are a pleasure to liaise with. People who are uncreative and full of their own importance tend to sound quite long-winded and pretentious in e-mail messages. They find it hard to adopt the casual, friendly, conversational style that suits e-mail.

Vague Subject line (be specific and clear with subject line)

Readers with lots of e-mail every day will not open mail headed 'urgent' or 'hello'. Unless it is composed a SMART subject line that is:

Specific

Meaningful

Appropriate

Relevant

Thoughtful

2. No greeting

It is just plain courtesy to include a greeting at the beginning of an e-mail. We don't need Dear Mary or Dear Mr Ram, as in letter. In e-mails we can be slightly more informal, with Hi Ram,

Hello Ram. Another reason this sort of greeting confirm the message is to one and not a *cc* or *bcc*

3. No sign off

Similarly, it's another sign for me when I see your name at the end of a message- it's a sign that your message is finished. A sign-off should not need to include 'Regards' or 'Kind regards'. Why do we need these boring, useless closes? Just put your name at the end be done with it.

4. Poor formatting

Many of netizens hate to receive a message that goes on and on without any blank lines to show new paragraphs. Other people agree that such messages are confusing and boring. Try to think and format in paragraphs when you are composing email messages. Blank lines between paragraphs are a great idea. They don't only help you but they help the reader too.

5. Vague messages: do you receive vague messages? There are message where you read and read but you cannot see what he writers trying to say, and you have no idea what the writer expects of you. Many people complain about this. Do yourself and your reader a favour by thinking in paragraphs, remembering appropriate structure, and being clear in your writing.

6. Tell me what to do

This is connected with number 5, in that the writer doesn't tell you what action he or she wants you to take after reading the message. Remember the three Rs-you must guide the reader towards the response that is required – only then will you get the right results.

7. Unfriendly tone

Emotions are hard to convey in e-mails, and some people type out exactly what they would say without thinking of the tone of voice that would be used to signal their emotions. With e-mail you only have words, so without the right tone, misunderstandings could easily happen. You could easily offend or perhaps lose an important business contact. Good writers learn to choose their words carefully, and get the tone just right!

8. CC to the whole world

A friend of mine once said 'Don't send a cc to everyone you know. Just send a cc to people who need to know!' I agree. It's too easy to send ccs nowadays (courtesy copies, not carbon copies!). Please don't contribute to the increasing problem of overflowing inboxes. Send a cc only when it is essential.

9. Bad grammar, bad spelling and bad punctuation

As more people use e-mail, messy work is becoming a major irritation. People are receiving poorly formatted messages in one continuous paragraph, poorly structured messages that don't state what response is needed, and poorly written messages with errors in grammar, spelling and punctuation. Remember, your e-mail says something about you and your organization. <Make sure it gives a good impression.

10. Just plain sloppy

Many people comment about the need to reply to e-mails quickly simply because of the urgency of e-mails. In view of this urgency, many people don't take as much care with their writing. Rushed messages are often garbled, unclear, unfocused, with poor structure, poor tone and poor spelling. Readers do not understand such messages, they may be offended by them, and they don't know what they have to do in response.

HOW TO CREATE ELECTRONIC RAPPORT

Here are some techniques you can use to create electronic rapport with your e-mail correspondents:

1. Don't just dive into your message

Try to ease the reader into your message by giving some basic background information; be warm and friendly in your opening where possible. For example:

- It was good to speak to you this morning. I'm glad we were able to clarify this issue.
- Thanks for calling me today. It was so good to speak to you after all this time.
- Thanks for a great lunch yesterday. Your new project certainly sounds very interesting.
- I'm so sorry to hear about the problem you've experienced with your new LCD projector.

2. Show some feelings

It's too easy just to state the mere facts without showing any concern or feelings. Remember that you can add texture to your message by using emotive and sensory words. Showing some empathy in your message will help you to form a better bond with your readers. For example:

- I appreciate your understanding.
- I certainly see what you mean, and hope we can resolve this problem.
- I am happy to offer you an extra discount of 10%.
- I am pleased to know you will be visiting Mumbai next month.

3. Keep your message positive and focused

Two essential ingredients of e-mail messages are keeping a positive attitude towards your reader and maintaining focus on their needs. Try to be diplomatic, and never be afraid to apologise if something has gone wrong.

4. Tailor the tone of your message

The speed of e-mail can lead to inappropriate informality. Be careful to tailor the tone of your message accordingly. Distinguish personal from business e-mails, and avoid using abbreviations, exclamation marks and slang when writing to clients.

5. Be precise and clear

All readers deserve a clear and professional message. Pay attention to what is being asked and respond clearly. If you are not precise this will make more work because a further e-mail will be necessary.

Netiquette

In personal relationships the conventions of behaviour are called etiquette. In e-mail we have **netiquette** – a set of rules for e-mail that have evolved from experience. All your emotions and subtleties have to be incorporated into what you write, so misunderstandings are easy to create. Here are my tips for better netiquette:

N ever leaves a response too long.

It's common courtesy to respond to a message as quickly as you can –even if you have to say that a detailed response will be sent later.

E- Mail addresses must be correct.

Correctly addressed e-mail messages are received within seconds, but it can take a while to receive an error message letting you know that an incorrectly addressed message wasn't delivered. Get your e-mail addresses right first time.

Take off the caps lock. DON'T SHOUT!

Even though you want to get noticed, Please do not use capitals in e-mail messages- this is like shouting – it is rude and will usually be counter-productive.

And also-NEVER RESORT TO EXCESSIVE PUNCTUATION *@!!**?!!!!!

I nformality is OK in e-mails.

Replace formal salutations like 'Dear Kiran' with 'Hi Kiran' or 'Kiran'.

Similarly, replace 'Yours sincerely' with 'Best wishes' or some other informal closing, avoid using 'Regards' etc

Q uestion your subject heading.

People are most likely to read important looking e-mails first. Give your messages a clear and specific subject heading that will get noticed.

U se short sentences and short paragraphs. The shorter your messages, the more likely they will read and understood. Remember to paragraph just the same as in other business documents.

E numerate with numbers or bullets.

Present your messages attractively. Use numbers, bullets or sub-headings if possible- this will add to the clarity of your message.

T idy up long sentences to eliminate waffle.

Tapping away at the keyboard as you think, it is easy to allow sentences to become too long. Read through your message carefully and improve clarity and understanding.

Take a pride in your finished message. Make sure your message is accurate, brief and clear as well as attractively presented. In this way it will be understood and will achieve the desired results.

Ensure everything is right before you hit 'send'. You cannot call an e-mail back for second thoughts, so get it right first time

UNIT-IV

Non verbal Communication

Communication through words is called verbal communication: communication **through other symbols** is called non-verbal communication. Non-verbal methods of communication include all things, **other than words and language** that can convey meaning. For example, **graphics** like pictures, maps, charts, graphs and diagrams in a written document, and **body language and voice qualities in speech**, are non-verbal communication.

Non-verbal communication **can be independent** of verbal communication: but **verbal** communication is always **accompanied by non-verbal** communication. non verbal methods can be used as **a substitute for words** like the red color to mean danger, or nodding the head to mean "yes." Non-verbal communication is **mostly involuntary and unconscious and difficult to control**: It may some times **reveal the truth** which the speaker/writer is hiding behind the words. It is said, "**non-verbal communication speaks louder than words.**" Thus there can be

unintended and unconscious non-verbal communication. On the other hand, non-verbal methods can be consciously created and used with both written and oral communication.

Uses of non-verbal methods:

- It is instant and quicker by nature Ex: colours, bells, pictures
- Speed in conveyance and in response – ex; traffic signals message, fire alarm etc
- It makes information conveniently at a glance
- More information with less efforts
- Response to visuals, plain sounds are more powerful than language. Ex a cry informs sad, TV is better than radio
- Best way to convey information to illiterate people. Ex skull & cross bones

Methods of non-verbal communication:

Non-verbal communication occurs mainly through **visual symbols and auditory symbols**. Visual symbols are those which are seen and auditory symbols are those which are heard. Our other senses like **smell, taste and touch also** take in meanings and can be used for non-verbal communication. For example, the fragrance in aroma, the feel of the plush covering on furniture, the taste and aroma of the coffee served in the visitors' room of an office, make significant impressions.

Non-verbal aspects of written communication

Colour:

Color is an important and powerful **means of communication**. Matters of life and death, as in traffic signals, are conveyed by colors. It is also **used for classification and identification** of different products and materials in industries. Teams have color in their uniforms identify their members: countries have their colors on their flag. Color also has **psychological effect**. The **state of mind** of employees is influenced by the color of their surroundings. Pleasant, cool colors in the work place have good influence on workers: black, dark, gloomy colors are known to reduce productivity; very bright, gaudy colors may be disturbing and over-exciting; softly blending colors are pleasant and soothing.

Pictures

Pictures, from simple drawings to colored photographs, are used in brochures, posters and advertisements. Pictures can be combined with a very few words for persons who cannot read well as in posters. Besides, pictures are **universally understood, more easily remembered and make an immediate impact** because they are easier to "take in". Pictures are used extensively in advertising because they attract the eye and convey instantly even when the reader just glances at them.

Diagrams

A diagram is a figure consisting of simple line drawing made to accompany and illustrate the parts and the operation of something.

Graphs and charts

Graphs and charts of different kinds represent statistical information. Special skills are needed to prepare and to understand a chart or a graph. Information presented in a chart or a graph allows the overall situation to be seen at a glance; the relationships between the figures are also seen easily. Every charts or graphs must be properly titled to show what information it represents; it must have labels and a scale/key to explain the symbols used and to indicate what the different bars or parts stand for. Every chart or graph must show the date of the information.

Charts can be made in many ways:

Bar charts,

line graph,

pie chart,

flow charts.

Maps:

Maps are representations of territory and are used for conveying the space relationships between places. They can convey geographical information like transport routes, climatic conditions, distribution of population, crops, animal life and vegetation; sociological factors like religion, literacy, health and nutrition. Maps of small areas are used to give information about routes and to locate places.

Signs and signals:

A sign is a mark used to represent something; for example, + for "plus", skull and cross bones for "danger." It has a fixed meaning. A signal is a previously agreed movement which serves to warn, direct, or command; for example, the coming on of a green light is a signal to go ahead; the firing of a gun salute signals the arrival of a VIP. A signal may be visual or auditory. Signs and signals used by members of a group may be made with hands, lights, cloth, smoke, drums, whistles or anything that can be seen or heard at a distance.

Auditory symbols:

Sounds have very limited use as symbols; they can convey only very simple information. Sounds are used mainly for warning like 'Sirens to warn about enemy and by police vehicles. Whistles are used by sport directors, the police/army to call members to assemble. Bells and buzzers are used to indicate the starting and ending of work periods. Beeps are used by most electronic gadgets .Tunes are often used as an identification mark. Programs on the radio/ TV have a signature tune; advertisements on these media have their tunes.

BODY LANGUAGE

Body language means the changes that occur in the body position and movements that show what the person is feeling or thinking. Much of it is involuntary and unconscious; most persons are not aware of their body language; but it makes a Powerful impact on others non verbal

communication can accent, complement, repeat and substitute for verbal,: Communication It is complex and is influenced by many factors: Biological: certain body shapes, skin colour and features cause persons to have some kinds of gestures, expressions and postures.

Habitual: Some movements and expressions are learnt as habits in the process of adapting oneself to the environment; they also arise from one's occupation which requires constant posture or movement of certain kinds.

Cultural: Customs like not sitting cross-legged before elders, not looking straight in the eyes of elders or superiors, are culture-specific. Customs of receiving guests, introducing, social conduct, also induce some gestures and stylistic features.

Body language can be divided into conscious and unconscious:

Appearance

A person's general appearance depends on several things. Two of the important factors that contribute to appearance are grooming, and personal hygiene. Care of skin, nails, feet and hair are expected standards; a person who neglects these aspects makes an unpleasant impression. Appearance makes the first impression; lack of neatness or cleanliness, carelessness in grooming, clumsy gait or clothes make negative impression.

Clothing and accessories

Clothing is a very important aspect of body language. It requires good taste / judgment to make a subtle impression by what you wear. The color, design, cut, and fitting combine to make up the dress. In western style of world Appropriateness for the occasion is essential: the formality of the occasion, the time of the day, the season, the cultural background of the people who will be present. Many organizations have a dress code for occasions in order to ensure that its representatives convey the desired impression. Accessories like tie, footwear, jewellery need careful selection and should be comfortable to wear.

Posture:

Posture is the way we hold ourselves, the way we stand or sit. It indicates something about our feelings and thoughts, attitudes, health and moods. Stiff posture shows tension; comfortably leaning back conveys a relaxed mood; eagerly leaning forward shows the listener's interest. Posture can indicate disregard or disrespect for others; polite and well-bred persons are usually careful of how they stand or sit in the presence of visitors and in formal situations. Graceful posture is a great asset in any business.

Angular distance reveals how we relate to and feel about people sitting, standing, or waiting nearby. Our upper body unconsciously squares-up, addresses, and aims towards those we like, admire, and agree with, but angles away from disliked persons with whom we disagree. In a conversation, formal interview, or staff meeting, greater angular distance (turning away) substitutes for greater linear distance. Angular distance may range from 0 degrees (directly facing) to 180 degrees (turning one's back)

Facial expression:

The expression on the face is the most obvious aspect of body language. A cheerful face or a gloomy face influences most people. A cheerful or appreciative smile, a displeased frown, a look of surprise, and several other expressions of the face can convey, with or without words, the attitude, feelings and reaction of the communicants. Eyebrows and lips are the most mobile parts of the face; an eyebrow raised unconsciously can convey disbelief or surprise. A frown may convey displeasure or effort to concentrate, depending upon the context.

Smile'

Smile is a universal gesture; it is understood by everyone, is generally unmistakable and clears the atmosphere. "A smile costs nothing, but gives much. It enriches those who receive, without making poorer those who give. It takes only a moment, but the memory of it may last forever. Smile creates happiness in the home, fosters good will in business and enhances friendship. A smile can also be a useful non-committal gesture when it is better to be silent. And beware of an involuntary (sometimes one-sided) smile either on your own face or on the other's face; it could be sarcasm; it cannot be conducive to good relationship.

Eye contact:

Eye movement is a key part of facial behaviour. Eye contact is a very important communicative factor. Eye contact between speaker and listener is necessary for indicating that both are interested in the communication. While making an oral presentation it is important to create rapport with the audience with eye contact. The comfort level for eye contact is three seconds; if eye contact is held longer than three seconds, it causes discomfort to the other person. Aggressive persons, try to fix others with a stare; anger may be expressed with extended eye contact. It is commonly believed that avoiding eye contact indicates that the speaker is lying. Persons who lack self-confidence also generally avoid eye contact. However, the rules and customs of culture influence how people use their faces and eyes.

Gestures

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

Space:

The way we use space plays a subtle role in body language. Individuals naturally maintain a certain space between themselves in various social and interpersonal situations. The distance we keep from the other person while speaking, indicates the relationship; we keep a longer distance from a slight acquaintance and get closer to persons with closer relationship; we maintain a respectful distance from and allow more personal space to our superiors.

PARALANGUAGE

The non-verbal aspects of the spoken word are known as paralanguage. It includes the qualities of the voice, the way we use our voice, as well as the sounds we make without uttering words. Voice has characteristics like tone, volume, and pitch. 'Tone is the quality, of the voice. Volume is the loudness or softness, which can be consciously adjusted. is the high or low note on the scale, a high-pitched voice is often unpleasant. It is better to begin softly, in a low pitch and raise the volume and pitch as required. **Speed** is factor' of speech. Rapid speech indicates excitement. Reduce speed to e4lain a difficult idea. **Pronunciation** means the accepted standard of the way in which a word is salt correct and clear pronunciation is important and indicates that the speaker is careful, and has consideration for the audience. **Accent** is the way a person pronounces the sounds of the language; every language has its own accent or way of forming the sounds.

Intonation is the sound pattern of sentences; like accent, each language has its intonation. **Stress** on a particular word in a sentence can change the meaning and implication. Besides, there are hesitations and **non-fluencies** which form a part of spoken language Sounds like *Er-er, Mmm---*, indicate that the speaker is hesitating or cannot find the next word to say. Sounds like, *Ahem!, huh! Ah-h/ Ouch! Oh-oh!* , are used to convey various ideas or emotions.

Silence can be a very effective way of communication. It is not a negative absence of speech but a positive withdrawal or suspension of speech. Silence is a difficult method of communication to use as it takes a good deal of self-control and self-confidence to be able to hold one's tongue.

Johari Window

The johari window, named after the first names of its designers, Joseph Luft and Harry Ingham, is one of the most useful models describing the process of human interaction. A four paned "window", as illustrated below, divides personal awareness into four different types, as represented by its four quadrants: OPEN, BLIND,HIDDEN AND UNKNOWN. The four windows represent each person and his personality, which can move as an interaction progresses

Self awareness helps us to understand how we see ourselves and others see us. Of these four windows one is clear glass, two are 'one way' panes and another is complete not clear. This also called as a disclosure/feedback. Self awareness actually represents information feelings, experience, views, attitudes, skills, intentions, motivation, etc The word 'Self' means oneself and 'others' mean other people in the person's group or team. It is discussed in terms of whether the information is known or unknown by the person, and whether the information is known or unknown by others in the group.

Known to self

not known to self

KNOWN TO OTHERS	OPEN AREA HE KNOWS HIMSELF AS WELL AS KNOWN TO OTHERS area free activity good communication cooperation occur free from distraction, mistrust, conflict, misunderstanding	BLIND AREA HE KNOWS NOTHING BUT OTHERS KNOW HIM ignorance abt himself, kept in dark, thick skin people, go blind, not productive & effective needs motivation from others
	HIDDEN AREA HE KNOWS HIMSELF BUT OTHERS DO NOT every thing kept secret, nothing revealed even work related, not good for organisation needs to be & get into open and free	UNKNOWN AREA NOTHING IS KNOWN BY BOTH mostly occurs in youth, no experience & confidence, information, feelings, abilities, attitude, experience, behaviour are quite closed needs to uncover thru self observation or others needs counselling

Open Area (Quadrant 1): this is also called as free area or public area. This area is known for free activities. This area informs about the persons behavior, attitude, feelings, emotions, knowledge, experience, skills, views, etc. known by the person (the self) and known by others (in team)

A team or a team work always aims at development of individual as well as organization. It is expected in terms of productivity and effectiveness; it is possible only when the team is with good communication and cooperation, free from distraction, mistrust, confusion, conflict and misunderstanding. This area represents such people and teamwork, so is the development

Blind Region (Quadrant 2): this area is also called blind area or blind spot. This region represents the person who knows nothing about himself and he is known to others in the group. The persons in this area are not productive or effective because of poor self awareness. The persons are ignorant about himself and the issues. It is not possible to get work done as they are kept in dark. No one works well when the mushroom management prevails at work place. People who are thick skinned tend to have a large blind area.

The team managers or other members can counsel the individual through which the blind areas can be reduced. It can be possible with increasing open area with sensitivity feedback; managers should encourage individual disclosures to reduce fear and to open their minds. Some people are more flexible than others; care to be taken to avoid causing emotional problems.

Hidden Area (Quadrant 3): this area is also known as façade. This region represents the person knows every thing about himself but others do not. This area shows the person had information, feelings which is not revealed or is kept hidden from others. The hidden area also includes sensitivities, fears, hidden agendas, manipulative intentions, and secrets anything that a person

knows but not revealed for whatever reason. He may hide his personal matters but not the work related information. This is somewhat unfair on his part and not so good for the organization.

So relevant hidden information and feelings, etc, should be moved into the open area through the process of disclosure. The aim should be to disclose and expose relevant information and feelings- thereby increasing the open area. This sort of disclosure reduce the hidden area and increase the open area which enables better understanding, cooperation, trust, team working effectiveness and productivity. Reducing hidden areas also lessen the confusion, misunderstanding, poor communication etc., this practice will help a lot for organization

Unknown Area (Quadrant 4) this area is also called unknown activity. This region represents the persons not known to himself as well as others. This region contains information, feelings, latent abilities, aptitudes, experiences etc, which are unknown to the person himself and unknown to others in the group. The information which can be quite close to the surface, and which can be positive and useful, or they can be deeper aspects of a persons personality; influencing others behavior to various degrees. These areas are commonly occurring in youth lacking experience and self belief.

Through self discovery or observation by others or mutual discussion or other intensive group work or counseling the information and knowledge can be uncovered and shared, this enables the unknown area decreased and open area increased.

The extent to which an individual discloses personal feelings and information, and the issues which are disclosed, and to whom, must always be at the individual's own discretion. Some people are more keen and able than others to disclose. People should disclose at a pace and depth that they find personally comfortable. As with feedback, some people are resilient than others-care needs to be taken to avoid causing emotional upset.

Using the Johari window as a model to help us look at how we relate with the world, we can significantly enlarge our open self window (our area)

- We can direct the behavioral process in our relationships in a good way
- We can learn from others about our blind self
- Reveal parts of our hidden self to grow as a person and live a happier life
- Challenge our way into our unknown self.

Transactional analysis

Eric Berne's Transactional Analysis - early TA history and theory

Transactional Analysis is one of the most accessible theories of modern psychology. Transactional Analysis was founded by Eric Berne, and the famous 'parent adult child' theory is still being developed today. Transactional Analysis has wide applications in clinical, therapeutic, organizational and personal development, encompassing communications, management, personality, relationships and behaviour. Whether you're in business, a parent, a social worker or interested in personal development, Eric Berne's Transactional Analysis theories, and those of

his followers, will enrich your dealings with people, and your understanding of yourself. This section covers the background to Transactional Analysis, and Transactional Analysis underpinning theory.

Roots of transactional analysis

Throughout history, and from all standpoints: philosophy, medical science, religion; people have believed that each man and woman has a multiple personality by nature.

In the early 20th century, Sigmund Freud first established that the human psyche is multi-faceted, and that each of us has warring factions in our subconscious. Since then, new theories continue to be put forward, all concentrating on the essential conviction that each one of us has parts of our personality which surface and affect our behaviour according to different circumstances.

In 1951 Dr Wilder Penfield proved, that the brain could be caused to 'play back' certain past experiences, and the feelings associated with them. The patients 'replayed' these events and their feelings despite not normally being able to recall them using their conventional memories.

Penfield's experiments resulted in wide acceptance of the following conclusions:

- The human brain acts like a tape recorder, and even as we may 'forget' experiences, the brain still has them recorded.
- Along with events the brain also records the associated feelings, and both feelings and events stay locked together.
- It is possible for a person to exist in two states simultaneously (because patients replaying hidden events and feelings could talk about them objectively at the same time).
- Hidden experiences when replayed are vivid, and affect how we feel at the time of replaying.
- There is a certain connection between mind and body, i.e. the link between the biological and the psychological, eg a psychological fear of spiders and a biological feeling of nausea.

Early transactional analysis theory and model

In the 1950's Eric Berne began to develop his theories of Transactional Analysis. He said that verbal communication, particularly face to face, is at the centre of human social relationships and psychoanalysis.

His starting-point was that when two people encounter each other, one of them will speak to the other. This he called the Transaction Stimulus. The reaction from the other person he called the Transaction Response.

The person sending the Stimulus is called the Agent. The person who responds is called the Respondent.

Transactional Analysis became the method of examining the transaction wherein: 'I do something to you, and you do something back'.

Berne also said that each person is made up of three alter ego states:

- **Parent**
- **Adult**
- **Child**

These terms have different definitions than in normal language.

Parent

This is our ingrained voice of authority, absorbed conditioning, learning and attitudes from when we were young. We were conditioned by our real parents, teachers, older people, next door neighbours, aunts and uncles, friends.. Our Parent is made up of a huge number of hidden and overt recorded playbacks. Typically embodied by phrases and attitudes starting with 'how to', 'under no circumstances', 'always' and 'never forget', 'don't lie, cheat, steal', etc, etc. Our parent is formed by external events and influences upon us as we grow through early childhood. We can change it, but this is easier said than done.

Child

Our internal reaction and feelings to external events form the 'Child'. This is the seeing, hearing, feeling, and emotional body of data within each of us. When anger or despair dominates reason, the Child is in control. Like our Parent we can change it, but it is no easier.

Adult

Our 'Adult' is our ability to think and determine action for ourselves, based on received data. The adult in us begins to form at around ten months old, and is the means by which we keep our Parent and Child under control. If we are to change our Parent or Child we must do so through our adult.

In other words:

- Parent is our 'Taught' concept of life
- Adult is our 'Thought' concept of life
- Child is our 'Felt' concept of life

When we communicate we are doing so from one of our own alter ego states, our Parent, Adult or Child. Our feelings at the time determine which one we use, and at any time something can trigger a shift from one state to another. When we respond, we are also doing this from one of the three states, and it is in the analysis of these stimuli and responses that the essence of Transactional Analysis lays. See the telugu movie “Bommarillu” cast by Siddarth, Jenilia etc.

This is an excellent illustration of the effect and implications of parental conditioning in the context of Transactional Analysis.

Berne's theory says that effective transactions (ie successful communications) must be complementary. They must go back from the receiving ego state to the sending ego state. For example, if the stimulus is Parent to Child, the response must be Child to Parent, or the transaction is 'crossed', and there will be a problem between sender and receiver.

If a crossed transaction occurs, there is an ineffective communication. Worse still either or both parties will be upset. In order for the relationship to continue smoothly the agent or the respondent must rescue the situation with a complementary transaction.

In serious break-downs, there is no chance of immediately resuming a discussion about the original subject matter. Attention is focused on the relationship. The discussion can only continue constructively when and if the relationship is mended.

Here are some simple clues as to the ego state sending the signal. One can witness these clearly in others, and in yourself:

Parent

Physical - angry or impatient body-language and expressions, finger-pointing, patronizing gestures,

Verbal - always, never, for once and for all, judgmental words, critical words, patronising language, posturing language.

N.B. beware of cultural differences in body-language or emphases that appear 'Parental'.

Child

Physical - emotionally sad expressions, despair, temper tantrums, whining voice, rolling eyes, shrugging shoulders, teasing, delight, laughter, speaking behind hand, raising hand to speak, squirming and giggling.

Verbal - baby talk, I wish, I dunno (don't know), I want, I'm gonna, I don't care, oh no, not again, things never go right for me, worst day of my life, bigger, biggest, best, many superlatives, words to impress.

Adult

Physical - attentive, interested, straight-forward, tilted head, non-threatening and non-threatened.

Verbal - why, what, how, who, where and when, how much, in what way, comparative expressions, reasoned statements, true, false, probably, possibly, I think, I realise, I see, I believe, in my opinion.

And remember, when you are trying to identify ego states: words are only part of the story.

To analyse a transaction one needs to see and feel what is being said as well.

- Only 7% of meaning is in the words spoken.
- 38% of meaning is paralinguistic (the way that the words are said).
- 55% is in facial expression.

There is no general rule as to the effectiveness of any ego state in any given situation (some people get results by being dictatorial (Parent to Child), or by having temper tantrums, (Child to Parent), but for a balanced approach to life, Adult to Adult is generally recommended.

Transactional Analysis is effectively a language within a language; a language of true meaning, feeling and motive. It can help you in every situation, firstly through being able to understand more clearly what is going on, and secondly, by virtue of this knowledge, we give ourselves choices of what ego states to adopt, which signals to send, and where to send them. This enables us to make the most of all our communications and therefore create, develop and maintain better relationships.

Modern transactional analysis theory

Transactional Analysis is a theory which operates as each of the following:

- a theory of personality
- a model of communication
- a study of repetitive patterns of behaviour

Transactional Analysis has been explored and enhanced in many different ways by many significantly; the original three Parent Adult Child components were sub-divided to form a new seven element model, principally during the 1980's by Wagner, Joines and Mountain. This established Controlling and Nurturing aspects of the Parent mode, each with positive and negative aspects, and the Adapted and Free aspects of the Child mode, again each with positive and negative aspects, which essentially gives us the model to which most TA practitioners refer today:

Early Transactional Analysis suggested that effective communications were complementary (response echoing the path of the stimulus), and better still complementary adult to adult, the modern interpretation suggests that effective communications and relationships are based on complementary transactions to and from positive quadrants, and also, still, adult to adult. Stimuli and responses can come from any (or some) of these seven ego states, to any or some of the respondent's seven ego states.

Group communication

A group is a cluster of two or more individuals who interact with each other on a relatively enduring basis, identify themselves as a part of a distinctive unit and share certain common interests, values, goals and activities

A group possesses four characteristics;

- (a) collection of two or more people
- (b) inter relations among members over a period of time
- (c) common interests or goals or purpose, formal or informal
- (d) people see themselves as members.

Group communication requires skill and training, it is very useful activity in organization, and it helps understanding the situation, in exploring possible solutions. Group communication takes place in the form meeting. A meeting may be a formal or informal, and it may be conducted in different ways depending upon its purpose and the size of group.

Ex: annual general **meeting**, board of meeting, **committee**, **conference**, **group discussion** etc.

Group Communication – Problems

In group of communication, when more persons involved, there can be problems with various barriers and are multiplied. The leader as well as participants should have meeting skills, otherwise, a meeting can be very frustrating and a waste of time.

Very often problems are created by various personalities among members of the group. Some persons are shy or nervous of addressing a group; even if they have good ideas or analytical ability, they may not speak up. Some are aggressive and prevent others from speaking; they take up all the time and insist on following their own agenda. Some do not participate at all because they have not applied their mind to the agenda or discussion topics. Members may get excited and turn hostile to one another. Even a cohesive group may have problems occasionally.

If the leader fails to control or guide the discussion, the group communication may go off the track or become diffuse and not arrive at a proper conclusion within reasonable time. Meeting that go on for too long do not produce good decisions and are very frustrating to members of the group.

In order to overcome problems and to ensure success of group communication, the leader must have the required skills to conduct a meeting and lead a discussion; the other members must have the commitment and the skills to take part in the discussion.

Types of group communication

Meeting

A meeting is formally arranged gathering for the purpose of discussing an issue that concerns a large number of persons. The method of conducting a meeting depends on the type of meeting.

Very formal meetings: parliament, assemblies, company share holders meeting, management-union negotiations, senate, councils and executive bodies.

Formal meetings: GBM of voluntary organizations, briefing sessions, advisory bodies and management meetings.

Informal meetings: GD, ad hoc meetings of task groups and brainstorming sessions.

Objectives or Purpose

Meetings, committee or conference may have the following objectives

- (a) to arrive at a consensus (b) to get feed back (c) to solve problem
- (d) to collect ideas (e) to understand the situation (f) to learn and train
- (g) to inform and explain

Meeting can also be classified on the basis of the purpose as following

Decision making meeting: is boards/committee vested with decision making powers on behalf of parent body or appointing authority, hold decision making meetings

Executive meeting: is board or committee or executing council hold meeting with power to implement decision, review recommendations, pass orders and give instructions for carrying out certain work.

Consultation meeting: is an advisory body with experts hold meeting to discuss and advise other bodies. It has no power to take any decision or action. Ex; Joint consultation b/w departments, or other related groups or bodies

Problem solving meeting: subject experts or concerned with problems call a meeting for the specific purpose of solving the particular problem. Every member contributes his/her point of view in solving the task. Snags and blocks can be dealt with in co-ordination.

Briefing meeting: giving information is the main function of a briefing session. A prepared note may be read out, questions or requests for clarification are answered. No discussion is carried. Ex: company seniors briefing subordinates or press / media,

Negotiation meeting: when parties with competing interest like buyer-and –seller, or two separate organizations which want to collaborate, employee and employee, need to settle their differences, they meet to discuss and arrive at an agreement.

Group discussion

This meeting is usually informal. It can be a very stimulating and useful activity in organizations. It helps in understanding a situation, in exploring possibilities and in solving problems as it generates a multiple point of view. It gives a sense of participation to all those who participate in it. It is used as a tool of selecting candidates by observing the behavior and abilities of individuals taking part in it.

Conference

A conference is a meeting of a large group of persons assembled for the purpose of discussing common problems or activities. The number of participants may be 10 to 500 or more; it may last a day or a few days, depending on the subject and purpose. The conference is a tool of learning and training and development; members pool together and share their knowledge and experience, and discuss their problems. It is an enriching activity. It does not need to complete task or any conclusions. The report of conference is given to participants and their organizations, subject concerned authorities. Conference has no authority but may make recommendations. The experienced participants are engaged in the activity and are directly affected by the state of affairs in the field.

Committee

A committee is a small group of persons entrusted with a special business task appointed by an authority or bigger group. A committee is a tool of administration and management and is expected to complete a given task in the given time. It meets often or as when required.

Committee is expected to prepare minutes of meeting and a report with its conclusions and submit it to the appointing authority.

Ad hoc committee: is a small group selected on the spot, for looking into troublesome problems: it may have members from the meeting itself or others as well. Members should have knowledge about the problem and problem solving skills.

Standing committee: is a part of organizational set up. The committee is permanent in existence but membership may be changed by rotation with regular periods. This committee has permanent recurring task assigned. It meets periodically to examine recurring problem, it has high powers and can implement its decisions.

Special committee: is appointed for handling a special task, its members are carefully selected for their special knowledge and experience in the field of the task.

Sub-committee: is a smaller body formed by a large committee from among its own members, for the purpose to complete a task or a part of task assigned to the committee.

Advantages and disadvantages of Group communication

Advantages

It permits to handle tasks have several aspects, a multiple point of view

enables organization with specialists in technology, law, taxation, personal etc

provides social and emotional support to participants

employees may have part in decision making known to be more loyal

democratic way of discussion on problem and solution shows respect for individuals

Disadvantages

it is a time consuming and expensive in making preparations and conduct of meeting

may end without useful conclusion with disagreement

may not have any useful outcome, members may take meeting light with out preparation or feel it as time pass

may become useless if chairman is not skilled makes members feel frustrated for not giving opportunities to express their views

and their opinions and views

easier access to information with technology

development in organizations enables managers

to have open discussion of various concerns

psnmoorthy *GATE*

V UNIT

Technology based communication tools

Information Technology enabled environment made a person speaking more of global language in business communication and in its operation today.

We are already witnessing the slow demise of the paper work like manuscript and the hand written letters etc., and memos with e-mail messages and machine printouts taking their place. Speed and cost factors and the need for extensive reach and access have given a big push to the electronic gadgets and new media.

Communication technology and its impact

The contours of business communication are changing at a rapid pace. Access to knowledge and information has become easier and speedier. Businesses are metamorphosing old ways of doing things are making way for the new and more sophisticated ones. Telecommunications and computers are driving the lives of people around the world.

. Business messages will have to be conveniently accessible and efficiently retrievable. With more and more on reliance on internet, websites, online connectivity, automated teller machine (ATMs), customer terminals and short messaging service (SMS) human intervention, which has been so much an essential part of the communication till today, will decline.

. A growing number of companies the world over have started investing in networks and e-mail communications. For business communicators, all this developments bring in new opportunities as well as responsibilities. Communication has to be brief, swift, convenience, low cost, IT enabled and global. Transmission leakages have to be brought down substantially. There is now a much greater choice of channels and instruments. It has become necessary to keep abreast with such developments, appreciate their advantages and use them for improving the effectiveness of business communication and customer, public and employee relations.

E-MAIL

E-mail stands for electronic mail. It has computer – based messaging system that transports electronic messages from one computer to another through a communication network. In a large organization, e-mail connectivity is established across numerous locations, such as branches, regional offices, controlling offices, service unit and training centres. Each e-mail location is identified by unique e-mail identification. Messages and data which are otherwise transferred through couriers speed post and floppies can instead be transferred through e-mail. Physical transfer and movement, through e-mail is both instant and cost effective. Some of the companies and job advertisers insist that application letters and resumes be sent through only e-mail, to this specified e-mail addresses. Similarly, intimations and other routine communication are also sent by businesses only through e-mails.

The advantages of using e-mail are indeed many:

- E-mail communication is swift, infact instantaneous.

- E-mail communication is extremely economical.
- E-mail communication has a large global reach and access.
- E-mail communication is largely reliable; the sender can know if the message has reached the addressee or not.
- E-mail communication can be readily acknowledged by the receiver. The sender can also seek an acknowledgement from the receiver.
- The sender can send copies of the message to many others instantaneously.
- E-mail communication messages normally use the telegraphic language and salutation, and other essentials of a regular correspondence are not a must.
- E-mail communication can be stored and retrieved as and when required by both sender and receiver.

E-Commerce

E-commerce refers to business or shopping done through the internet. In other words, it is paperless commerce. The transaction between the buyer and the seller is direct and there is no middleman involved. There are essentially four types of e commerce – business to business (B2B), business to customer (B2C), customer to business (C2B), and customer to customer (C2C).

E-Business

E-business is an all encompassing term that includes e-commerce as well. E-business is the final stage of development, the earlier one being e-support of e-commerce. In the word of IBM, 'e-business is what happens when you combine the broad reach of the internet with the vast resources of traditional information technology systems'. E-business is holding out tremendous possibilities, and is transforming and redefining businesses and commerce by doing away with the restraints of geography, distance and time.

Internet

Cable and satellite-related changes apart, advancement in information technology and telecommunications has also resulted in the growth of internet culture. The National Readership Survey (NRS), have clearly shown that 2 million people per annum surfing the internet for their use. Through internet, it is now possible to access any information for the purpose of e-learning, e-business, e-commerce and even entertainment. With a growing number of corporates and organizations establishing their own websites, it is much more convenient to access, and if need be, download required reports and statement, in sharp contrast to the search and procurement of printed material earlier.

Communication networking systems

Communication networking systems provides online access or revolutionizing the world of business in general, and the services sector in particular. Communication backbone,, it is worth noting, can be either through terrestrial lines or through satellite links. As compared to the conventional modes of communication, network based communication is far more reliable and efficient, with an up time of around 99%. Reserve bank of India has set up a satellite –based Very Small Aperture Terminal (VSAT) communication network across the country for the benefits of banks and financial institutions. The future holds out enormous inter-bank and intra-bank VSAT –based applications in the financial services sector, resulting in speedier, secure and cost effective modes of communication.

Word Processor

While discussing the new trends relating to business communication, it is imperative to take note of the role of word processors. These relate to software that facilitates better organised and appealing business correspondence word processing software applications like MS-Word ,WordStar ,Lotus and WordPro add elegance and convince to written communication covering business letters, analytical, and others reports and memos. It is possible to erase, reword, regroup and restructure the written text several times till the desired level of effectiveness is achieved. Word processors are increasingly replacing the traditional type writers. Any person keen on ensuring elegant and effective written business communication must become familiar with a word processor and the numerous options it offers, in terms of fonts, letter size, colour and pagination. The advent of word processors has added a welcome new dimension to the elegant in written communication.

Teleconferencing

Teleconferencing, as the name suggest, is conference or discussion that takes place over the telephone. Telephone instruments with speaker facility enable speaking and hearing without the hand set or mouth piece. In the process, it is possible for more than one person to speak from one end and discuss with more than one person at the other. This way, the advantage is that people from one group or section can speak to another and have discussions, without physically attending the meeting. It is gaining popularity in modern business places and organizations, especially for small group interactions.

Video conferencing

Video conferencing goes a step ahead of teleconferencing, where by apart from the audio messages, video pictures are also available. It is possible to look at the person speaking. It is of particular relevance when the chief of the state, CEO of the company or any expert wants to communicate with people spread across regions. A typical example of this is the live telecast of budgets and election results, and the analysis that follows where in opinions and comments are sought. It is possible that if an expert speaker cannot be physically present to address the meeting, a live telecast of his message or address can be brought to the assembly of people in a meeting or seminar. This facility, however, is available in select places only and is comparatively quite expensive.

Short Messaging Service (SMS)

Short messaging service is yet another message transmission medium that is growing rapidly in both the developed and developing countries. **SMS** sent through a mobile phone are very cost effective (some times free) and are rapidly gaining popularity among the younger generation. Initially used to send jokes and one-liners, **SMS** messages are now used by advertisers, financial service providers and others to communicate business messages. **SMS** messages, in view of their cost advantage, help businesses to communicate more efficiently and strengthen customer relationship. According to an estimate made by a few years ago, about 30 billion **SMS** messages were sent across the globe every month. **SMS** messages are written messages which are read on the mobile phone, unlike the usual voice messages which are spoken or heard on the telephones. Notwithstanding this, because of its lower cost, the medium is gaining tremendous popularity. In fact, users are also developing in new language, more like the telegraphic language to convey messages.

Communication overload

Apart from various advantages with the new trends tools in business communication noted there are also pit falls. Although the low cost and ease of message transmission constitute a significant positive development, there is always the danger of over doing it.

The speed with which copies can be taken from a photocopier, print outs can be taken from the computer printer and, more importantly, the instantaneous transmission of e-mail messages not only to the address, but also to several others, quite often leads to indiscriminate dispatch of printed copies and e-mail address would be familiar with the way in which the messages pile up every day and the consequent need for periodic review and elimination of irrelevant ones.

In no time that messages tend to pile up like garbage. A good communicator therefore is conscious of both the needs- to review ones mailbox and spend time on only the relevant messages and also ensure the messages are not sent indiscriminately to others. In other words a good communicator understands and appreciates the relevance and sanctity of the messages, and does not annoy the addressee by overdoing it.

Cross-cultural Communication

Whenever two people come together and their behaviour affects one another, you have etiquette. Etiquette is not some rigid code of manners; it is simply how person's lives touch one another.- Emily post

Business organisations today operate in a global market place. Advantages in travel and communication sectors have facilitated access to broader, cross-country markets. Growth of businesses and operations across countries means people from one region and one country would have to interact and communicate with people across different countries. Multi-national companies employ people from different regions and place them anywhere in the world. These developments have resulted in adding cross-cultural dimensions to the subject of business communication.

Awareness of cultural differences:

Culture relates to the customs, ideas and values of a particular civilization, society or social group, especially at a particular time. Culture is what people are. It relates to the way of life and encompasses beliefs, attitudes, values, expectations and norms of behaviour.

Differences in culture translate into differences in language, accent, background, body language, distance, intimacy, values, beliefs and expectations. These differences get sharper with distance and diversity. In a country like India, culture would vary from eastern region to western and southern region to northern region. In the larger context, there are huge cultural differences among people across the globe. Countries in the eastern region like Japan, Korea, China and India are culturally very different from western countries like England, Germany, USA and Canada.

Religions and backgrounds further accentuate these cultural differences. Religions specify certain behaviour and discipline, which people subscribing to that religion adhere to. All these diversities make the process of business communication more complex. A business communicator, to be effective, should recognize the diversity and make conscious efforts to adapt, orient and reach out. Cultural differences call for adapting the appropriate tone, accent, loudness, pace and clarity in verbal communication, and appropriate handshake, postures, gestures, body movements, timing and distance in non-verbal communication.

Any business communicator who wishes to communicate effectively with heterogeneous cultural groups should make extra efforts to understand the cultural differences and accordingly develop relevant communication skills. In India, in other countries too, there could be region-to-region variations or rural-urban variations even within the country. Generalizations and presumptions, therefore, should be avoided.

Cultural differences across different regions and countries manifest themselves in different ways. The business communicator should be particularly conscious about the following aspects: conversational style, method of greeting, timing and punctuality, paying compliments, giving gifts, attire and dressing up for meetings, respect for elders, addressing people by name, interpretation of silence, spatial distance during meetings, gestures and touch, use of manners and formality, frankness and intimacy, expression of emotions and methods of negotiation.

Do's and don'ts of cross-cultural communication:

Like any other communication skill, any business communicator can acquire - relevant inter-cultural communication skills by accessing available sources. Before writing, speaking or interacting face to face with people of other countries, it is essential to know some minimum details and especially dos and don'ts that makes the communicator not to offend or hurt the addressee.

Inter-cultural context, the following tips would be relevant:

1. Use simple words. Be brief.
2. Talk slowly and clearly.
3. Accentuate spoken words with appropriate gestures

4. Be conscious of cultural differences.
5. Avoid judgements and generalizations.
6. Do not take things for granted.
7. Be eager to learn and understand.
8. Accept ignorance and be sincere.
9. Be conscious of your body language.
10. Refrain from doing anything hurtful or offensive.
11. Reconfirm that your message is understood.
12. Understand the non-verbal dimensions such as posture, gesture, handshake, timing, space and intimacy.
13. Learn to adopt their communication style in written, spoken and non- verbal communication.

India is increasingly getting integrated with the global economy. Just as people from other countries are coming to work in India, people from India are being called upon to work abroad. Working and communicating in an inter-cultural environment is a necessity and a reality'. Likewise, India has grown into an international hub for outsourcing. Business process outsourcing and call centre businesses are mushrooming and thriving. People working in these organizations have to necessarily speak to and communicate with people in other countries regularly. Mastering of business communication skills, therefore, is not complete until cross-cultural communication skills are acquired.

Business and social etiquettes:

Global business today is conspicuous by its inter-cultural dimensions. Businesses are rarely confined to regional and national boundaries. Leave alone multi-national companies, even domestic businesses work in an inter-cultural environment. While business and social etiquettes should be observed even within a cultural group, they are even more significant in an inter-cultural and translational context. In the following paragraphs, we will be looking at some rules that should be followed while conducting business.

Business Is Not All Business:

Sociologists describe human being as a social animal. In that sense men and women are members of a society. They are also a part of the community. That is how social behaviour becomes relevant. Businesses all over the world are indeed a part of the society. In the world of business, there is a premium on those business organizations that observe corporate social responsibility. The point that needs emphasis here is that businesses and society are inseparable. Social behaviour encompasses the business environment. Even business relationship, therefore, has a social dimension. Hence business meets are not bereft of social aspects. It is in this backdrop that we have to appreciate the significance of business and social etiquettes. Social behaviour relates to social etiquettes within the overall context of business meets and relationships.

Understanding Etiquettes:

The word etiquette pronounced as 'etiket' is derived from a French word. It relates to conventions of correct or polite social behaviour. Etiquette, relates to rules, usually unwritten ones, regarding the behaviour of members of a particular profession, etc, towards each other.

Etiquettes in a business and social context relate to how people should act, talk, eat, dress and carry themselves properly. To be more specific, business and social etiquettes generally cover the following, especially in an inter-cultural context:

Introductions

Greetings and shaking hands

Exchanging business cards

Dressing for the occasion

Punctuality

politeness and courtesy

Addressing seniors, elders and ladies

Postures and gestures

Table manners

Lunch and dinner behaviour

One should try to learn more about each of these before interacting with people of specific country or culture.

Cross-cultural differences:

Obviously, there are vast differences in business and social etiquettes between cultures countries. Since social etiquettes influence business behaviour, business etiquettes too vary from country to country. It is just not possible to know all of them beforehand. One cannot just read about all of them and memorize them.

Let us Just look at some examples to understand the variations, and how what is proper in one country is not so in another.

- Greeting by hugging a female is quite acceptable in Latin American countries.
- Greeting is done by shaking hands or kissing a lady's hand in European countries.
- In contrast, let alone touching. One should not even have eye contact with ladies in Arab countries.
- In India, folding hands to convey *namaste* or even shaking hands, especially in metros, is acceptable, but Japanese bows, Chinese show their fists fold,
- Chinese use chopsticks to eat whereas Indian's use hands shows respect and decent
- Being late for business meetings, although somewhat acceptable in India, is frowned upon in Germany and America.
- Addressing people varies from country to country. In Korea, which follows a hierarchical pattern, you start with the most senior among the persons present and move on to the others. In America, however, given its non-hierarchical set-up, there is

no such defined order of priority. Nevertheless, common sense suggests that as a general rule, it is desirable to follow some order and start with more important persons and seniors.

- Dress codes also vary from country to country. Even in countries like the US and Canada, where business meetings are formal, weekends are dress-down days. For the first meeting, however, it is better that one arrives formally.
- Unlike in India, in many Western countries, meeting people without appointment and casual conversation is not appreciated.
- In Japan and certain other countries, business cards are accepted with both hands.

These are just some tips. As we have noted earlier, there are numerous ways in which business and social etiquettes are observed. It could be table manners or methods of eating. It could be changing, business cards. Awareness of differences is the first step towards mastering them.

British English and American English:

Yet another aspect to be specifically noted in the context of cross-cultural communication is that there is a difference between British English and American English. In fact, the difference is not only in spellings, but also in meaning and pronunciation. Further, many of the commonly used words in British English have different equivalents in American English.

British words

American words

Autumn

Fall

Queue

line

Lawyer

Attorney

Curriculum vitae

Resume

Lorry

Truck

Dust bin

Garbage can

Especially when we refer to communication in an inter-cultural context, it would be appropriate to bear in mind the differences between British English and American English.

Let us also look at some spelling differences between British English and American English:

British

American

Fibre

Fiber

Honour

Honor

Centre

Center

Do Not Be Overwhelmed:

Inter-cultural differences across countries are varied and real. Today's business meets and relationships are spread across a large number of countries from East to West. There is no need to get overwhelmed or overawed by the situation. They may not mind the foreigners follow the culture or not. Yet, it is possible to make an effort and show that you care. People across cultures appreciate if you are aware, sensitive and take pains to respect their customs and habits. Be aware and sensitive. Recognizing and respecting differences show that you care. Make efforts to learn. Admit your ignorance, Show interest. Ask polite questions.

In conclusion, it must be emphasized that business and social etiquettes are extremely relevant in the world of business. There is no such person as a good business person with bad etiquettes. Good communication skills should be accompanied by good business and social etiquettes, both inter-culturally and intra-culturally. Bad manners and etiquettes hurt your reputation as an individual, and also your organization and the country at large.