

CORPORATE COMMUNICATION

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UNIT - I

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Corporate communication

Meaning of “Corporate”

The term “**Corporate**” comes from the Latin word “*Corporatus*”, which means “**formed into a body**” or “**united in one group.**”

In modern usage, “**Corporate**” refers to anything that relates to a **corporation, company, or large business organisation**. It involves the collective activities, culture, identity, and operations of an organization that acts as a **single legal entity**

Corporate Refers to matters connected to a **corporation** or **business enterprise**.

- Example: *Corporate policies, Corporate governance, Corporate communication.*

Key Characteristics of the Term “Corporate”:

- **Collective Entity:** It represents a group of people working together under a legal organization.
- **Legal Personality:** A corporation can own property, enter contracts, sue or be sued in its own name.
- **Structured Management:** It has a defined hierarchy — shareholders, directors, and managers.
- **Unified Goals:** All members work toward common business objectives.
- **Distinct Identity:** It has its own name, logo, and identity separate from individuals.

Examples in Usage:

Term	Meaning
Corporate Communication	Communication carried out by or within a corporation.
Corporate Culture	The shared values, beliefs, and behaviors in a company.
Corporate Governance	The system of rules and practices that direct and control a company.
Corporate Social Responsibility (CSR)	The ethical and social duties a corporation performs toward society.

In Simple Terms:

Corporate means “relating to a company or organization as a whole,” not to an individual. It signifies unity, teamwork, and the collective identity of a business entity.

What is Corporate Communication?

Definition

Corporate communication is a strategic management function that consolidates all external and internal communication efforts to create a positive image of a company. It ensures coherent corporate messaging and encompasses a variety of communication disciplines such as public relations, crisis management, and employee communication

Corporate communication refers to managing all communication efforts within an organisation and its external interactions. It is a strategic function that ensures communication is clear, consistent, and aligned with the organisation's goals. The direct objective of corporate communication is to create a favourable perception through transmitting credibility, engagement, coherence, ethics, information, message, etc among key stakeholders and external audiences, including:

- **Employees:** Ensuring internal communication is transparent and promotes a positive work culture.
- **Customers:** Conveying the brand's values, products, and services effectively to build loyalty.
- **Investors:** Managing relationships and communication with shareholders and financial stakeholders.
- **Media:** Coordinating media relations to enhance brand visibility and manage reputation.
- **Governments and Communities:** Engaging with external organisations and policymakers to build public trust.
- **General public:** The **general public** refers to **all ordinary people in society**, as opposed to a specific group such as experts, officials, or members of an organization.
- **Third party regulators:** Third-party regulators or neutral external bodies refers to independent organizations or agencies that monitor, evaluate, or enforce rules and standards but are not directly part of the government or the organization being regulated. It ensures fairness, transparency, and compliance.

Corporate communication is the overarching umbrella that connects and coordinates **public relations, marketing communications, and organisational communication** functions to achieve the company's broader goals.

Different variations of corporate communications depend upon the audiences it is addressing. From public relations and media relations to press releases, news conferences, HRM, Corporate Communications revolve around-

- Written words- (Promotional materials, reports, website copy, advertisements, memos, email, social media, press releases, etc.)
- Spoken words (Videos, press conferences, social media videos, meetings, interviews, etc.)
- Non-spoken communication (Photographs, infographics, illustrations, general branding, etc.)

By using corporate communication, an organization can explain its mission, vision, and values. It revolves around the management, marketing and corporate communications functions as well as organizational communication-

Who are called stake holders?

In **communication**, **stakeholders** are the **individuals, groups, or organizations** who have an **interest in, are affected by, or can influence** the communication process or the outcomes of a project, decision, or activity.

In simple terms:

Stakeholders are the people who are involved in or impacted by communication within an organization or project.

Definition

A **stakeholder** in communication is **any person or group that has a stake (interest or concern)** in what is being communicated and how it affects them.

1. **Internal Stakeholders** – those within the organization:
 - Employees
 - Managers
 - Department heads
 - Board of directors
2. **External Stakeholders** – those outside the organization:
 - Customers or clients
 - Suppliers
 - Investors or shareholders
 - Government and regulatory bodies
 - Media
 - Community or the general public

Role of Stakeholders in Communication

- **Receive Information:** They are the target audience for organizational messages.
- **Provide Feedback:** Their responses help improve communication effectiveness.
- **Influence Decisions:** Their opinions and reactions can shape policies or strategies.
- **Ensure Transparency:** Communication with stakeholders builds trust and accountability.

Why Identifying Stakeholders Is Important

- To **tailor messages** to different audiences' needs.
- To **avoid misunderstandings** or conflicts.
- To **build strong relationships** and cooperation.
- To **ensure communication goals** align with organizational objectives.

Example

In a business project:

- The **project manager** communicates updates to employees (internal stakeholders),
- Reports progress to **clients and investors** (external stakeholders),
- And informs the **local community** about environmental impacts.

All of these are stakeholders because each one has a different interest in the project's communication.

✓ SIGNIFICANCE OF CORPORATE COMMUNICATION

1. Introduction

Corporate Communication refers to all the internal and external communication carried out by an organization to create a favorable image, share information, and build relationships with its stakeholders.

It includes **management communication, marketing communication, public relations, employee communication, investor relations, and crisis communication.**

In today's competitive and interconnected business world, effective corporate communication is not merely a support function — it is a **strategic necessity** that directly impacts an organization's reputation, credibility, and long-term success.

2. Meaning and Definition

Meaning:

Corporate communication is the process of managing and orchestrating all internal and external communications aimed at creating a positive perception of the company among its stakeholders.

Definitions:

- “Corporate communication is a management function that offers a framework for effective coordination of internal and external communication with the overall purpose of establishing and maintaining favorable reputations with stakeholder groups.”
-Cornelissen
- “Corporate communication is the total communication activity generated by a company to reach its stakeholders.”
-Argenti
- “Corporate communication is the set of activities involved in managing and orchestrating all internal and external communications aimed at creating favourable starting points with stakeholders on which the company depends.”
- Van Riel & Fombrun

3. Objectives of Corporate Communication

1. To ensure consistent and clear communication across all levels.
2. To maintain a strong corporate identity and reputation.
3. To build trust and confidence among stakeholders.
4. To manage crises and protect the organization's image.
5. To align employees with the organization's goals and values.
6. To support marketing, branding, and public relations efforts.
7. To enhance transparency and accountability.

4. Significance / Importance of Corporate Communication

The **significance of corporate communication** lies in how it influences relationships, reputation, and performance. The key points are as follows:

1. Builds Corporate Identity and Image

Corporate communication helps an organization present a **consistent image** to the public. Through logos, slogans, brand messages, media interactions, and CSR activities, the company builds a **distinct identity** that differentiates it from competitors. Example: Apple's communication emphasizes innovation and premium quality.

2. Strengthens Employee Relations

Internal communication creates a sense of **belonging, motivation, and alignment** among employees. When employees are well-informed through newsletters, meetings, and intranet updates, it promotes teamwork and loyalty. Effective communication bridges the gap between management and employees.

3. Enhances Customer Relations

External communication (advertisements, customer service messages, feedback systems) helps in understanding customer needs and building satisfaction and trust. A transparent and responsive communication policy improves **customer loyalty** and **brand reputation**.

4. Builds Investor and Shareholder Confidence

Corporate communication through annual reports, financial statements, and press releases ensures transparency and trust among investors. It reassures them about the company's performance, profitability, and long-term growth prospects.

5. Facilitates Better Decision-Making

Clear internal communication helps in the smooth flow of information between departments and management. Accurate information leads to **informed and quick decision-making**, reducing misunderstandings or duplication of work.

6. Manages Corporate Reputation and Public Image

Reputation is an organization's most valuable asset. Through **public relations, CSR communication, and media management**, the organization can maintain a positive image even during crises. Effective crisis communication minimizes damage to the company's goodwill.

7. Supports Marketing and Branding

Corporate communication strengthens branding efforts by maintaining consistency in advertising, promotions, and public messaging. Every piece of communication reflects the company's **brand voice and values**, helping to position the brand effectively in the market.

8. Promotes Transparency and Ethical Behavior

Transparent communication builds credibility and compliance with legal and ethical standards. Corporate communication ensures that policies, reports, and updates are shared truthfully with stakeholders, supporting **good governance and ethical business practices**.

9. Strengthens Stakeholder Relationships

Stakeholders include employees, customers, investors, suppliers, media, and government agencies. Corporate communication ensures that each group receives relevant and timely information, fostering cooperation and long-term partnerships.

10. Helps in Crisis Management

In times of crisis (e.g., product recall, accidents, scandals), effective communication is critical. It enables the company to respond swiftly, control rumors, and reassure the public and media. A well-structured **crisis communication plan** helps maintain stability and protect reputation.

11. Improves Organizational Culture

Internal communication promotes openness, collaboration, and a sense of shared purpose. It fosters an environment of **mutual respect and understanding**, leading to a healthy organizational culture.

12. Enhances Global Reach

In multinational corporations, corporate communication helps maintain consistent brand messaging across diverse regions and cultures. It ensures that corporate values are understood globally while respecting local sensitivities.

✓ Functions of Corporate Communication

1. Information Dissemination

Corporate communication ensures that accurate, relevant, and timely information is transmitted within and outside the organization.

- **Internal Communication:** Keeps employees informed about policies, procedures, goals, and developments.
- **External Communication:** Shares the organization's achievements, financial performance, and updates with stakeholders such as investors, customers, media, and the public.
Purpose: To create transparency, trust, and alignment among all stakeholders.

During the **COVID-19 pandemic**, Dr. Tedros ((WHO) led the World Health Organization in **disseminating accurate and timely information** to the global public, governments, and health agencies.

2. Image Building and Reputation Management

A key function of corporate communication is to build, maintain, and protect the company's **corporate image and reputation**.

- **Brand Identity:** Consistent communication through logos, slogans, and messages establishes brand identity.
- **Public Relations (PR):** Handles media relations, press releases, and public events to project a positive image.
- **Crisis Management:** Manages communication during crises (e.g., product recalls, controversies) to preserve trust.
Purpose: To strengthen public perception and credibility.

Ratan Tata built a **brand synonymous with trust, ethics, and social responsibility**.
The Tata name evokes reliability and care — both in India and internationally.

3. Employee Relations

Corporate communication fosters positive relationships among employees and management.

- **Internal Newsletters, Bulletins, and Meetings:** Keep employees engaged and informed.
- **Feedback Channels:** Encourage employees to express ideas and grievances.
- **Motivation and Morale:** Promotes a sense of belonging and teamwork through transparent and motivational communication.
Purpose: To enhance employee engagement, loyalty, and productivity.

Narayana Murthy strongly believed that *employees are the backbone of any organization*. He created a culture where **respect, transparency, and fairness** were central to all employee interactions. (people centric relationship)

He says “Our assets walk out of the door every evening. We have to make sure that they come back the next morning.”

4. Media Relations

An essential function of corporate communication is managing relationships with the media.

- **Press Releases and Conferences:** Inform the media about new products, achievements, or organizational changes.
 - **Media Monitoring:** Keeps track of what is being said about the organization.
 - **Crisis Communication:** Ensures the company’s side of the story is accurately represented during controversies.
- Purpose:** To maintain a fair and positive media image.

A **great personality example** to explain **Media Relations** to students is **Dr. A. P. J. Abdul Kalam** — the *former President of India* and *renowned scientist*.

“All of us do not have equal talent. But, all of us have an equal opportunity to develop our talents.”
— *Dr. A. P. J. Abdul Kalam*

5. Investor and Financial Communication

Corporate communication ensures transparency and trust between the company and its investors or financial stakeholders.

- **Annual Reports, Financial Statements, and Investor Meetings:** Communicate the company’s financial health.
 - **Shareholder Relations:** Provide information about dividends, policies, and corporate strategies.
- Purpose:** To build investor confidence and attract potential investors.

“Reliance’s philosophy has always been to create wealth ethically and transparently for all its stakeholders.”
— *Mukesh Ambani*

6. Marketing and Customer Communication

Corporate communication supports marketing functions by promoting products and services through consistent messaging.

- **Advertising Campaigns:** Aligns promotional messages with the corporate vision.
 - **Customer Service Communication:** Responds to inquiries, complaints, and feedback.
- Purpose:** To maintain customer satisfaction and brand loyalty.

“We don’t sell products; we sell experiences that connect emotionally with people.”
— *Aman Gupta* (the **Co-founder and CMO of boAt Lifestyle**.)

7. Crisis Communication

When unforeseen events occur, corporate communication plays a vital role in **damage control**.

- **Crisis Management Plans:** Prepare responses to potential threats or negative publicity.
- **Quick Response Systems:** Ensure accurate information reaches the public promptly.
Purpose: To minimize reputational and financial damage.

“Power and wealth are not two of my main stakes. What I am interested in is the legacy I leave behind.”

— *Ratan Tata* .

This philosophy reflected in how he communicated during the Taj crisis —focusing on people over profits.)

8. Government and Community Relations

Corporate communication acts as a bridge between the organization and public authorities or communities.

- **Lobbying and Advocacy:** Communicates company interests to government officials.
- **Corporate Social Responsibility (CSR):** Promotes social and environmental initiatives.
Purpose: To strengthen goodwill and compliance with regulations.

“Doing well and doing good have to go hand in hand. Businesses can’t succeed in societies that fail.”

— *Anand Mahindra* the **Chairman of the Mahindra Group**.

9. Change Management Communication

When organizations undergo changes (mergers, restructuring, new policies), effective communication ensures smooth transitions.

- **Explaining the Need for Change:** Reduces resistance among employees.
- **Guidance During Implementation:** Keeps everyone informed about the process and progress.
Purpose: To maintain stability and morale during transformation.

When Satya Nadella became the **CEO of Microsoft in 2014**, the company was struggling with a rigid work culture and slow innovation.

Through **effective change communication**, he completely **transformed Microsoft’s culture and direction**. (Cultural transformation through empathy and clarity)

10. Strategic Communication and Planning

Corporate communication aligns all messages with the organization’s **mission, vision, and strategic goals**.

- **Communication Strategies:** Plan and coordinate internal and external communications for consistency.

- **Integrated Corporate Message:** Ensures all departments speak in “one voice.”
Purpose: To maintain coherence and reinforce corporate identity.

As CEO of **PepsiCo**, Indra Nooyi used **strategic communication and planning** to reposition the company globally with her long-term vision of “*Performance with Purpose.*”

11. Corporate Advertising and Branding

Through advertising, corporate communication promotes the company’s philosophy and culture.

- **Corporate Campaigns:** Highlight corporate values and achievements rather than individual products.
- **Sponsorships and Events:** Build awareness and public goodwill.
Purpose: To enhance visibility and emotional connection with stakeholders.

Steve Jobs turned Apple into one of the **most powerful brands in the world** through brilliant corporate advertising and storytelling. He didn’t just sell technology — he sold **emotion, creativity, and lifestyle**.

“*Think Different*” (1997) became a **symbol of innovation and individuality**, not just an ad.

Apple’s product launches were **media events** — every detail, from visuals to language, reflected the brand’s identity.

12. Listening and Feedback

Communication is a two-way process; corporate communication involves **listening to stakeholder feedback**.

- **Surveys, Social Media Monitoring, and Feedback Forms:** Gather insights and opinions.
- **Response Mechanisms:** Address issues promptly.
Purpose: To foster trust and continuous improvement.

Howard Schultz (Starbucks Coffee Company) regularly held **open forums and feedback sessions** with Starbucks employees (“partners”) to understand their challenges. This made employees feel **heard and valued**, improving motivation and service quality.

Conclusion

Corporate communication functions as the **nervous system of an organization**, ensuring information flows effectively to all stakeholders. By managing both internal and external communication strategically, it enhances reputation, strengthens relationships, supports decision-making, and contributes to long-term organizational success.

✓ Role of Communication in Achieving Business Objectives

Introduction

Communication is the lifeblood of every business organization. It is the process of transmitting information, ideas, thoughts, opinions, and plans between individuals and groups within and outside the organization to achieve common goals. In business, effective communication ensures coordination, builds relationships, supports decision-making, and aligns all employees toward organizational objectives such as **profitability, growth, productivity, and customer satisfaction**.

1. Facilitates Planning and Decision-Making

Communication plays a vital role in the **planning and decision-making** process — two fundamental managerial functions.

- **Information Sharing:** Managers rely on communication to gather and exchange necessary data before formulating plans.
- **Coordination of Inputs:** Departments and teams communicate to align their strategies and actions with corporate goals.
- **Decision Support:** Clear upward, downward, and horizontal communication ensures that decisions are made based on facts, not assumptions.
Example: A marketing department communicates market trends to management, influencing product development decisions.

Outcome: Well-informed decisions and realistic plans that support the organization's mission and objectives.

Elon Musk is a Perfect Example

Transparent Internal Communication:

Musk is known for directly communicating with his teams through **open emails, memos, and meetings**.

This ensures **everyone understands the company's goals, timelines, and decisions**, reducing confusion in large, complex projects.

2. Ensures Coordination and Integration of Activities

In business, various departments—such as marketing, production, finance, and HR—must work together harmoniously.

- **Internal Communication:** Ensures all employees understand their roles and responsibilities.
- **Cross-Functional Communication:** Links different departments to achieve unified goals.

- **Management Communication:** Guides and directs employees toward achieving performance standards.
Example: Communication between production and sales teams ensures that output matches customer demand.

Outcome: Smooth workflow, reduced duplication of efforts, and synchronized actions toward common goals.

As CEO of PepsiCo, Indra Nooyi managed **over 260,000 employees across 200+ countries**. She built a **strong internal communication network** that connected marketing, production, supply chain, and management teams worldwide — ensuring smooth coordination.

3. Builds and Maintains Organizational Culture

Communication reflects and reinforces the **values, vision, and mission** of an organization.

- **Formal Communication:** Through circulars, reports, and policy documents, employees understand organizational standards.
- **Informal Communication:** Fosters team bonding and strengthens workplace culture.
- **Internal Branding:** Regular communication about corporate values helps employees align with the organization's culture.

Outcome: A cohesive workforce motivated by shared goals and beliefs.

Narayana Murthy shows that **corporate communication is the heartbeat of organizational culture**. Through consistent, transparent, and value-based communication, leaders can **build and sustain a culture of trust, teamwork, and ethical excellence**.

4. Enhances Employee Motivation and Morale

Effective communication builds **trust and engagement** among employees.

- **Two-Way Communication:** Employees feel valued when their feedback is heard.
- **Recognition and Rewards Communication:** Motivational messages and appreciation improve morale.
- **Conflict Resolution:** Open communication channels reduce misunderstandings and promote teamwork.

Outcome: Increased job satisfaction, productivity, and commitment to achieving business objectives.

Anand Mahindra is known for his **approachable, motivating, and empathetic communication** with employees and the public. His regular use of **emails, town halls, and social media** fosters a spirit of positivity and inclusion within the Mahindra Group.

5. Supports Customer Relationship Management

Communication with customers determines a company's **market reputation and customer loyalty**.

- **External Communication:** Through advertising, public relations, and social media builds a brand image.
- **Customer Service Communication:** Handles inquiries, complaints, and feedback efficiently.

- **Listening to Customers:** Understanding customer needs through surveys or direct interaction leads to product and service improvement.

Outcome: Customer satisfaction, retention, and competitive advantage.

Customer-Centric

Vision:

Jeff Bezos built Amazon around a single principle — “*Customer Obsession.*” His internal and external communication constantly reinforced that **every decision should start with the customer’s needs and work backward.**

6. Strengthens Leadership and Management

Communication is a key leadership skill that influences and guides people toward goal achievement.

- **Leadership Communication:** Inspires, persuades, and motivates employees.
- **Instructional Communication:** Provides clarity on expectations and performance standards.
- **Delegation and Feedback:** Leaders communicate tasks and offer constructive feedback.

Outcome: Strong leadership, effective supervision, and achievement of strategic business goals.

Inspirational Communicator:

Dr. Kalam’s leadership was rooted in **clear, motivational, and compassionate communication.** He inspired his teams by sharing his **vision with simplicity and purpose**, making complex missions feel achievable.

7. Facilitates Innovation and Change Management

Businesses must adapt to technological, economic, and market changes. Communication is essential in managing change effectively.

- **Change Communication:** Informs employees about the reasons for change and how it benefits the organization.
- **Innovation Sharing:** Encourages idea exchange and creative problem-solving.
- **Resistance Management:** Transparent communication reduces fear and uncertainty during organizational change.

Outcome: Smooth transitions, innovation adoption, and organizational resilience.

Open and Transparent Communication:

Sundar Pichai, Google (Alphabet Inc.) believes that innovation thrives where **ideas can flow freely.** He encourages **open forums, town halls, and Q&A sessions** where employees can express ideas and concerns directly to leadership.

8. Improves Efficiency and Productivity

Communication ensures clarity of tasks and reduces operational errors.

- **Clear Instructions:** Prevent misunderstandings and mistakes.
- **Regular Updates:** Keep employees aware of performance metrics and goals.
- **Feedback Systems:** Identify inefficiencies and suggest improvements.

Outcome: Streamlined operations, time management, and higher productivity levels.

Operational Communication Excellence:

Tim Cook, (Apple Inc) known as a **master of operations**, uses **clear, disciplined, and structured communication** to ensure that all Apple teams — from design to supply chain — work in perfect coordination.

His leadership transformed Apple into one of the **most efficient organizations** in the world.

9. Enhances Corporate Image and Reputation

How an organization communicates with its stakeholders determines its public image.

- **Public Relations Communication:** Builds trust with media, investors, and the community.
- **Transparency:** Sharing information about corporate social responsibility, achievements, and ethics strengthens credibility.
- **Crisis Communication:** Quick and honest communication protects the organization's reputation in difficult times.

Outcome: Positive brand image, investor confidence, and long-term sustainability.

10. Aids in Achieving Financial and Strategic Goals

Communication ensures alignment between organizational vision and individual performance.

- **Goal Communication:** Employees understand what they are working toward and why.
- **Performance Reporting:** Communicates progress, achievements, and challenges to management.
- **Strategic Communication:** Integrates communication into corporate strategy to ensure every message supports the bottom line.

Outcome: Achievement of revenue targets, growth, and long-term business success.

Ethical and Transparent Communication:

Narayana Murthy made **integrity and honesty** the foundation of Infosys's communication — both internally and externally.

He always stressed that **truthful communication is essential for building a company's credibility and public trust.**

11. Promotes Teamwork and Collaboration

Strong internal communication encourages collective problem-solving and mutual trust.

- **Collaborative Tools and Meetings:** Enable idea sharing across departments.
- **Interpersonal Communication:** Strengthens relationships between colleagues.
- **Conflict Resolution:** Reduces internal disputes through open discussions.

Outcome: Effective teamwork, creative synergy, and shared ownership of organizational objectives.

Sundar Pichai's leadership shows that **open, inclusive, and empathetic communication unites people** — driving teamwork, creativity, and collective success.

12. Legal and Ethical Compliance

Businesses operate within legal and ethical frameworks, and communication ensures adherence to these standards.

- **Policy Communication:** Educates employees on ethical behavior and company laws.
- **Corporate Governance Communication:** Keeps stakeholders informed about compliance and accountability.
Outcome: Reduced risk of legal issues and enhanced trustworthiness.

Strong Ethical Leadership:

Ratan Tata is renowned for his **uncompromising commitment to ethics**.

His communication always reinforces the message that *“a company’s reputation is built on doing what is right, not what is easy.”*

Conclusion

In essence, **communication is the foundation upon which business objectives are built and achieved**. From formulating strategies to executing plans, motivating employees, managing customers, and maintaining reputation — every business goal relies on clear, consistent, and strategic communication.

Effective communication transforms an organization into a **cohesive, responsive, and goal-oriented entity**, driving it toward success in today’s competitive business world.

✓ **Ethics and Legal Aspects of Corporate Communication**

Introduction

Corporate communication plays a vital role in shaping the image, reputation, and credibility of an organization. In today’s global business environment, organizations are expected to communicate **honestly, transparently, and responsibly** with all stakeholders — including employees, customers, investors, media, and the community. Therefore, corporate communication must operate within a framework of **ethical principles and legal regulations** to maintain trust, protect stakeholder interests, and avoid legal consequences.

I. ETHICAL ASPECTS OF CORPORATE COMMUNICATION

1. Meaning of Ethics in Corporate Communication

Ethics refers to the moral principles and values that guide behavior and decision-making. In corporate communication, ethics means communicating truthfully, fairly, and responsibly while respecting the rights and dignity of all parties involved.

Ethical communication ensures that the organization’s messages are not deceptive, misleading, or manipulative, and that they reflect honesty, integrity, and respect.

Ethics = moral standards” vs. “Law = enforced rules

2. Importance of Ethics in Corporate Communication

- Builds trust and credibility among stakeholders.
- Strengthens corporate reputation and brand image.
- Prevents misinformation, rumors, and crises.
- Promotes transparency and accountability.
- Ensures long-term success through responsible communication practices.

3. Principles of Ethical Corporate Communication

Principle	Description
Honesty	Provide accurate, truthful, and verified information. Avoid exaggeration or false claims.
Transparency	Disclose relevant information openly; avoid concealing facts that may mislead stakeholders.
Integrity	Ensure consistency between words and actions. Maintain moral uprightness in all communications.

Principle	Description
Fairness	Treat all stakeholders—employees, customers, and competitors—fairly and without bias.
Respect	Respect the privacy, dignity, and opinions of others in all communications.
Confidentiality	Protect sensitive corporate and personal data from unauthorized disclosure.
Social Responsibility	Communicate messages that reflect the company's concern for society and the environment.
Accountability	Accept responsibility for the consequences of communication decisions and actions.

4. Areas Requiring Ethical Communication

1. **Advertising and Marketing Communication**
 - Avoid false, exaggerated, or deceptive claims about products or services.
 - Ensure advertisements do not mislead or exploit vulnerable groups (e.g., children).
2. **Internal Communication**
 - Provide truthful information to employees about policies, performance, and organizational changes.
 - Avoid favoritism or discrimination in employee communications.
3. **Media and Public Relations**
 - Present facts honestly to the media; avoid manipulation of news or data.
 - Respect the independence and credibility of journalists.
4. **Crisis Communication**
 - Be transparent and quick in addressing crises; do not withhold information.
 - Accept responsibility where required and communicate remedial measures.
5. **Investor Relations**
 - Communicate accurate and timely financial information to investors and shareholders.
 - Avoid insider trading or leaking of confidential business information.
6. **Social Media Communication**
 - Maintain authenticity and respect on digital platforms.
 - Avoid spreading rumors or engaging in unethical online behavior.

5. Ethical Challenges in Corporate Communication

- **Greenwashing:** Misleading claims about environmental friendliness.
- **Astrourfing:** Creating fake grassroots support for a brand or policy.
- **Selective Disclosure:** Sharing only favorable information while hiding negative facts.
- **Data Privacy Issues:** Misuse or mishandling of customer or employee data.
- **Cultural Sensitivity:** Communicating messages that may unintentionally offend certain cultures or groups.

II. LEGAL ASPECTS OF CORPORATE COMMUNICATION

1. Meaning of Legal Aspects

Legal aspects refer to the **laws, rules, and regulations** that govern how organizations communicate internally and externally. They protect the rights of all parties involved and ensure that corporate messages comply with the standards set by government authorities and industry regulators.

Non-compliance with legal requirements can result in lawsuits, penalties, reputational damage, and loss of stakeholder trust.

2. Key Legal Frameworks Affecting Corporate Communication

(These may vary by country, but the following are generally applicable principles and acts.)

a. Defamation Laws

- Protect individuals and organizations from false statements that harm their reputation.
- Corporate communicators must avoid making defamatory remarks about competitors, customers, or individuals.
- Includes both **libel (written)** and **slander (spoken)** defamation.

b. Copyright and Intellectual Property Laws

- Protect creative works such as logos, slogans, images, and written materials.
- Corporate communication must not plagiarize or use copyrighted materials without permission.
- Respect for **trademarks** and **brand identity** is crucial in marketing communication.

c. Data Protection and Privacy Laws

- Govern how organizations collect, store, and use personal data of employees, customers, and clients.
- Examples: **General Data Protection Regulation (GDPR)** (EU), **Information Technology Act (India)**, etc.
- Communication must ensure confidentiality and seek consent before using personal information.

d. Advertising Standards and Consumer Protection

- Regulate truthfulness, decency, and fairness in advertising and promotions.
- Prohibit misleading claims, false endorsements, or unethical persuasion.
- In India, governed by **Consumer Protection Act (2019)** and **Advertising Standards Council of India (ASCI)** code.

e. Corporate Governance and Disclosure Laws

- Require public companies to disclose accurate financial information to shareholders and the public.
- In India, governed by **Companies Act (2013)** and **SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015**.
- Misleading investors or concealing material facts is a legal offence.

f. Labour and Employment Laws

- Govern internal communication regarding employment policies, termination, wages, and workplace rights.
- Ensure communication does not discriminate or harass employees.

g. Cyber and Digital Communication Laws

- Regulate online communication, e-mails, and social media usage by corporations.
- Prevent cyber defamation, phishing, or dissemination of false information.
- Controlled by the **Information Technology Act (2000)** in India.

h. Environmental and CSR Communication

- Communication regarding sustainability and social responsibility must comply with government guidelines.
- False claims about CSR initiatives can lead to legal action under **CSR provisions of the Companies Act (2013)** in India.

3. Legal Responsibilities of Corporate Communicators

- Verify all facts and data before publication.
- Obtain proper permissions for content use.
- Maintain confidentiality of proprietary and personal information.
- Ensure compliance with national and international laws.
- Maintain records of communications for accountability.

4. Consequences of Unethical or Illegal Communication

- Legal penalties, fines, or lawsuits.
- Loss of corporate reputation and stakeholder trust.
- Employee demotivation and internal conflict.
- Financial losses due to regulatory action.
- Long-term damage to brand equity.

III. BALANCING ETHICS AND LEGALITY IN CORPORATE COMMUNICATION

While laws define what is **legally permissible**, ethics define what is **morally right**. A message may be legally correct but still unethical (for example, promoting unhealthy products to children). Therefore, organizations must go beyond mere legal compliance and adopt **ethical standards** that reflect their corporate values.

Best Practices:

- Develop a **Corporate Communication Policy** aligned with ethics and law.
- Conduct regular **training and workshops** on ethical and legal compliance.
- Establish an **Ethics Committee** or **Compliance Department**.
- Monitor all forms of communication (internal and external) for accuracy and fairness.

Conclusion

Ethics and legal compliance are the **twin pillars of responsible corporate communication**. An ethical communicator ensures fairness, honesty, and respect, while a legally compliant communicator upholds transparency and accountability within the boundaries of the law. Together, they protect the organization's integrity, prevent crises, and promote sustainable growth.

In essence, ethical and lawful corporate communication is not only a regulatory necessity but also a **strategic advantage** that builds long-term credibility, stakeholder confidence, and public trust.

✓ Identifying Key Stakeholders and Their Communication Needs

1. Introduction

In every organization or project, effective communication depends on understanding **who the stakeholders are** and **what information they require**. Stakeholders have different roles, interests, and influence over the organization's goals. Identifying them and analyzing their communication needs ensures that information is shared **accurately, timely, and appropriately**, which leads to better decision-making, trust, and collaboration.

2. Meaning of Stakeholders

Stakeholders are individuals, groups, or organizations that have an **interest, involvement, or influence** in the activities, objectives, and outcomes of a business or project. They can either **affect** or **be affected by** organizational actions.

Examples:

- Employees
- Customers
- Shareholders / Investors
- Government agencies
- Suppliers
- Local communities
- Media
- Management and Board of Directors

3. Importance of Identifying Stakeholders

Identifying stakeholders helps to:

- Understand who needs information and at what level.
- Ensure transparency and accountability.
- Build strong relationships and trust.
- Prevent communication breakdowns and conflicts.
- Support decision-making and strategic alignment.
- Prioritize communication efforts efficiently.

4. Steps in Identifying Key Stakeholders

Step 1: Brainstorm and List Stakeholders

Identify everyone who has a direct or indirect relationship with the project or organization.
Example categories:

- **Internal:** employees, managers, owners.
- **External:** customers, government, media, public, suppliers.

Step 2: Analyze Stakeholder Influence and Interest

After identification, classify stakeholders based on:

- **Interest:** their concern or involvement in the organization/project.
- **Influence (Power):** their ability to affect outcomes.

A **Stakeholder Analysis Matrix** is used for this purpose.

Stakeholder Group	Interest Level	Influence Level	Communication Approach
Top Management	High	High	Frequent briefings, reports
Employees	High	Medium	Meetings, newsletters
Customers	High	Medium	Social media, customer service
Government	Medium	High	Official reports, compliance updates
Media	Medium	Medium	Press releases
Local Community	Medium	Low	CSR reports, community meetings

Step 3: Prioritize Stakeholders

Use tools such as the **Power–Interest Grid** to prioritize communication efforts:

- **High Power–High Interest:** Manage closely
- **High Power–Low Interest:** Keep satisfied
- **Low Power–High Interest:** Keep informed
- **Low Power–Low Interest:** Monitor with minimal effort

Step 4: Understand Communication Needs

Different stakeholders have **different expectations and information needs**.
Analyze:

- What information they need
- How often they need updates
- What format or channel is preferred (emails, reports, meetings, social media, etc.)
- The sensitivity or confidentiality of the information

Step 5: Develop a Stakeholder Communication Plan

A communication plan outlines **who communicates what, when, how, and to whom**.

Stakeholder	Information Required	Communication Channel	Frequency	Responsible Person
Board of Directors	Performance reports	Meetings / Reports	Monthly	CEO

Stakeholder	Information Required	Communication Channel	Frequency	Responsible Person
Employees	Policies, progress updates	Intranet / Memos	Weekly	HR
Customers	Product info, offers	Email / Social Media	Ongoing	Marketing
Government	Compliance data	Official reports	Quarterly	Compliance Officer
Media	Press releases	Press meets	As needed	PR Manager

5. Types of Stakeholder Communication

- Internal**
Within the organization (employees, management).
Tools – emails, internal memos, staff meetings, newsletters.
- External**
With outside parties (customers, investors, regulators, public).
Tools – press releases, advertisements, annual reports, CSR reports, social media.
- Formal vs. Informal Communication:**
 - Formal:* Official reports, minutes, circulars.
 - Informal:* Conversations, quick updates, chats.

6. Communication Needs of Major Stakeholders

Stakeholder	Primary Needs
Employees	Job roles, goals, organizational updates, performance feedback
Managers	Project status, performance data, team updates
Customers	Product quality, pricing, service support
Shareholders/Investors	Financial performance, growth plans, risk management
Suppliers	Procurement policies, payment terms, delivery schedules
Government	Legal compliance, tax records, safety standards
Media/Public	Transparency, CSR activities, company image
Local Community	Employment opportunities, environmental impact

7. Challenges in Stakeholder Communication

- Diverse expectations and interests.
- Language or cultural barriers.
- Information overload or lack of relevant data.
- Confidentiality vs. transparency balance.
- Managing conflicting interests among stakeholders.

8. Strategies for Effective Stakeholder Communication

1. **Conduct Regular Stakeholder Analysis** – update as the project or organization evolves.
2. **Personalize Communication** – tailor messages to each group's needs.
3. **Maintain Consistency and Transparency** – to build credibility.

4. **Use Multiple Channels** – combine meetings, reports, and digital platforms.
5. **Encourage Feedback and Engagement** – two-way communication.
6. **Monitor and Evaluate Communication Effectiveness** – through surveys, feedback, or performance outcomes.

9. Benefits of Understanding Stakeholder Communication Needs

- Improved trust and relationships.
- Better project alignment with expectations.
- Reduced conflicts and misunderstandings.
- Enhanced reputation and public image.
- Increased efficiency in achieving business and communication objectives.

10. Conclusion

Identifying key stakeholders and understanding their communication needs is an **ongoing strategic process**.

By mapping their interests, influence, and preferred communication channels, organizations ensure that the right people receive the right information at the right time — leading to **successful collaboration, informed decision-making, and organizational success**.

UNIT - II

Communication Fundamentals: 7Cs of Communication–Verbal and Non-Verbal Communication Skills – Communication Styles and adapting to diverse audiences – Listening - Negotiation: 4Ps, Steps for effective Negotiation, Language of Negotiation, Key principles of effective Negotiation - Resume Writing.

Communication Fundamentals

An effective communication takes place when the message sent across by the conveyer is clear and easily comprehended by the receiver and relevant response is fed back to the one who conveyed the message and the flow continues similarly.

Although communication takes place at all times, if it is done effectively is a matter of dispute. For the most part, people don't communicate efficiently, and this has been one of the predominant contributors to interpersonal conflicts.

Lack of proper listening, psychological conditions, poor comprehension skills, absence of mind, ambiguity in the message conveyed, and improper usage of words are some of the most frequently occurring mistakes during conversations.

So what makes communication effective? What are some of the tips and strategies that can be applied when communicating in general?

We are constantly in touch with people, texting, sending emails, creating reports, attending conferences and whatnot. So how can we scale up our communication game? What would make us stand out and seem distinctive in this world swarming with competitors?

✓ THE 7 C's OF COMMUNICATION

The 7 C's of communication is an excellent strategy formulated by Scott Cutlip and Allen Center in the year 1952 in his book "Effective public relations". This came to be utilized by people across the globe and is one of the most operative strategies used to date.



The 7Cs for effective Business Communication

1. Clarity

Meaning:

Clarity means ensuring that the message is easy to understand, with no confusion or ambiguity. The words, tone, and ideas should be precise and straightforward.

Clarity is to transfer accurate and easily comprehensible messages to the receiver. Before choosing to talk, be clear about your goals for the conversation.

It is important because

- Prevents misunderstanding.
- Helps the receiver grasp the idea quickly.
- Saves time and effort.

The possible way to achieve are

- Use simple and familiar words.
- Organize thoughts logically.
- Avoid vague expressions and jargon (unless necessary for the audience).

Example:

- Poor: *"I need the work soon."*
- Clear: *"I need the work completed by 3 PM today."*

2. Conciseness

Meaning:

Conciseness means communicating in the fewest possible words without losing the message's completeness or meaning.

Conciseness is to keep the speech short and crisp. Nobody likes listening to someone who delivers long and draggy speeches because people lose interest and attention very easily. When interacting or delivering the speech, the ultimate objective is to make sure that the message is received in its intended form. Lack of conciseness will lead to the loss of essence in the content. Make sure to keep your speech brief and precise.

It is important as it

- Saves time for both sender and receiver.
- Avoids unnecessary details.
- Keeps the reader's or listener's attention.

The probable way to achieve are

- Remove repetitive or redundant words.
- Stick to the point.
- Use short and crisp sentences.

Example:

- Poor: *"Due to the fact that we are having a shortage of staff, we cannot process your request at this point in time."*
- Concise: *"We cannot process your request now due to staff shortage."*

3. Correctness**Meaning:**

Correctness means error-free communication. It ensures the use of proper grammar, spelling, facts, and accurate data.

The genuineness and the value of your speech lie in its correctness and authenticity. The correctness of the speech would reflect directly on your personality and so it should be given utmost prominence.

If audience spots any errors or blunders in your speech, it is no longer valued and they are likely to be distracted. The validity of the factual information would also impact the effectiveness of the communication

It is important as it

- Builds credibility and professionalism.
- Avoids confusion and legal issues.
- Reflects a good image of the sender.

The possible to achieve

- Proofread messages before sending.
- Verify facts and figures.
- Use proper grammar, punctuation, and vocabulary.

Example:

- Incorrect: *"Their is a metting tommorrow at 10am."*
- Correct: *"There is a meeting tomorrow at 10 AM."*

4. Completeness**Meaning:**

Completeness means the message should contain all the information the receiver needs to understand and act upon. This is one of the most significant aspects of effective communication. It holds much higher salience during the delegation of tasks when the subordinates need detailed instructions to pursue a task at hand.

It is imperative because it

- Prevents doubts and confusion.
- Helps the receiver take appropriate action.
- Builds trust and reduces follow-up questions.

Possible ways to achieve is

- Answer all possible questions: *Who? What? When? Where? Why? How?*
- Provide details without leaving gaps.
- Support statements with facts, figures, or examples when necessary.

Example:

- Incomplete: *"Your request has been approved."*
- Complete: *"Your leave request for 12th and 13th October has been approved. Kindly submit the handover notes by 10th October."*

5. Concreteness**Meaning:**

Concrete communication denotes your message being specific, meaningful and focused. Avoid beating around the bush to get to a point. Rather it is solid and concise. You avoid vague and ambiguous messages. You incorporate factual evidence and figures to enhance the authenticity of your speech.

In short, Concreteness means being specific, definite, and vivid in communication rather than vague and general.

Why it's important:

- Increases the impact of the message.
- Builds confidence in the sender's words.
- Avoids misinterpretation.

How to achieve:

- Use precise facts and figures.
- Avoid abstract or vague words.
- Add examples or evidence for clarity.

Example:

- Vague: *"We did well in sales last month."*
- Concrete: *"Our sales increased by 18% in September, reaching a total of 2.5 million."*

6. Courtesy**Meaning:**

Courtesy refers to communicating with politeness, genuineness and respect for the person on the other side of the conversation. It will naturally scale up the value of communication. It also means to be honest, respectful and empathetic of people and not make sarcastic or any other form of passive-aggressive remarks.

In many instances, people use the power of their intellect and status to bully the weaker ones for their timidity, racial backgrounds, gender, and color among many other aspects. In short, Courtesy means being polite, respectful, and considerate in communication. It creates goodwill and a positive atmosphere

it is important as it helps to:

- Strengthens relationships.
- Reduces chances of conflict.
- Creates a professional image.

The possible ways to archive these are

- Use polite expressions (please, thank you, kindly).
- Avoid negative or harsh language.
- Be respectful of cultural and social sensitivities.

Example:

- Discourteous: *"You failed to submit the report on time."*
- Courteous: *"I noticed the report wasn't submitted on time. Could you please share it by tomorrow?"*

7. Consideration

Meaning:

Consideration is quite similar to that of courtesy. It means to consider the other person and to address them putting you in their place. In other words, you talk to someone in a way you would want someone to talk to you.

For example, if you prefer someone to talk to you with respect and politeness, you would exhibit the same behaviors towards others. Just as that of courtesy, one should be inherently empathetic to be able to show consideration for the other person. When you are considerate, you sincerely regard people's interests and benefits.

So when you talk to someone, remember to acknowledge their background such as their age, language proficiency, culture, literacy level, mental state, character, interests etc. so that you may be relatable to your audience and your intended message reaches them successfully.

It is important as it :

- Ensures message is audience-centered.
- Creates empathy and better understanding.
- Helps in persuasion and building trust.

How to achieve:

- Use words that show respect and empathy.
- Focus on "you" instead of "I."
- Adapt the tone, examples, and language to the audience.

Example:

- Without consideration: *"I want you to work on this project this weekend."*
- With consideration: *"I know it's the weekend, but we need your expertise on this project. Could you assist us for a few hours?"*

✓ **Communication styles and adapting to diverse audiences**

Introduction

Communication is the process of sharing information, ideas, and emotions between individuals. People differ in their backgrounds, experiences, personalities, and cultures; therefore, they communicate in different ways. These differences in expression are known as **communication styles**. Understanding various communication styles is essential for improving clarity, reducing misunderstandings, and building strong interpersonal relationships. In modern workplaces and global environments, it is equally important to **adapt communication to suit diverse audiences** so that the message is understood correctly and the intended outcome is achieved.

1. Major Communication Styles

Communication styles generally fall into four major categories. Each style reflects a unique way of expressing thoughts and responding to situations.

(a) Passive Communication Style

Passive communicators avoid expressing their needs, opinions, or feelings openly. They often hesitate, apologise unnecessarily, and allow others to dominate conversations.

Key Features:

- Soft voice, limited eye contact
- Frequent use of phrases like “It’s okay” or “I don’t mind”
- Avoidance of conflict

Strengths:

- Reduces tension in some situations
- Creates a peaceful atmosphere

Weaknesses:

- Leads to misunderstandings
- Suppressed emotions
- Loss of respect from others

(b) Aggressive Communication Style

Aggressive communicators express their views forcefully, often disregarding the rights and feelings of others.

Key Features:

- Loud voice, intimidating gestures
- Frequent interruptions
- Use of blameful or demanding language

Strengths:

- Quick decision-making
- Messages are direct and clear

Weaknesses:

- Creates fear and negativity
- Damages relationships
- High conflict potential

(c) Passive-Aggressive Communication Style

This style combines indirect resistance with hidden anger. The communicator appears calm but expresses displeasure through subtle actions.

Key Features:

- Sarcasm, indirect complaints
- Procrastination
- Saying “yes” but acting “no”

Weaknesses:

- Builds resentment
- Confuses team members
- Prevents resolution of real issues

(d) Assertive Communication Style (*Most effective*)

Assertive communicators express ideas clearly and respectfully. They maintain a balance between their own needs and others’ needs.

Key Features:

- Confident voice, good eye contact
- Use of “I” statements (“I feel...”, “I prefer...”)
- Active listening
- Respect for boundaries

Strengths:

- Builds trust and cooperation
- Reduces conflict
- Encourages open dialogue

Strategies for Adapting Communication to Diverse Audiences

(a) Know Your Audience

Analyse their background, language ability, cultural norms, needs, and expectations. This is the foundation of audience-centred communication.

(b) Adjust Language, Tone, and Complexity

- Use simple language for general audiences
- Use technical terms only for experts
- Maintain a respectful and neutral tone
- Avoid jargon, slang, or culturally sensitive words

(c) Choose the Right Communication Channel

Different audiences require different channels:

- Social media for youth
- Reports and presentations for executives
- Demonstrations or visuals for field employees
- Translated content for global teams

(d) Practice Cultural Sensitivity

Culture affects communication preferences—direct vs. indirect speaking, formal vs. informal tone, acceptable gestures, and attitude toward hierarchy. Adapting helps avoid disrespect and misunderstandings.

(e) Use Active Listening

Be attentive, avoid interruptions, and observe verbal and non-verbal cues. Listening improves trust and helps understand the audience's needs.

(f) Adapt Non-Verbal Communication

Adjust eye contact, posture, facial expressions, and gestures according to the cultural and emotional comfort level of the audience.

(g) Personalise the Message

- For analytical people → provide data
- For emotional people → provide reassurance
- For busy managers → provide summaries
- For teams → provide a collaborative tone

(h) Encourage Feedback and Two-Way Interaction

Ask questions, conduct surveys, invite reactions, and clarify doubts to confirm understanding.

5. Barriers to Effective Adaptation

- Stereotyping audiences
- Lack of cultural awareness
- Language barriers
- Assumptions and personal biases
- Emotional misunderstandings
- Noise or distractions
- Information overload

Overcoming these barriers improves communication outcomes.

Conclusion

Communication styles vary from passive and aggressive approaches to assertive and analytical methods. Each individual's style influences how they express ideas and interpret messages. For communication to be truly effective, especially in diverse environments, it is essential to **adapt messages to suit the audience's cultural background, needs, expectations, and communication preferences**. This adaptability enhances clarity, builds strong relationships, reduces conflict, and ensures that communication goals are achieved. In the modern global workplace, mastering various communication styles and audience adaptation is a key competency for professional success.

TYPES OF COMMUNICATION

Verbal and non verbal communication skills

Oral Communication

The most prevalent form of organizational communication is oral. It is also known as face-to-face communication and may be in the form of direct talk and conversation between the speakers and the listeners when they are physically present at one place or through telephone or intercom system conversation.

Oral communication is particularly powerful because the receiver not only hears the content of the message but also observes the physical gestures associated with it as well as changes in tone, pitch, speed and volume of the spoken word.

Oral communication takes place in face-to-face conversations, group discussions, telephone calls and other circumstances in which spoken word is used to express meaning.

Ricky W. Griffin

Oral communication takes place when spoken words are used to transfer information and understanding from one person to another.

S. K. Kapur

Advantages of Oral Communication

1. Quick and Efficient

Oral messages are transmitted instantly, making it ideal for urgent situations and day-to-day operations.

2. Immediate Feedback

The receiver can ask questions, seek clarification, or give responses on the spot, reducing confusion.

3. More Personal and Interactive

Tone, pitch, facial expressions, and body language create rapport, encourage trust, and make the message lively.

4. Flexible and Adaptable

Speakers can modify or simplify the message based on the listener's reaction or comprehension.

5. Suitable for Problem-Solving and Negotiation

Discussions, meetings, and brainstorming sessions encourage participation and build consensus.

Disadvantages of Oral Communication

1. No Permanent Record

Once spoken, messages cannot be preserved unless recorded. This creates problems in accountability.

2. Risk of Misunderstanding

Accents, pronunciation, speed, and noise can distort the message, leading to confusion.

3. Not Suitable for Lengthy or Technical Information

Long explanations may be forgotten or misinterpreted; verbal messages are less precise.

4. Emotional Influence

Tone or mood of the speaker can affect the listener's understanding and response.

5. Lack of Control

Spontaneous speaking may lead to leakage of confidential information or inaccurate statements.

Written Communication

Written communication is the most common form of communication being used in business. So, it is believed core among business skills. Memos, reports, bulletins, job descriptions, employee manuals, and electronic mail are the types of written communication used for internal communication.

For communicating with the external environment in writing, electronic mail, Internet Websites, letters, proposals, telegrams, faxes, postcards, contracts, advertisements, brochures, and news releases are used.

In the written form, it may require the drafting of letters and circulars, proposals, memos and business reports of varying kinds and includes

A written communication is put in writing and is generally in the form of instructions, letters, memos, formal reports, rules and regulations, policy manuals, information bulletins and so on.

- Memo
- Report
- Office order
- Circulars
- Graphs/Charts
- Staff Newsletter
- E-mail
- Form/Questionnaire
- Letter
- Notice, Agenda, Notes on Agenda
- Minutes of Meetings
- Advertisement
- Customer Newsletter
- Press Release
- Invitation
- Leaflet/Brochure/Handbills
- Manuals

Advantages of Written Communication

1. Permanent and Reliable Record

Written messages can be stored, preserved, and used as future reference or legal proof. This makes it suitable for contracts, agreements, and documentation.

2. Well-Structured and Thoughtful

The sender has time to think, revise, and edit the message. This ensures clarity, accuracy, and professionalism.

3. Suitable for Long and Complex Information

Detailed explanations, data, statistics, and instructions can be communicated effectively without distortion.

4. Accountability and Responsibility

Since written communication carries the sender's name, date, and signature, it creates responsibility and avoids denial of statements later.

5. Wide Reach

Emails, newsletters, websites, and circulars can reach a large group of people at the same time, even in different locations.

6. Reduces Misinterpretation

Clear wording and formal structure minimize ambiguity compared to verbal communication.

Disadvantages of Written Communication

1. Time-Consuming

Preparing, drafting, typing, and formatting takes more time. Delivery may also be delayed.

2. No Immediate Feedback

Communication becomes one-way until the receiver responds, which may slow decision-making.

3. Requires Good Language and Writing Skills

Poor vocabulary, grammar, or structure can lead to misunderstanding.

4. Not Suitable for Confidential or Emotional Matters

Sensitive issues are better communicated face-to-face rather than through written documents.

5. Information Overload

Excessive written communication (emails, reports) may overwhelm employees.

Non-verbal, communication

Meaning

Non-verbal communication is communication without using words or speech. Non-verbal communication is thus the wordless message received through the medium of gestures, signs, body movements, facial expressions, tone of voice, colour, time, space, style of writing, etc. Non-verbal communication is also called silent language or the language of signs and gestures.

Physical movements or body language is known as "kinesics". A handshake is probably the most common form of body language and tells a lot about a person's disposition. Similarly, eyes are the most expressive component of the facial display.

We can define non-verbal communication in the following ways:

- Non-verbal communication is communication through any means other than words.
- It is the transmission of message by some medium other than speech or writing.
- It refers to all external stimuli other than the spoken or written words and that includes body motion, characteristics of voice, appearance, and space distancing.
- It is the communication that uses non-linguistic means to convey the message.
- It refers to the transfer of meaning by body-language, space, time and paralanguage.

Elements Of Non Verbal Communication



1. **Appearance: Speaker:** clothing, hairstyle, neatness, use of cosmetics.
2. **Surrounding:** room size, lighting, decorations, furnishings.
3. **Body Language:** Facial expressions, gestures, postures.
4. **Sounds:** Voice tone, Volume, Speech rate.

Non-verbal communication, or body language, is a critical form of communication – a natural, unconscious language that broadcasts our true feelings and purposes in any given moment, and clues us in to the feelings and intentions of those around us.

Types of Non verbal Communication

There are many different types of non-verbal communication. Unitedly, the following non-verbal signals and cues convey your interest and investment in others.

Facial expressions

The human face is extremely expressive, able to express countless emotions without saying a word. And unlike some forms of non-verbal communication, facial expressions are universal. The facial expressions for happiness, sadness, anger, surprise, fear, and disgust are the same across cultures.

Body movements and posture

Believe how your perceptions of people are affected by the way they sit, walk, stand up, or hold their head. The way you move and carry yourself communicates a wealth of information to the world. This type of non-verbal communication includes your posture, bearing, stance, and elusive movements.

Gestures

Gestures are woven into the fabric of our daily lives. We wave, point, beckon, and use our hands when we're arguing or speaking animatedly – expressing ourselves with gestures often without thinking. Nevertheless, the meaning of gestures can be very different across cultures and regions, so it's important to be careful to avoid misinterpretation.

Eye contact

Because the visual sense is dominant for most people, eye contact is a particularly important type of non-verbal communication. The way you look at someone can communicate many things, including interest, affection, hostility, or attraction. Eye contact is also crucial in maintaining the flow of conversation and for gauging the other person's response.

Touch

We communicate a great deal through touch. Think about the messages given by the following: a firm handshake, a timid tap on the shoulder, a warm bear hug, an assuring pat on the back, a patronizing pat on the head, or a controlling grip on your arm.

Space

Have you ever felt uneasy during a conversation because the other person was standing too close and invading your space? We all have a need for physical space, although that need differs depending upon the culture, the situation, and the closeness of the relationship. You can use physical space to communicate many different non-verbal messages, including signals of intimacy, aggression, dominance, or affection.

Voice

It's not just what you say, it's how you say it. When we speak, other people "read" our voices in addition to heeding to our words. Things they pay attention to include your timing and pace, how loud you speak, your tone and inflection, and sounds that convey understanding, such as "ahh" and "uh-huh."

Advantages

1. Quick and Immediate: Messages are conveyed instantly through expressions or gestures.
2. Supports Verbal Communication: Enhances clarity and meaning of spoken words.
3. Expresses Emotions Effectively: Feelings like anger, joy, and confidence are naturally conveyed.
4. Useful When Speech Is Not Possible: Works in noisy places, silent zones, or with language barriers.
5. Provides Feedback: The receiver's body language indicates interest, confusion, or agreement.

Disadvantages

1. Easily Misinterpreted: Gestures or expressions may carry different meanings.
2. Cultural Variations: Non-verbal cues differ across cultures, causing misunderstandings.
3. No Permanent Record: Cannot be documented or used as official proof.
4. Limited for Complex Messages: Technical or detailed information cannot be conveyed effectively.
5. Unconscious Signals: People may send unintended cues, leading to wrong impressions.

Listening

What is Listening in Communication?

Listening in communication refers to the active process of receiving, understanding, and interpreting verbal and nonverbal messages being communicated by another person. Effective listening requires paying attention, showing interest, and demonstrating understanding of what the other person is saying. It involves not only hearing the words being spoken but also interpreting the tone, emotions, and body language used by the speaker to convey their message. 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 Vyasa 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 be 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.

Negotiation

✓ **The 4 P's of Negotiation**

Negotiation is the art and science of reaching agreements between two or more parties who have differing needs, interests, or viewpoints. A successful negotiation requires a balance of preparation, strategy, interpersonal skills, and understanding of power dynamics. The **4 P's of negotiation – Preparation, Process, People, and Power** – provide a structured framework to conduct negotiations effectively.

1. Preparation

Preparation is the cornerstone of any successful negotiation. Entering a negotiation without proper groundwork can lead to weak positions and poor outcomes. Thorough pre-negotiation analysis including your position, the counterparty's likely priorities, alternative options, value drivers, and concession strategies.

Key Elements of Preparation:

- **Goal Setting:** Clearly define what you want to achieve. Know your ideal outcome, realistic target, and bottom line.
- **BATNA (Best Alternative to a Negotiated Agreement):** Identify your alternatives if the negotiation fails. The stronger your BATNA, the more confident your stance.
- **Information Gathering:** Research about the other party, market conditions, past negotiations, and possible constraints.
- **Strategy Formulation:** Decide your approach (collaborative, competitive, compromising). Prepare concessions you are willing to make.
- **Anticipation of Objections:** Predict possible counterarguments and prepare suitable responses.

A well-prepared negotiator appears confident, credible, and persuasive.

2. Process

The process refers to the structure and methods used to conduct negotiations. Without a systematic process, discussions can become chaotic and unproductive. It is a structured approach to conducting the negotiation, including agenda setting, issue sequencing, information exchange, proposal development, and agreement formalization.

Key Elements of Process:

- **Setting the Agenda:** Decide on what issues will be discussed and in what order.
- **Establishing Ground Rules:** Agree on time limits, confidentiality, and the format of discussion.
- **Stages of Negotiation:**
 1. **Opening** – Introductions and agenda setting.
 2. **Exploring** – Sharing interests, positions, and clarifying expectations.
 3. **Bargaining** – Proposing, countering, and making concessions.
 4. **Closing & Agreement** – Reaching consensus and confirming details.
- **Communication Techniques:** Active listening, questioning, summarizing, and clarifying.
- **Conflict Management:** Handling disagreements constructively and avoiding emotional escalation.

A structured process ensures efficiency, fairness, and clarity throughout the negotiation.

3. People

Negotiations are not just about issues and agreements, but about people interacting. The success of a negotiation largely depends on human factors such as trust, communication, and relationships. It includes managing the human dimension, including relationship dynamics, communication styles, emotional elements, cultural factors, and trust development.

Key Elements of People:

- **Building Rapport:** Establish trust and a cooperative environment.
- **Understanding Perspectives:** Be empathetic towards the other party's needs, interests, and motivations.
- **Cultural Sensitivity:** Recognize and respect cultural differences in communication styles, values, and negotiation practices.
- **Emotional Intelligence:** Manage your emotions and read the emotions of others to maintain positive interactions.
- **Collaboration vs. Competition:** Balance assertiveness with cooperation to achieve a win-win outcome.

Focusing on people builds long-term relationships beyond just short-term deals.

4. Power

Power in negotiation refers to the ability of one party to influence the other or the outcome. It is not always about dominance, but about leveraging strengths effectively. In other words, Understanding and

appropriately leveraging influence factors, including alternatives, market position, information asymmetry, time pressure, and decision authority.

Sources of Power:

- **Information Power:** Having better knowledge, data, or expertise.
- **Position Power:** Authority or role-based influence (e.g., manager, supplier, buyer).
- **Relationship Power:** Trust and goodwill built over time.
- **Resource Power:** Control over critical resources, finances, or alternatives.
- **BATNA Power:** A strong alternative gives confidence and leverage.

Using Power Effectively:

- Avoid misuse of power, as it may damage relationships.
- Combine persuasion, credibility, and logic with authority.
- Aim to balance power dynamics for fair agreements.

Power should be exercised responsibly to create sustainable and mutually beneficial agreements.

Conclusion

The **4 P's of Negotiation – Preparation, Process, People, and Power** – act as guiding principles for effective negotiation.

- **Preparation** equips you with knowledge and confidence.
- **Process** ensures structured and fair discussions.
- **People** remind us that negotiation is human-centered.
- **Power** provides leverage but must be applied wisely.

A negotiator who masters these four dimensions is more likely to achieve agreements that are fair, efficient, and long-lasting.

✓ Steps for Effective Negotiation

Negotiation is a structured process where two or more parties seek to resolve differences and reach a mutually beneficial agreement. For a negotiation to be effective, it must follow systematic steps. Below are the main stages with detailed notes:

1. Preparation and Planning

Preparation is the foundation of negotiation success. Entering a discussion without planning often leads to weak results.

- **Define Objectives:** Identify what you want to achieve (ideal outcome, realistic target, and minimum acceptable result).
- **Know Your BATNA (Best Alternative to a Negotiated Agreement):** Be clear about what you will do if no agreement is reached. A strong BATNA gives confidence.
- **Research the Other Party:** Understand their needs, interests, constraints, and possible alternatives.
- **Plan Strategy:** Decide whether to adopt a competitive (win-lose) or collaborative (win-win) approach.
- **Prepare Concessions:** Identify areas where you are willing to be flexible.

Example: A buyer prepares by studying market prices and setting a maximum budget before meeting a supplier.

2. Defining Ground Rules

This step ensures a structured and respectful negotiation environment.

- **Agenda Setting:** Agree on what issues will be discussed and in what sequence.
- **Communication Protocols:** Decide how information will be shared, whether formal or informal.
- **Time Frame:** Fix the duration and deadlines for discussion.
- **Roles and Responsibilities:** Decide who will lead the negotiation, record notes, or present proposals.

Example: Two companies decide to first negotiate pricing, then delivery terms, followed by payment methods.

3. Clarification and Justification (Information Exchange)

At this stage, both parties present their positions, clarify expectations, and justify demands.

- **Present Interests:** Clearly explain your needs, reasons, and priorities.
- **Active Listening:** Understand the other party's motivations and hidden interests.
- **Questioning:** Use probing questions to gather details and identify underlying concerns.
- **Building Trust:** Show transparency and fairness to create a cooperative environment.

Example: An employee explains why a salary raise is justified based on workload and contributions.

4. Bargaining and Problem Solving

This is the core of negotiation where proposals, counterproposals, and trade-offs take place.

- **Offer and Counteroffer:** Each side presents terms and responds to the other.
- **Concessions:** Give up less important issues in exchange for higher priority needs.
- **Collaborative Problem-Solving:** Look for win-win solutions where both parties feel satisfied.
- **Maintain Flexibility:** Avoid rigid positions; be creative in finding alternatives.

Example: A supplier lowers price slightly in return for larger order volumes.

5. Closure and Agreement

Once terms are acceptable, the negotiation must be formally closed.

- **Summarize Agreement:** Restate all points to ensure no misunderstanding.
- **Documentation:** Record the agreement in writing for future reference.
- **Confirm Commitment:** Both parties must agree formally (signature, verbal confirmation, or contract).
- **Check Fairness:** Ensure that the agreement benefits both sides and avoids future disputes.

Example: Two businesses sign a written contract after finalizing pricing, delivery, and payment terms.

6. Implementation and Follow-Up

The final step ensures that the agreement is put into action and maintained.

- **Execution of Terms:** Carry out the commitments as agreed.
- **Monitoring:** Regularly check progress and performance against the agreement.
- **Relationship Building:** Maintain positive interaction for future negotiations.
- **Conflict Resolution:** Address any breaches or misunderstandings quickly.

Example: A company monitors whether its supplier is delivering materials on schedule as per the agreed contract.

Conclusion

The **steps for effective negotiation** can be summarized as:

1. Preparation and Planning
2. Defining Ground Rules
3. Clarification and Justification
4. Bargaining and Problem Solving
5. Closure and Agreement
6. Implementation and Follow-Up

Following these steps ensures that negotiations are **structured, fair, and result in long-term success**.

✓ Principles of Effective Negotiation

Negotiation is not just about winning or losing, but about reaching agreements that are fair, practical, and sustainable. To achieve this, negotiators follow key **principles** that create trust, cooperation, and mutual satisfaction.

1. Preparation and Planning

- Effective negotiation begins with thorough preparation.
- A negotiator must know their **objectives, priorities, limits, and alternatives (BATNA)**.
- Research about the other party's background, needs, and interests is equally important.

Principle: "The better the preparation, the stronger the negotiation position."

2. Clarity of Objectives

- Goals and expectations should be clear and realistic.
- Vague or unrealistic demands can create deadlocks.
- Prioritize objectives into **must-have, desirable, and optional** categories.

Principle: Clear goals help avoid confusion and make outcomes achievable.

3. Effective Communication

- Use **active listening, open-ended questions, and clear expressions** to ensure understanding.
- Avoid assumptions and misinterpretations.
- Non-verbal cues (tone, body language) must support verbal communication.

Principle: Communication is the bridge that builds trust and resolves conflicts.

4. Building Trust and Relationships

- Negotiation is not just about terms; it is about **people and relationships**.
- Trust increases cooperation and reduces resistance.
- Honesty, transparency, and fairness strengthen long-term partnerships.

Principle: Strong relationships make negotiations smoother and outcomes more sustainable.

5. Focus on Interests, Not Positions

- Positions are rigid demands (e.g., "I want a 10% discount").
- Interests are underlying needs (e.g., "I need to reduce costs").
- Identifying interests allows for creative solutions that benefit both sides.

Principle: Interest-based negotiation leads to **win-win solutions**.

6. Flexibility and Adaptability

- Negotiators should be open to different approaches and creative alternatives.
- Rigidity can cause deadlocks, while flexibility leads to compromises.
- Adapt strategies based on the situation, culture, and other party's style.

Principle: Flexibility keeps negotiations moving forward.

7. Fairness and Integrity

- Agreements should be fair, ethical, and balanced.
- Exploiting the other party may give short-term gains but damages relationships long-term.
- Respecting principles of justice and equality ensures sustainability.

Principle: Fairness ensures long-term cooperation.

8. Win-Win Approach

- Effective negotiation aims at **mutual gain**, not one-sided victory.
- Both parties should feel satisfied with the outcome.
- “Win-win” solutions strengthen partnerships and prevent future conflicts.

Principle: Best agreements are those where both parties feel they have gained.

9. Problem-Solving Orientation

- Treat negotiation as a **joint problem-solving process** rather than a battle.
- Look for creative solutions that meet both sides’ needs.
- Focus on solving the issue, not attacking the people.

Principle: “Attack the problem, not the person.”

10. Commitment and Implementation

- Agreements should be clear, specific, and enforceable.
- Commitment from both parties ensures success.
- Follow-up and monitoring prevent misunderstandings.

Principle: A negotiation is only effective if the agreement is implemented successfully.

Conclusion

The **Principles of Effective Negotiation** can be summarized as:

1. Preparation and Planning
2. Clarity of Objectives
3. Effective Communication
4. Building Trust and Relationships
5. Focus on Interests, Not Positions
6. Flexibility and Adaptability
7. Fairness and Integrity
8. Win-Win Approach
9. Problem-Solving Orientation
10. Commitment and Implementation

Following these principles helps negotiators reach outcomes that are **fair, realistic, and long-lasting**.

LANGUAGE OF NEGOTIATION

Negotiation is part of almost every aspect of life. Whether you’re trying to negotiate a job offer, finalize a business deal, or even decide where to go for dinner with friends, being effective in negotiation is more than just knowing facts and figures. It’s about using the right language—finding the words, tone,

and communication style that can help you connect, influence, and ultimately reach a successful outcome.

The following are some key aspects of **negotiation language**, from crucial terms to essential phrases. These skills can give you a real edge, transforming an otherwise ordinary conversation into a successful negotiation.

The Power of Negotiation Language: Connecting and Persuading

The language you use during negotiations can shape the entire discussion. It's not just about making our points; it's about listening effectively, reading body language, and crafting your messages in a way that draws the other party in. Mastering negotiation language means being persuasive without coming across as pushy, and building a connection that allows both parties to feel heard and respected.

1. Active Listening: Hearing Beyond Words

A crucial part of negotiation is making the other party feel genuinely heard. **Active listening** isn't just nodding politely—it's about truly engaging with the other side. Imagine negotiating a contract with a client. Instead of jumping into your arguments right away, focus on what the other person is saying. Ask questions that help clarify their concerns, paraphrase their words to ensure you understand, and acknowledge their viewpoints. By doing this, we're not only gathering useful information but also making them feel valued.

This kind of listening goes beyond just hearing words. Pay attention to how the other person says things—their tone of voice, the pauses, their body language. Sometimes what's not said is just as telling as what is. Active listening is a powerful tool that creates a foundation of trust, making the rest of the negotiation far smoother.

2. Body Language: Speaking Without Words

Communication isn't only verbal; it also happens through posture, gestures, and facial expressions. Body language plays a massive role in shaping the way the other person perceives you. Are we open and attentive, or do we seem distant and closed off? Our body can be sending messages even when our mouth isn't.

Consider a scenario where you're negotiating a partnership deal. Maintaining good eye contact and nodding as the other party speaks shows that you're attentive and interested. If you're leaning in slightly, you're signalling engagement. Conversely, if your arms are crossed, it may give the impression that you're closed to ideas or uncomfortable. Being mindful of your body language helps you present yourself as someone who is open to collaboration and willing to listen—a powerful way to foster a positive negotiation environment.

3. Persuasive Language: Influencing Without Forcing

Persuasive language is all about framing your message in a way that aligns with the interests of the person across from you. It's not about manipulation; it's about understanding their needs and presenting our case in a way that resonates with those needs.

Imagine we're trying to convince a prospective client to sign on with our service. Instead of framing the discussion around what we want, shift the focus to the client's needs. Instead of saying, "We need you to agree to these terms," we could say, "These terms will ensure that we receive the support we need without unnecessary delays." The difference lies in the focus—putting their benefits at the forefront instead of ours.

The words we choose matter, too. Use phrases like "value for both of us," "mutual benefit," and "opportunity" to emphasize collaboration. Avoid being confrontational. Instead of saying, "This won't work for us," try, "Let's explore another way to make this work for both of us." It's about creating a positive tone that keeps the conversation productive and focused on finding common ground.

4. Key Terms to Unlock Negotiation Success

Negotiation also involves a vocabulary that helps frame the discussion. Knowing these key terms can give us an advantage and help you navigate more effectively:

- **BATNA (Best Alternative to a Negotiated Agreement):** This is our fallback option—the plan you go to if the negotiation falls through. Think of BATNA as our safety net, giving us confidence to negotiate without desperation. For example, if we're negotiating a salary and we have another offer on the table, that offer is our BATNA, allowing us to hold firm on what we want without fearing we'll lose everything.
- **Concession:** A concession is a compromise we make during negotiations. It's something we offer to the other party to help move the conversation forward. For instance, if we're negotiating a project timeline, we might agree to a tighter schedule if it means securing additional resources that make the deadline more manageable.
- **ZOPA (Zone of Possible Agreement):** The ZOPA is where both parties' interests overlap—the space where a deal is possible. Knowing our ZOPA helps you understand the range of acceptable outcomes and avoid pushing for something that's unrealistic for both sides.
- **Anchoring:** Anchoring is setting an initial offer that serves as the reference point for the rest of the negotiation. It's a tactic used to influence how high or low the other party might be willing to go. For instance, when negotiating a salary, you might start with a higher number, knowing that even if it's negotiated down, it sets a favourable benchmark.

Putting It All Together: Language as Your Negotiation Tool

Negotiation is not about overpowering the other party; it's about finding common ground and building a bridge. The language we use helps shape the journey—how we listen, how we express ourselves, and the terms we use to anchor our ideas.

Effective negotiation language isn't just about what we say, but also about how we make the other person feel. Are we listening actively? Are we showing, through our body language, that we're open to ideas? Are we framing your points in a way that benefits both sides? When we combine active listening, positive body language, and persuasive but respectful speech, we build a stronger foundation for successful outcomes.

Conclusion

Mastering negotiation is more than just being good with numbers or having the best facts at our disposal. It's about understanding people, connecting with them, and using language as a bridge to reach mutual understanding. Whether we're negotiating with a client, a partner, or even family members, the way we speak, listen, and connect will always be at the core of a successful negotiation.

By understanding these key elements—active listening, body language, persuasive speech, and key negotiation terms. This is the language of negotiation—your path to achieving better results for everyone involved.

RESUME WRITING

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 / Woks shops /
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 requestyou 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

1 September 2020

Sample cover letter

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

GATE-GTMT

GATE-GTMT

STRATAGIES FOR EFFECTIVE EMPLOYEE COMMUNICATION

What is an effective communication?

Communication in the workplace is the exchange of ideas and thoughts concerning work, but effective workplace communication is more than that. Effective communication is clear, and the receiver understands its purpose. So, both the sender and receiver of the message are satisfied.

Two-way Communication

Effective communication in the workplace is not just relaying information to a team member, but explaining it in a way they understand. The receiver also focuses on gaining the entire meaning of the conversation and makes the other person feel heard and understood.

Solution-providing Communication

The exchange of ideas and information is done efficiently and effectively, enhancing collaboration on given tasks. So, teams can better come up with the required steps to achieve their goals.

Benefits of effective employee communication

Effective communication in a workplace will boost employee motivation, engagement and satisfaction, which will reduce workplace conflicts and enhance productivity.

Increased Employee Engagement

One of the benefits of effective communication is that it creates better relationships between management and employees as well as amongst employees, and promotes employee engagement. When the management considers employee needs and motivations and speaks to them correctly, it's easier to get them to use their skills and talents toward the same goal.

Enhanced Motivation to Work

Nearly 30% of the time, organizations experience low retention because of ineffective communication between management and staff members. But when employees understand their tasks and how their roles affect the team's overall success, they're motivated to take necessary

steps. Not only will your organization enjoy longer employee retention, which strengthens your company, employees will stay motivated, which makes all the difference.

Improved Productivity

By ensuring that information is communicated in the right manner, employees understand their roles better and perform their functions competently. That will increase productivity throughout your company.

Fewer Workplace Conflicts

Since workplaces have persons of various cultures and beliefs, conflicts will naturally arise. Still, most conflicts are from ineffective communication tactics. Workplaces that embrace open communication and refined communication styles should therefore expect less conflict between managers and employees, and even among employees.

Strategies for Effective employee communication in the Workplace

1.Communicate the Right Way

For more effective communication, first, ask these questions.

1. What is the goal?
2. Who needs to hear this?
3. How should I pass the message across?

Ineffective communication often occurs when managers talk to the wrong employees or share information in the wrong workplace setting. So, make sure the communication purpose directs you to relevant recipients. Also, choose the most appropriate communication method out of the different communication channels for the employee and situation. For example, an employee may prefer email, while another person likes a physical interaction, where there's eye contact, and they can read your body language.

Generally, though, you should communicate urgent information or instructions, major news or sensitive news such as a promotion or transfer face-to-face.

2. Prioritize Two-way Communication

Effective communication in the workplace involves speaking, active listening and feedback. Both parties need to understand each other. Now, how can you make that possible?

- a) **Practice active listening:** To avoid missing important information, don't listen to a coworker just so you can reply. Instead, listen to understand them. Maintain eye contact with the speaker, jot down whatever comes to your mind while they're speaking, and respond with relevant gestures to show you're listening.
- b) **Embrace feedback:** Ask your team members for feedback on your message and communication style, and note their comments and concerns. They can share such information during meetings or drop them anonymously in suggestion boxes. You can also offer feedback, but do it thoughtfully. Just don't do it harshly or in public.

Also, adopt constructive feedback by first appreciating their work and then pointing out how to improve. Allow them to share their thoughts on your feedback, too.

3. Build Your Communication Skills

Effective workplace communication starts with you developing good communication skills. Here are the vital ones.

- **Be clear:** To communicate effectively, be clear about your goal, use easy-to-understand words and avoid incomplete sentences. Also, provide context when communicating with your team. For example, when setting expectations, share samples and highlight the groups that should be involved and those that will be affected by the output. Also, encourage employees to ask questions to minimize errors and maximize productivity.
- **Remain courteous:** To enhance effective communication in the workplace, you need to practice respectful communication and work through differences positively. Even during disagreements, try to stay polite, avoiding offensive words. Also, watch your body language and facial expressions, and use the right tone, so you don't give off unintentional cues.
- **Stay open-minded:** Make sure your employees feel comfortable approaching you with ideas or concerns. That means you must keep considering their thoughts and attending to them respectfully, even when busy. And if you have concerns about an employee's behavior or performance, discuss it with them instead of making assumptions.

4. Embrace the Uniqueness of Each Employee

One of the most important things to improve communication and employee engagement at your workplace is embracing each employee's unique communication style. That means you need to learn about their preferred communication channels and style. Then, tailor your communication methods to their select style. While the sales team seeks endless data analytics, the analytics team might not want detailed stories about how to land clients.

5. Have One-on-One Interactions

To improve workplace communication, you need to be intentional about relationships. Schedule one-on-one meetings with your team members. These meetings show your employees that you value them and are willing to connect with them more personally. Plus, the timid or reserved ones tend to be more open and share valuable information and feedback in private settings.

6. Schedule Weekly Team Meetings

To foster good communication amongst team members, schedule weekly meetings where employees can speak their minds. Team managers can meet with team members to review each week's accomplishments, challenges and concerns. They can also set goals and tasks for the following week and even discuss big-picture ideas. You can also take a step further by documenting important conversations and sharing recaps to clarify points and help the team remember recommendations and action points.

7. Make Time for Team Building

Team building activities often create a dynamic working environment, where people feel safe and build their confidence. So, get creative—offer employees an escape from usual activities by promoting casual interactions such as nonwork Slack channels or out-of-office events. Let them socialize and collaborate through activities such as icebreaker games, puzzle-solving games, fitness sessions, team lunches and movie dates. Team members will loosen up and improve communication and team collaboration, promoting employee retention.

8. Show Appreciation

Businesses with engaged and happy workers make 23% more profits than those with miserable employees. To move closer to achieving your goals as an organization, you need to appreciate employees and show you care. Thank them for their brilliant ideas or for completing a task quickly.

And that includes zeroing in on exactly what made you happy. It will show that you're genuine, and they can replicate it, too.

For instance, you can say, "You did great highlighting the customer segmentation steps in your presentation. The examples you gave helped the team understand the process."

9. Get a Team Communication App

Without good team communication, there will be miscommunications, especially since many organizations are now hybrid or remote. But with team communication platforms, whether UCaaS or CPaaS, employees can communicate, stay up to date and collaborate on projects. They can meet to carry out their tasks, share relevant information and discuss upcoming tasks. Communication apps include project management tools, video conferencing tools and voice-over-internet-protocol services.

10. Organize Communication Training Sessions

Consider holding regular communication training sessions so that both team leaders and employees can grasp basic communication skills that improve workplace communication. Hold training sessions physically or meet online over Google Meet or Zoom or any other communication platform. You can also use webinar tools for training so that old and new employees can always access them.

Summary

Communication in the workplace should exceed exchanging information. It should include intentional communication exercises that enhance confidence, promote engagement and improve an organization's overall productivity.

(OR)

(OR)

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Effective Strategies for effective employee communication

Creating a workplace where employees feel connected and valued starts with strong communication. When employees feel informed, heard, and supported, they are more engaged. Let's break down practical strategies to improve communication and employee engagement.

1. Maintain Transparency and Openness

Employees value honesty from leadership. Open-door policies, regular town halls, and company updates build trust. Sharing company goals, successes, and challenges makes employees feel included. For

example, a quarterly town hall can provide updates on company performance. It also allows employees to ask questions directly, promoting open dialogue.

Surveys and feedback forms are also essential. They give employees a voice and show that their opinions matter. When employees see their feedback acted upon, engagement levels rise.

Tip: Use anonymous surveys to encourage honest responses.

2. Regular and Consistent Communication

Inconsistent communication causes confusion and disengagement. Keep employees informed through regular meetings and updates. Schedule weekly team meetings and monthly one-on-ones with your direct reports.

Newsletters, intranet updates, and emails ensure that everyone receives the same message. Consistency prevents misunderstandings and keeps employees aligned with company goals.

3. Practice Active Listening

Active listening goes beyond hearing—it involves understanding and responding thoughtfully. Employees want their concerns and ideas to be taken seriously. Make sure you are fully present during meetings and conversations.

Demonstrate active listening by repeating key points and asking clarifying questions. For instance, when an employee raises an issue, acknowledge it, provide a solution, and follow up later. Creating a safe environment for open dialogue encourages employees to speak up without fear of judgment.

4. Establish Two-Way Communication

Communication isn't a one-way street. Give employees a platform to share their thoughts. Two-way communication strengthens trust and boosts engagement.

Regular feedback sessions allow employees to express concerns and ideas. It also helps leaders identify areas for improvement. Demonstrate that feedback is valued by taking action. For example, if employees suggest flexible work hours, consider implementing it.

Tip: Use suggestion boxes or digital platforms for anonymous feedback.

5. Keep It Clear and Concise

Confusing messages cause frustration. Keep communication simple, clear, and to the point. Use plain language that everyone can understand. Avoid jargon and technical terms that may confuse employees. Deliver messages in a timely manner, ensuring they reach employees when needed.

For example, instead of a lengthy email filled with jargon, send a short, clear update that highlights key points.

Tip: Use bullet points and summaries to make messages easier to digest.

6. Utilize Technology Effectively

Digital tools make communication faster and more efficient. Use platforms like Slack, Microsoft Teams, and Zoom to keep teams connected. Project management tools, like Asana or Trello, help streamline communication on tasks and deadlines. These platforms ensure that everyone knows what's happening and when. Recognition platforms, like Kudos, allow leaders to publicly acknowledge employee achievements, boosting morale and engagement.

Example: A team using Slack for daily updates reduces email overload and increases productivity.

7. Build Stronger Relationships

Strong communication strengthens relationships between employees and leadership. Encourage team-building activities to build trust and improve engagement. Social interaction fosters a sense of belonging. Activities like virtual coffee breaks or team lunches help employees connect on a personal level. A positive work environment keeps employees engaged and motivated.

Tip: Host monthly team-bonding events to improve camaraderie.

8. Recognize and Reward Employees

Recognition motivates employees to stay engaged. Publicly acknowledging achievements shows that you value their efforts. Rewards don't have to be expensive. A simple shout-out during a meeting or an appreciation email can go a long way. Celebrate milestones, both personal and professional, to strengthen communication and employee engagement.

Example: A company that celebrates work anniversaries sees higher employee retention rates.

9. Empower Your Employees

Giving employees autonomy makes them feel trusted and valued. Empower them to make decisions within their roles. Provide opportunities for growth through training, mentorship, and upskilling programs. When employees feel they are growing, they stay engaged and contribute more actively.

Encourage innovation by inviting employees to pitch ideas. Make sure they know their suggestions are appreciated and considered.

Tip: Provide employees with resources and tools to succeed in their roles.

10. Lead by Example

Strong leadership starts with communication. Leaders who demonstrate effective communication set the tone for the entire organization. Be transparent, approachable, and open to feedback. Show employees that communication is valued at every level.

For example, if leaders consistently hold one-on-ones and respond promptly to emails, employees will mirror those behaviors.

Consistency from leadership inspires trust and improves communication and employee engagement across the board.

With the right communication strategies, you can build a more engaged workforce.

CHANNELS AND TOOLS FOR OF INTERNAL COMMUNICATION

(E-mails, Reports, Memos, Minutes of meeting)

Meeting

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 if Meeting

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

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

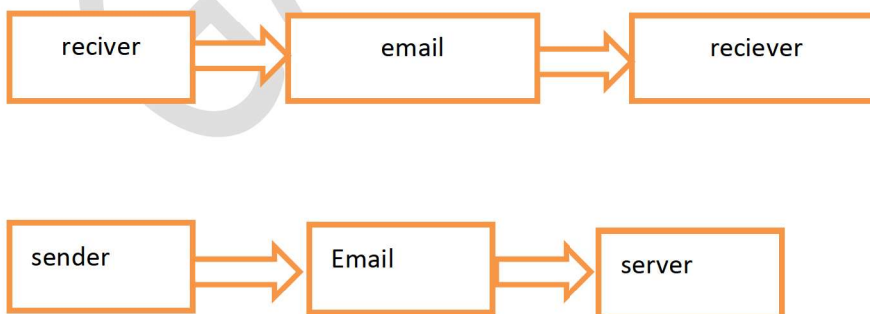
- a) Name of the body and nature of the meeting
- b) Day, date, time and place of meeting
- c) Name of chairman , names of members present at the meeting (list is attached if the numbers are many)
- d) Names of persons “in attendance”, any invited officials like the auditor, solicitor, who are not the 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

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

- a) Saves lot of time and efforts in producing forms, printed memos, faxes and letters
- b) The important message can be retained on the electronic file or printed out as a hard copy
- c) High speed send / receive cycle
- d) Direct input and retrieved from keyboard
- e) Virtually instant dispatch / retrieval
- f) Simultaneous circulated to pre-selected groups
- g) Other files can be attached to e-mails
- h) 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 and be done with it.

4. Poor formatting

I 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 messages where you read and read but you cannot see what the writer is 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.

o 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!

o 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, sloppy work is becoming a major annoyance. 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.

o 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.

PRESENTATION SKILLS

Team presentations

What are Team Presentations?

Team presentations are when you deliver a presentation as a group. When you present individually, the entire onus is on you, but team presentations require a whole team to work together.

Pros and Cons of Team Presentations

Pros

- It provides an opportunity to show different people's expertise.
- It ensures that every aspect of the topic/subject has been covered in the most effective manner.
- Multiple presenters will help bring energy and variety to a speech, enabling better attention and engagement from the audience.
- Team presentations help develop crucial skills necessary for career growth, such as coordination, collaboration, communication, and conflict resolution.

Cons

- It involves a lot of people with different presentation styles, thoughts, skill sets, and confidence levels, which makes it challenging to get everyone on the same page and think as one entity.
- Once you have divided the task, it might feel like the responsibility is only towards that bit and not the entire presentation. This approach is utterly wrong and could lead to presentational failure. Your presentation is only as strong as the weakest member of the group.
- There is confusion and decision-making around questions like who starts or finishes the presentation, content planning, practices, etc.

Team presentation skills

As with any presentation, a team presentation requires substantial work. More so, thorough coordination and organization need to be present among multiple individuals with different personalities, no matter how seasoned they are as presenters individually.

Follow the tips below to deliver with impact individually and as a team.

1. Allocate a Team Captain or Moderator

Before starting anything, decide on a team leader, moderator, or captain from the team members to enable smooth functioning. Usually, they are the most senior member or experienced speakers from the lot.

The team captain can have the final say wherever a decision needs to be made. Here's a look at his other responsibilities-

- He will start and finish the presentation.
- The team captain will assign roles to each member of the team.
- Ensure a smooth flow and organization by introducing each member and their roles and responsibilities at the start.
- Take care of the transitions/handovers as members finish the presentation.
- Invite questions from the audience on behalf of the team and direct queries to the person he seems most competent to answer.
- Summarize the presentation or reiterate the key points at the end of the presentation.

2. Map Out a Plan for Everyone to Follow

Ten people with varying talents and inclinations can choose ten directions to express their ideas, which can impact the audience.

Before the start of the presentation, everyone must sit down and map out a concrete plan. A clear outline or roadmap will give the presenters a direction in designing their work.

If you have a presentation mapper on board – good enough; otherwise, take the help of a Whiteboard, Miro board, or A4 sheet to decide on things like-

- What is the purpose and end goal of the presentation?

As a group, you need to be completely clear about your presentation's central theme and purpose. Only then can you work on creating individual segments that align with this goal.

Let's say the presentation is about anxiety in the workplace. Since the goal is not clear, people start covering different types of anxieties that people face.

Define the goal concretely so that the scope of work is perfectly clear for everyone.

- What key message, takeaways, and general information are to be included? Design a framework and structure for the presentation that people can follow.
- What and how many sections will you divide the presentation into?
- Once you have covered that, decide on the length of each section and the duration each speaker will speak for (rough estimate). Also, account for the Q&A round so that you don't exceed the presentation time limit.
- If your presentation involves substantial data, make sure every team member knows about go-to data collection places, who to interview, sources, etc., so everything runs smoothly without compromising the quality of information.

Setting a single concrete goal in the beginning will save a lot of time in the end, as you won't have to worry about duplication or repetition of work. There won't be any overlap of work or missing accountability concerning any issue. You can also count on delivering your presentation in the most cohesive way possible, not devoid of logic anywhere.

3. Understand the Audience

Irrespective of the type of presentation, whether you are doing it solo or in a group, understanding the audience and framing your presentation around them is key to succeeding.

To decide on your content, learn about the people – how much they know about the topic, their culture, pain points, inclinations, knowledge level, etc.

You don't want to present anything that they are not comfortable with because, in the end, the goal of the presentation is to get your message home and have the desired effect on people.

4. Define Clear Roles for Everyone in the Team

People have different skill sets and ways of expressing themselves. Some are naturally funny, and some are good at presenting complex information with ease. When presenting as a team, the goal is to leverage each person's strengths and assign roles based on those.

Assess the people on your team. Consider everyone's experience and expertise, as well as their natural skills, to make the best decisions when selecting people for specific roles.

Assigning clear roles – who will cover what based on their expertise and inclination – is imperative for accountability and ensuring things don't fall through the cracks.

Now that you have assigned everyone's roles ideally and have a solid captain to take the lead – there are other roles to take care of.

Who will ensure consistency in design, set up the boardroom, and so on?

What can be done is –

- The team captain, with the other members' approval, can assign smaller roles to people, such as organizing rehearsals, AV checks, etc., to facilitate functioning.
- Brief and regular update meetings can be organized to ensure everything is in process and on time.
- Organize multiple practice sessions or dry runs at least a week before the presentation. That way, team members will have plenty of time for feedback-based corrections.

5. Strategize for Q&A

Questions and answers round can be nerve-wracking.

What if multiple people jump in to answer the question or the presenters look at each other, wondering who will reply?

Questions and answers round can be nerve-wracking.

What if multiple people jump in to answer the question or the presenters look at each other, wondering who will reply?

As the moderator, ensure you thoroughly understand everyone's strengths, skill sets, inclinations, and weaknesses so that you can direct questions accordingly.

- Once you have been asked the question, pause to formulate your thoughts into a crisp and relevant answer.
- Make sure you have understood the question well; otherwise, ask for further clarification. In no case should you bore people by beating around the bush if you are unclear about the question or the answer.

6. Rehearse with the Group

It's important to rehearse with the group as much as possible.

Once you have completed all the parts individually, you don't know how it will look or feel when you combine all the slides. You will need adjustments, modifications, and refinements to set everything in place and make your presentation coherent.

Practicing together will set the ground for achieving that precisely.

Things you can cover in your practice sessions-

- Practice in the order of speakers, with the captain giving the introduction and conclusion and the rest of the speakers following the sequence. Also, introduce the team (credentials) only during the introduction.
- During transitions, recap the essential points of the last section and quickly introduce the next section and the speaker.
- Figure out where team members will sit or stand during the presentation. One arrangement could be the captain standing in the front and center, presenters speaking early standing on the left of the room, and those speaking late standing on the right.
- Have access to the presenting space at least 30 minutes before the presentation.
- Make sure that everyone sticks to the time limit so that people are not bored with a lengthy presentation. If one speaker goes on for too long, it can affect the flow of the rest of the presenters.
- Leave people with a definite Call To Action (CTA) in the end.

7. Always Remember to Put Up a United Front

If you are presenting as a team, seeking personal glory will do you no good. So, thinking of polishing your part to perfection and not caring about the rest will only lead to tremendous presentational failure.

Focus on details like –

- Reach out early to set up things comfortably for everyone.
- No matter how often you have listened to other speakers – react as if it's for the first time. Nod in agreement and encouragement to show interest and enthusiasm.
- If a fellow member can't seem to answer a question, step in and answer on their behalf without making them lose face.
- Don't try to peek in your notes when others speak. Doing so will make you look underconfident, unprepared, and disinterested in their speech.
- Don't overextend your time, as it will affect other people too.

8. Take Help of Technological Tools

Plenty of technological tools can help you streamline the process, collaborate as a team, and create engaging designs.

- It will make your work easier and help you create more cohesive slide decks.
- You will also be able to gauge audience engagement and make the required changes.

9. Know the Part of One Another

Knowing each other's parts thoroughly can have multiple benefits.

- If someone cannot attend, you can quickly find replacements within the team.
- You can call another speaker to help you explain something from your section.
- It will prevent repetition and duplicity of information.

10. Post-Presentation Reflection

Group presentations are rare, so some post-presentation reflection will be great to hone skills further.

What you should do is-

Within 24 hours of finishing the presentation, sit down together to figure out what went well and what could have been better in terms of-

- How efficient was the entire process leading up to the delivery of the presentation?
- Usage and handling of technological tools.
- If the message was delivered rightly.
- Did the presentation's flow and narrative support the message's receptivity?
- Was the information covered sufficiently? Did it involve complex details, too much jargon, or was it too easy for people to take in?
- Timings – individually and in the team.
- Nonverbal communication – towards the audience and each other.
- Were the transitions smooth?
- Were people able to manage their nerves well and deliver to the best of their capabilities?
- Were the questions answered in the best possible way?
- What could have been done more to improve the efficiency of the presentation?

A Few Guidelines

- Each member should know the inside out of the presentation as if they were presenting it alone. That way, each member can support the team well and cover up in case needed.
- Unequal participation or ownership can adversely affect the group's dynamics. So, share the responsibility proactively and make sure everyone contributes to an impactful presentation.
- If you don't know the answer to a question, don't be afraid to admit it. You can ask for a while to get back to you, look it up later, and reply relevantly.
- Practice with friends, family, mentors, or experts for constructive feedback. Feedback should be honest, whether from team members or others.
- Resolve disagreements amicably in the team. While it's natural to have differing opinions, it's important to find a middle ground in the initial phase of preparing.

Group discussions

Group Discussion (GD) is a technique where the group of participants share their views and opinions on a topic for a specific duration. Companies conduct this evaluation process because business management is essentially a team activity and working with groups is an essential parameter in organisations.

GD is an opportunity for an organisation to evaluate a candidate's communication skills, knowledge, leadership skills, listening skills, social skills, ability to think on the spot and improvise. A typical GD has about 8-12 participants and 2 or more assessors. The assessors sit where they can clearly see and hear all the candidates.

They record the behaviour of participants during the group discussion. Then, they evaluate the recorded observations against the desired traits and finalise a few candidates from the group.

Group Discussion (GD) Definition

Group discussion is a communication process that involves the exchange of ideas, information, and opinions among a group of people. It is a powerful tool for problem-solving, decision-making, and generating new ideas. – **Stephen P. Robbins, author of "Organizational Behavior"**

A group discussion is an interactive process where a group of individuals come together to exchange ideas, opinions, and information on a specific topic. The goal of a group discussion is to

arrive at a collective decision or solution that is acceptable to all members of the group.” – **The Indian Institute of Technology (IIT)**

Group discussion is a method of communication in which a small group of people come together to discuss a topic or problem. The group members share their ideas and perspectives with one another in order to arrive at a solution or decision that benefits the group as a whole.” – **The American Psychological Association (APA)**

Group discussion is an effective means of exploring and analyzing complex issues, generating creative ideas, and arriving at consensus among participants. It provides a platform for individuals to express their views, clarify their understanding, and learn from the perspectives of others.” – **The National Institute of Standards and Technology (NIST)**

Objectives of Group Discussion (GD)

Group discussions are conducted to serve various purposes. It is a two-way communication process through which recruiters get to assess the soft skills of candidates, while the candidates can gain clarity about their own thoughts, opinions and views.

The following are some of the **objectives of a group discussion** activity:

- To collect data
- To breed fresh ideas and take inputs from a particular group
- To perceive the common ideas of people on a particular topic
- To identify the solution of a specific problem or issue
- To select a candidate for hiring in a company
- To select candidate for admission in an educational institute
- To arrive at a consensus regarding a common concern

Types of Group Discussion (GDs)

A group discussion delineates how a candidate participates, behaves and contributes in a group. There are three main **types of GDs**:

Topic-based GDs

These are based on certain practical topics, such as the harmful effects of plastics on the environment or the need of college degree for entrepreneurship. These GDs can be further classified into:

Case-based GDs

In these GDs, a case study is presented to group members to read and analyse in a given period. Candidates need to discuss the case study among themselves and reach on a common consensus

to solve the given situation. This helps to evaluate their problem solving, analytical ability, critical thinking and creative thinking skills.

Article-based GDs

Candidates are presented with an article on any field, such as politics, sports, or technology, and asked to discuss the given situation.

Fundamentals of Group Discussion (GD)

There are some essential requirements for gaining success in a group discussion. The following are some important requirements to be fulfilled by a candidate in order to ensure a successful GD:

Prior knowledge

A candidate with in-depth knowledge and command over the topic initiates the discussion. He/she gets noticed and usually selected in a group discussion. However, starting the discussion does not guarantee the selection and also it does not show the leadership qualities.

Therefore, one should start a discussion only when he/she is well acquainted with the topic. In case, one is not well acquainted with the topic, he/she should first listen to others and then speak.

Active listening

Only good listeners can be active participators in a discussion. Such persons listen to others and remain attentive and active throughout the discussion. Therefore, a listener is more likely to imbibe knowledge than a speaker. By listening carefully, a candidate can contribute by formulating his/her own thoughts that can be verbally delivered.

Effective communication

Candidates should have good communication skills and they should take care of the overtones. One should be able to understand other participants' perception and thoughts. Then, accordingly, Agree to or refute the ideas or viewpoints presented by other candidates.

Therefore, healthy and clear thoughts should be exchanged while pursuing a group discussion to gain attention of the assessors.

Appropriate body language

Gestures, facial expressions, eye contact and tone of voice show the amount of interest a candidate has in a group discussion. It is important to maintain eye contact with the evaluator(s) when starting a discussion. The coordinator notices the body language of the candidates to assess their confidence level.

Steps of Effective Group Discussion

A GD is a method used by organisations to analyse the skills of candidates and decide whether their personality traits are desirable for the job or not.

While facing a GD, the following steps should be performed:

Initiate

If you want to quickly grab the attention of assessors, then start the GD. However, you must have good knowledge or understanding of the subject being discussed. To make your speech more interesting, you can start with a relevant quote or a short/interesting story; but keep track of time.

Lead

There might be a situation when you do not have enough knowledge to start a discussion. In that case, wait, watch and listen to others. As soon as you get an opening, jump in and take charge. Move the conversation forward to make it impactful. However, remember not to over-drag the topic. Sometimes, less is more.

Summarise

Closing a GD is another opportunity to get the attention of the evaluators. Recap the discussion, connect the dots, highlight the key points and summarise them. Make sure that the summary includes both the positive and negative viewpoints on the topic presented by the candidates.

Do's and Don'ts of Group Discussion

In this section, we will discuss some Do's and Don'ts to be taken care of by all the candidates who wish to perform well in a GD.

Some Do's to be kept in mind during a GD are:

- Be a good listener by being patient.
- Acknowledge everyone else and what they say.
- Articulate views in a way that is comprehensible to others.
- Structure your thoughts and present them logically.
- Read newspapers, current affairs, essays and articles to develop thought structuring.
- Respect others for what they are.
- Be open-minded and acknowledge the fact that people think differently about issues.
- Train your mind for analytical thinking by taking all aspects into consideration.

It is also important to avoid doing certain things while participating in a GD. Some Don'ts to be aware of while pursuing a GD are:

- Avoid irrelevant talk.
- Avoid interrupting others while they are talking. If you need to cut short a speaker, then do so politely and with due apology.
- Avoid dominating the conversation. Ask others to contribute. Acknowledge their viewpoints.
- Avoid getting into an argument. Try to express clearly in a healthy manner.

- Do not show lack of interest and negative attitude.
- Avoid stating only your viewpoint.
- Avoid dwelling only on one aspect of the GD.

Group Discussion Evaluation Criteria

Each group discussion exercise is assessed by one or more individuals who are trained to observe and assess behavioural traits relevant for a specific job. The four main behavioural traits assessed through a group discussion are shown in Figure

Let us discuss these behavioural traits in detail.

Communication skills

These skills are judged on the basis of how a participant is getting his/her message across, how he/she is using his/her body language and also listening skills.

Analytical and interpretative skills

Assessors draw conclusions about a participant's interpreting and analysing skills by observing how he/she uses facts and data, considers complex problems and issues, suggests solutions, etc.

Interpersonal skills

Assessors observe the participants' interactions with one another, how they allow one another to express themselves, etc.

Persuasive skills

The influencing skills of participants are assessed based on how well they are able to persuade one another, convince others about a viewpoint or impact others' behaviour.

INTERVIEWS

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 back ground 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-

- – 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.
- – 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.
- – check all the details and in formations in the employee's personal record to make sure that they are up-to-date.
- – give the final pay cheque, or information about when it will be ready and how it will be handed over.
- – 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.
- – give information about Provident Fund, Group Insurance or any other benefits, and how and when the dues will be paid.
- – 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”

- 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.
- 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

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

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

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

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*:

GATE-GTMT

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

GTMT-GTMT

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.

PUBLIC SPEAKING

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.

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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 Tresurer 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.

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

MANAGING COMMUNICATION DURING ORGANISAITONAL CHANGE AND BUILDING A POSITIVE INTERNAL COMMUNICATION CLIMATE

Organizational change is an inevitable reality faced by businesses of all sizes, from mergers and acquisitions to restructuring and technological advancements. However, change can be unsettling and cause confusion, anxiety, and resistance among employees. The effective communication emphasizes the importance of clear and consistent communication during periods of organizational change and outlines strategies to ensure a smoother and more successful transition for everyone involved.

There are two forms of “change” that benefit from organizational change management processes:

- Transitional change:** Otherwise known as “adaptive change”, transitional changes are the small, iterative, and gradual changes that companies implement over time. They might include alterations to workflows and processes that drive continuous improvement to how the organization operates, or teams work together.

- Transformational change:** Transformational changes are the larger scale changes that take place in organizations. These types of changes might include launching a new product or business division, expanding into a new market, or merging with another company.

Effective change management strategies

1. Define a clear and detailed plan

A detailed plan is the cornerstone of any successful change management initiative. Organizations must establish clear objectives, map out the steps required to achieve them, and identify key milestones. Each plan phase should have specific deliverables that align with measurable outcomes.

Anticipating potential obstacles is just as important. Building flexibility into the plan helps minimize delays while aligning with broader business goals. A well-thought-out plan reduces confusion and accelerates the transition process, allowing teams to adapt seamlessly.

2. Communicate openly and transparently

Clear and consistent communication builds trust and promotes alignment during times of change—stakeholders at every level benefit from understanding the transformation's goals, purpose, and expected outcomes. Transparency eliminates misunderstandings and fosters engagement.

Communication strategies should incorporate multiple formats, such as team meetings, status updates, and visual dashboards. This approach ensures that all individuals involved are informed and engaged, creating a stronger foundation for achieving the desired outcomes.

3. Build trust through honesty

Honesty is vital when managing change. Leaders should address concerns directly, share updates candidly, and remain approachable throughout the transition process. Employees are more likely to embrace change when they feel leadership values their input and supports their success.

Creating a culture of trust strengthens collaboration and reduces resistance. Employees who trust leadership are more willing to participate in the process, contributing ideas and energy that efficiently move the organization toward its goals.

4. Create a structured roadmap

A structured roadmap provides a clear visual representation of the change process. Breaking down the initiative into defined phases with specific timelines and deliverables helps teams stay on track and focused.

Using project management tools to document and track progress adds visibility to the process. When teams see how each step connects to the broader objectives, they are better equipped to meet deadlines and stay aligned with organizational priorities.

5. Provide training and resources

Adopting new systems, technologies, or processes requires adequate training and resources. Comprehensive programs designed to bridge skill gaps give employees the confidence to adapt and perform their roles effectively. Tailored materials like online tutorials or in-person workshops are valuable for accelerating learning.

Providing resources promotes higher engagement and reduces the risks associated with errors or inefficiencies. Training empowers teams to excel in the new setup, creating a more productive and future-ready workforce.

6. Encourage team participation

Active participation fosters a sense of ownership among employees. Involving team members through brainstorming sessions, collaborative discussions, and feedback opportunities strengthens alignment and increases commitment to the process.

When employees feel included in shaping the transition, they advocate for the initiative. This involvement minimizes resistance and promotes a sense of shared responsibility for achieving successful outcomes.

7. Set realistic timelines for change

Timelines must strike a balance between urgency and practicality. Overly aggressive deadlines can overwhelm teams, while excessively long timelines risk losing focus and momentum. Breaking the process into smaller, manageable phases makes it easier to stay on course.

Each phase should include measurable milestones to maintain progress. Recognizing these achievements motivates teams and reinforces the importance of staying committed to the change initiative.

8. Monitor progress and measure success

Measuring progress is key to identifying strengths and addressing gaps during the change process. Metrics such as employee adoption rates, efficiency improvements, or cost reductions provide valuable insights into performance.

Regular analysis of these metrics allows teams to refine their strategies and maintain alignment with the organization's goals. Tracking measurable outcomes helps sustain momentum and provides data-centered insights for future initiatives.

9. Adapt plans based on feedback

Flexibility is critical to maintaining alignment during the change process. Gathering feedback from employees and stakeholders provides actionable insights into what's working and where improvements are needed.

Incorporating this input into the plan demonstrates a commitment to continuous improvement, ensuring strategies remain relevant and effective. Iterative adjustments not only optimize outcomes but also build trust and collaboration across teams.

10. Lead with strong and decisive leadership

Leadership plays a pivotal role in the success of any change management effort. Clear communication, consistent actions, and a commitment to the vision inspire team confidence. Leaders set the tone for the transition, encouraging collaboration and reinforcing the importance of the initiative.

Decisive leadership ensures that challenges are addressed effectively and momentum is sustained throughout the process. When employees see leadership active in the transition, they are more likely to support the effort and contribute to its success.

11. Promote a culture that embraces change

A culture of adaptability strengthens an organization's readiness for ongoing transformation. Encouraging continuous learning, recognizing team contributions, and celebrating milestones instills confidence and resilience in employees.

Embedding change readiness into the company's DNA enables businesses to position themselves to tackle future challenges effectively. An adaptable workforce aligned with strategic goals ensures scalable success and long-term growth.

Change is an opportunity to enhance processes, increase scalability, and create organizational value. Tailoring these approaches to align with your business goals allows you to maximize returns, strengthen stakeholder alignment, and unlock new opportunities for long-term growth.

MANAGING COMMUNICATION DURING ORGANISAITONAL CHANGE AND BUILDING A POSITIVE INTERNAL COMMUNICATION CLIMATE

Organizational change is an inevitable reality faced by businesses of all sizes, from mergers and acquisitions to restructuring and technological advancements. However, change can be unsettling and cause confusion, anxiety, and resistance among employees. The effective communication emphasizes the importance of clear and consistent communication during periods of organizational change and outlines strategies to ensure a smoother and more successful transition for everyone involved.

There are two forms of “change” that benefit from organizational change management processes:

- Transitional change:** Otherwise known as “adaptive change”, transitional changes are the small, iterative, and gradual changes that companies implement over time. They might include alterations to workflows and processes that drive continuous improvement to how the organization operates, or teams work together.
- Transformational change:** Transformational changes are the larger scale changes that take place in organizations. These types of changes might include launching a new product or business division, expanding into a new market, or merging with another company.

Effective change management strategies

1. Define a clear and detailed plan

A detailed plan is the cornerstone of any successful change management initiative. Organizations must establish clear objectives, map out the steps required to achieve them, and identify key milestones. Each plan phase should have specific deliverables that align with measurable outcomes.

Anticipating potential obstacles is just as important. Building flexibility into the plan helps minimize delays while aligning with broader business goals. A well-thought-out plan reduces confusion and accelerates the transition process, allowing teams to adapt seamlessly.

2. Communicate openly and transparently

Clear and consistent communication builds trust and promotes alignment during times of change—stakeholders at every level benefit from understanding the transformation's goals, purpose, and expected outcomes. Transparency eliminates misunderstandings and fosters engagement.

Communication strategies should incorporate multiple formats, such as team meetings, status updates, and visual dashboards. This approach ensures that all individuals involved are informed and engaged, creating a stronger foundation for achieving the desired outcomes.

3. Build trust through honesty

Honesty is vital when managing change. Leaders should address concerns directly, share updates candidly, and remain approachable throughout the transition process. Employees are more likely to embrace change when they feel leadership values their input and supports their success.

Creating a culture of trust strengthens collaboration and reduces resistance. Employees who trust leadership are more willing to participate in the process, contributing ideas and energy that efficiently move the organization toward its goals.

4. Create a structured roadmap

A structured roadmap provides a clear visual representation of the change process. Breaking down the initiative into defined phases with specific timelines and deliverables helps teams stay on track and focused.

Using project management tools to document and track progress adds visibility to the process. When teams see how each step connects to the broader objectives, they are better equipped to meet deadlines and stay aligned with organizational priorities.

5. Provide training and resources

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Change is an opportunity to enhance processes, increase scalability, and create organizational value. Tailoring these approaches to align with your business goals allows you to maximize returns, strengthen stakeholder alignment, and unlock new opportunities for long-term growth.

UNIT – IV

External Communication: Developing and Maintaining positive relationships with External Stakeholders (media, marketing and advertisements, customers, investors, etc.), Public Relations Strategies and Tactics - Crisis Communication: Planning and Management - Social Media and Digital Communication Strategies.

DEVELOPING AND MAINTAINING POSITIVE RELATIONSHIPS WITH EXTERNAL STAKEHOLDERS

(Media, Marketing & Advertising Agencies, Customers, and Investors)

Building and sustaining positive relationships with key stakeholders is a core component of modern corporate communication. Organisations today operate in a highly competitive and interconnected environment, where reputation, trust, and transparent communication directly influence long-term success. Among the most influential stakeholders are the **media, marketing and advertising agencies, customers, and investors**. Each group plays a distinct role in shaping public perception, supporting business objectives, and strengthening organisational credibility.

1. Relationship with Media

Media acts as a bridge between the organisation and the public. A positive media relationship enhances visibility and protects reputation.

(a) Foster Transparency and Accuracy

Organisations must share accurate, factual, and consistent information through press releases, media kits, and interviews. Transparency builds credibility and prevents misinformation.

(b) Strengthen Regular Engagement

Periodic press conferences, media briefings, and informal interactions help create goodwill and mutual understanding. Familiarity with journalists reduces communication barriers.

(c) Develop Trained Spokespersons

Media-trained spokespersons ensure clear, confident, and crisis-sensitive communication. They help avoid misinterpretations that can harm the brand.

(d) Timely Crisis Communication

During crises, quick and honest communication avoids rumours and controls damage. Prompt responses demonstrate responsibility and professionalism.

2. Relationship with Marketing and Advertising Agencies

Marketing and advertising partners help shape brand identity, create demand, and communicate value to the public.

(a) Clear Communication of Brand Objectives

Sharing organisational goals, target audience insights, and expected outcomes ensures that campaigns remain consistent with brand values.

(b) Collaborative Campaign Development

Joint planning sessions, brainstorming meetings, and integrated marketing communication strategies lead to more creative and impactful campaigns.

(c) Constructive Feedback and Evaluation

Regular assessments, performance reviews, and analytical reports help optimise marketing performance and maintain trust.

(d) Ethical, Fair, and Transparent Dealings

Honesty in negotiations, respect for intellectual property, and timely financial commitments strengthen long-term partnerships.

3. Relationship with Customers

Customers are the primary stakeholders whose satisfaction determines market success and brand sustainability.

(a) Customer-Centric Communication

Clear, honest, and easy-to-understand communication about products, services, pricing, and policies helps build trust and reduces confusion.

(b) Superior Customer Service

Responsive support systems—call centres, chat support, grievance cells—build loyalty. Prompt problem resolution enhances goodwill.

(c) Multi-Channel Engagement

Social media interaction, feedback surveys, loyalty programs, and personalised communication improve customer involvement and strengthen emotional connection.

(d) Long-Term Retention Strategies

Offering warranties, after-sales service, reward programs, and consistent quality helps sustain customer loyalty and encourages repeat business.

4. Relationship with Investors

Investors provide financial stability and help organisations expand and innovate. Maintaining their trust is vital.

(a) Transparent Financial Disclosure

Regular publication of financial statements, annual reports, and compliance documents builds investor confidence.

(b) Regular Investor Communication

AGMs, earnings calls, newsletters, and investor presentations keep stakeholders informed about organisational performance and future direction.

(c) Managing Investor Expectations

Communicating realistic growth projections and potential business risks prevents misunderstandings and maintains long-term trust.

(d) Ethical Governance Practices

Adhering to legal guidelines, ensuring corporate governance, and practising financial integrity make investors feel secure and valued.

5. General Strategies for Sustaining Long-Term Stakeholder Relationships

(a) Two-Way Communication

Encouraging feedback from stakeholders promotes dialogue, mutual trust, and continuous improvement.

(b) Consistent and Unified Messaging

Aligning messages across public relations, marketing, and investor communication avoids contradictions and strengthens brand identity.

(c) Use of Digital Technologies

CRM systems, analytics tools, and digital monitoring platforms help organisations understand stakeholder behaviour and respond quickly.

(d) Corporate Social Responsibility

CSR initiatives improve reputation and create positive emotional connections with media, customers, and communities.

(e) Relationship Marketing and Trust Building

Long-term commitment, honesty, empathy, and reliability ensure lasting and productive relationships.

Conclusion

Developing and maintaining positive relationships with media, marketing and advertising partners, customers, and investors is essential for organisational success. Effective communication, ethical behaviour, and consistent engagement build trust, enhance reputation, and create long-term value. When organisations nurture these strategic relationships, they gain competitive advantage, improved brand loyalty, financial stability, and sustained growth in a dynamic business environment.

PUBLIC RELATIONS STRATEGIES AND TACTICS

INTRODUCTION

Public Relations (PR) is a planned and strategic communication function that helps an organization build mutually beneficial relationships with its stakeholders—customers, employees, media, government, investors, and the general public. PR aims to create a positive image, maintain goodwill, and manage reputation.

They are specific objectives that a company aims to achieve through public relations efforts. These goals are designed to drive visibility, enhance reputation, improve communication with the industry and key stakeholders, and support overall business objectives. PR goals are curated specifically to an organization based on their business goals, but a few PR goals include:

- **Build Overall Brand Awareness:** Many companies look to PR to increase the visibility of their brand, products, or services. This typically happens when a company is newly launching or has a new product/service. PR efforts can grow the familiarity of a brand among consumers and key audiences so they begin to recognize the brand and the products and/or services they offer—and continue to think about them
- **Be Known in the Market as ____:** Companies have a vision for how they want to be seen in the market. For example, they want to be known as innovators or the leader in their industry. How companies want to be seen in the market will typically change as their business changes—and PR can shift along with it.
- **Grow Recognition in a Specific Geographic Market or Industry:** Companies regularly enter new geographic markets and industries—and look to PR to drive visibility where they haven't had it before. Through PR, companies can drive awareness in these new spaces—and drive new business as a result.
- **Enhance Reputation:** Beyond building awareness and shifting how a company is seen in the market, PR can also improve an organization's reputation. This is typically a goal when companies are working through a larger crisis and want to address negativity in the market.

- **Expand Executive Visibility:** Executives are the face of the company—and many companies want to hyperfocus their brand around specific executives. PR can amplify the unique expertise and opinions of C-Suite executives and other leaders to boost their visibility—and the company's—in the market.

PUBLIC RELATIONS STRATEGIES

PR strategies guide the overall approach and help the organization achieve communication objectives.

1. Image and Reputation Management Strategy

- Focuses on creating and maintaining a positive brand identity.
- Includes consistent messaging, transparency, ethical communication, and visibility in positive contexts.
- Builds trust and long-term loyalty.

2. Media Relations Strategy

- Aims to create a cooperative relationship with journalists and media houses.
- Includes giving timely information, exclusive stories, backgrounders, and maintaining credibility.
- Promotes favorable coverage and minimizes negative publicity.

3. Stakeholder Engagement Strategy

- Involves identifying key stakeholders and developing communication programs for each group (employees, customers, community, investors, etc.).
- Improves mutual understanding, support, and participation.

4. Crisis Communication Strategy

- Designed to manage emergencies, scandals, product failures, or controversies.
- Includes quick response, fact-based updates, apology statements, and a trained spokesperson.
- Minimizes damage to reputation and restores public trust.

5. Corporate Social Responsibility (CSR) Strategy

- Uses social, environmental, and developmental initiatives to build goodwill.
- Examples: education support, environmental protection, health campaigns, rural development.
- Enhances brand legitimacy and emotional connection with society.

6. Internal Communication Strategy

- Ensures smooth communication inside the organization.
- Uses newsletters, intranet, meetings, training sessions, and suggestion boxes.
- Increases employee commitment, reduces confusion, and improves culture.

7. Digital and Social Media Strategy

- Uses online platforms for communication and public engagement.

- Includes content marketing, influencer collaborations, online reputation management, and social listening.
- Helps in real-time communication, reaching wider and younger audiences.

8. Event and Experience-Based Strategy

- Uses physical or virtual events to build brand visibility and engagement.
- Examples: product launches, press meets, exhibitions, webinars, and corporate celebrations.
- Creates strong impression and earns media attention.

9. Advocacy and Public Affairs Strategy

- Maintains relations with government bodies and regulatory authorities.
- Includes lobbying, public policy campaigns, industry participation, and submission of policy documents.
- Ensures the organization's interests are represented during policy-making.

PUBLIC RELATIONS TACTICS

PR tactics are the practical tools used to execute strategies. They are short-term, action-oriented, and often highly visible.

PR tactics are the activities that a company does in order to reach a PR goal, whether that be building brand awareness, shifting a company narrative or building out executive visibility—or anything else. They represent the execution of a PR program. This includes everything from writing press releases to securing media interviews to hosting events.

1. Press Releases

- Official written announcements about news, achievements, events, or updates.
- Distributed to newspapers, TV channels, and digital media.

2. Press Conferences

- Organized when major announcements or clarifications are required.
- Helps provide direct interaction with journalists and ensures accurate coverage.

3. Media Kits / Press Kits

- A package containing company information, brochures, photographs, videos, and fact sheets.
- Used during events, launches, and conferences for better media understanding.

4. Interviews, Speeches, and Spokesperson Statements

- CEOs or PR officials address the media through interviews or speeches.
- Ensures clear, authoritative communication.

5. Newsletters and House Journals

- Internal or external publications containing updates, success stories, and important messages.

- Strengthens employee engagement and stakeholder communication.

6. Social Media Posts and Digital Campaigns

- Using Facebook, Instagram, LinkedIn, YouTube, and Twitter to share content.
- Includes reels, stories, contests, SEO content, blogs, and hashtags.

7. Corporate Events and Sponsorships

- Participation in fairs, sports events, award shows, community events, etc.
- Improves visibility and builds goodwill.

8. Community Outreach Activities

- Grassroots-level programs such as awareness drives, public meetings, school visits, community celebrations.
- Builds a positive reputation with the local public.

9. CSR Programs

- Tree plantation, blood donation camps, skill training, health drives, disaster relief.
- Shows the organization's commitment to society.

10. Publications

- Annual reports, brochures, handbooks, manuals, and promotional magazines.
- Communicate achievements and financial transparency.

11. Feedback Mechanisms

- Surveys, social listening tools, complaint-handling systems.
- Helps understand public opinion and adapt communication accordingly.

12. Website and Online Information Services

- Maintaining an updated website with news, FAQs, and announcements.
- Acts as a trustworthy information source for stakeholders.

IMPORTANCE OF PR STRATEGIES AND TACTICS ALL TOGETHER

- **Ensures** professional, consistent, and clear communication.
- **Helps** build and protect organizational reputation.
- **Strengthens** trust, credibility, and stakeholder relationships.
- **Useful for** crisis management **and preventing misinformation.**
- **Enhances** customer loyalty **and** employee morale.
- **Supports** marketing, branding, **and** overall business goals.
- **Helps organizations stay** visible, relevant, and respected **in society.**

CONCLUSION

Public Relations strategies provide the long-term vision, while tactics provide the practical actions to implement that vision. Together, they help an organization build goodwill, manage crises, influence public opinion, and maintain a strong, positive reputation. Effective PR is essential for organizational success in today's competitive and media-driven environment.

CRISIS COMMUNICATION: PLANNING AND MANAGEMENT

Introduction

Crisis communication is a strategic process through which organisations prepare for, respond to, and recover from unexpected events that can harm their operations, reputation, or stakeholders. In the modern era, crisis management is no longer limited to traditional media and internal communication systems. With the rapid rise of social media and digital technologies, information spreads instantly, making real-time communication, transparency, and accuracy more important than ever. Effective crisis communication therefore requires a combination of careful planning—such as risk assessment, crisis teams, and communication protocols—and dynamic digital strategies that use social media, websites, email, and online tools to engage with the public. Together, these elements enable organisations to control the narrative, reduce misinformation, ensure stakeholder safety, and maintain trust during challenging situations.

1. Meaning of Crisis Communication

- Crisis communication involves delivering accurate, timely, and clear information during emergencies.
- It aims to reduce confusion, manage public perception, and protect the organisation's credibility.

2. Importance of Crisis Communication

- Prevents rumours and misinformation
- Maintains trust and reputation
- Ensures safety of people
- Minimises operational and financial damage
- Helps the organisation recover faster

3. Crisis Communication Planning

A) Risk Identification

Identify possible crises such as accidents, product failures, cyberattacks, natural disasters, or ethical scandals.

B) Crisis Communication Team (CCT)

A dedicated team that includes:

- Crisis manager
- PR/media spokesperson

- Legal advisor
- HR, IT and senior management members

C) Crisis Communication Plan (CCP)

A documented plan containing:

- Chain of command
- Roles and responsibilities
- Contact lists
- Standard message templates
- Response procedures

D) Stakeholder Mapping

Identify internal (employees, management) and external (customers, media, investors, government) stakeholders to communicate with.

E) Pre-approved Holding Statements

Ready-to-use statements for quick initial response.

F) Training and Simulations

Mock drills and spokesperson training to improve preparedness.

4. Crisis Communication Management (During Crisis)

A) Quick Situation Assessment

Gather accurate facts and avoid assumptions.

B) Timely and Transparent Communication

Provide initial statements quickly to control the narrative.

C) Single Authorised Spokesperson

Ensures consistent and credible messaging.

D) Media and Social Media Handling

- Conduct press briefings
- Update social media regularly
- Correct misinformation

E) Internal Communication

Keep employees informed so they do not learn news from outside sources.

F) Empathy and Responsibility

Show concern for people affected and avoid blaming others.

G) Legal and Ethical Considerations

Share only verified information and comply with regulations.

5. Post-Crisis Management

A) Review and Evaluation

Analyse what caused the crisis and how well the response worked.

B) Reputation Repair

Public apologies, transparency reports, CSR efforts, and continuous communication.

C) Update the Crisis Plan

Incorporate lessons learned for future preparedness.

Crisis communication planning and management help organisations respond effectively to emergencies, protect their reputation, and maintain stakeholder trust. A well-prepared crisis communication plan ensures timely, transparent, and responsible actions that minimise damage and support long-term recovery.

SOCIAL MEDIA AND DIGITAL COMMUNICATION STRATEGIES

Introduction

In the digital age, crises spread rapidly across social media platforms such as X (Twitter), Facebook, Instagram, and WhatsApp. Social media plays a central role in crisis communication because it enables real-time updates, two-way engagement, and immediate response to rumours. Effective digital strategies help organisations protect their reputation and maintain stakeholder trust.

1. Role of Social Media in Crisis Communication

- **Real-time communication:** Information can be shared instantly.
- **Wide reach:** Millions of users can be informed at once.
- **Two-way interaction:** Organisations can respond directly to public concerns.
- **Public sentiment tracking:** Digital tools help monitor opinions, trends, and complaints.
- **Reputation management:** Quick digital responses reduce damage.

2. Key Social Media and Digital Strategies During a Crisis

A) Pre-Crisis Strategies

1. **Social media policy:** Guidelines for employees.
2. **Crisis communication team:** Assign digital spokespersons.
3. **Prepared templates:** Pre-approved holding statements.
4. **Digital monitoring tools:** Track keywords, trends, and risks.

1. **Quick response:** Post an initial statement within minutes.
 2. **Accurate and verified information:** Avoid assumptions and rumours.
 3. **Consistent messaging:** Same updates across all platforms.
 4. **Transparency and empathy:** Acknowledge the issue clearly.
 5. **Visual content:** Use infographics, videos, FAQs for clarity.
 6. **Correct misinformation:** Respond politely to false claims.
 7. **Engage with stakeholders:** Respond to queries, provide helplines.
-
1. **Follow-up updates:** Explain causes, solutions, and future preventive steps.
 2. **Reputation rebuilding:** Share positive stories, gratitude posts, CSR initiatives.
 3. **Review digital insights:** Analyse engagement, sentiment, and traffic.
 4. **Update crisis plan:** Incorporate learnings.

3. Digital Platforms Used

- **Twitter/X:** Fast updates
- **Facebook/Instagram:** Detailed posts and visuals
- **LinkedIn:** Formal organisational announcements
- **YouTube:** CEO messages, apologies, press briefings
- **Website & Email:** Official documents and alerts
- **Chatbots:** Quick automated responses

4. Challenges

- Rapid spread of misinformation
- Public criticism and negative comments
- Viral memes damaging the brand
- Managing multiple platforms
- Trolls and bots creating negativity

Conclusion

Social media is an essential component of modern crisis communication. By responding quickly, transparently, and empathetically, organisations can control the narrative, reduce misinformation, and rebuild trust. A strong digital strategy ensures effective crisis management and long-term reputation protection.

In conclusion, effective crisis communication depends on proper planning and the smart use of digital and social media tools. By responding quickly, sharing accurate information, and maintaining transparency, organisations can reduce damage, control misinformation, and protect their reputation. Combining a strong crisis management plan with modern digital strategies helps build trust and supports faster recovery after any crisis.

GATE-GTMT

UNIT – V

Corporate Reputation and Brand Management: Significance of Corporate Reputation, Building and Maintaining a Positive Brand Image, Online Reputation Management and Social Media Monitoring, Key Performance Indicators (KPIs) for Measuring Communication Success.

KEY PERFORMANCE INDICATORS (KPI) FOR MEASURING COMMUNICATION SUCCESS

Key Performance Indicators (KPIs) for Measuring Communication Success

Introduction

In any organisation, communication plays a vital role in shaping employee behaviour, customer relationships, brand reputation, and organisational performance. However, communication effectiveness cannot be judged merely by sending messages. It must be systematically measured using **Key Performance Indicators (KPIs)**. KPIs are quantifiable metrics that evaluate how well communication objectives—such as awareness, understanding, engagement, behaviour change, and trust—are achieved. They help managers assess the strengths and weaknesses of communication programmes and make data-driven improvements.

1. Message Reach and Exposure

One of the foundational KPIs is the measurement of how widely a message has been delivered. This includes indicators such as **audience reach, impressions, email open rates, and channel penetration** across platforms. For example, high reach in newsletters, social media, or internal portals shows that the communication successfully gained initial visibility. Measuring reach ensures the organisation understands whether the message was disseminated to the intended audience.

2. Engagement and Interaction Levels

Visibility alone is not enough; the audience must interact with the message. Engagement KPIs include **click-through rates, comments, likes, shares, attendance in meetings, participation in polls, or queries raised**. These metrics reflect genuine interest. High engagement indicates that the content is relevant, appealing, and effective in stimulating conversations or actions.

3. Comprehension and Message Understanding

A message may reach people but still fail if it is misunderstood. KPIs such as **feedback surveys, comprehension quizzes, reduction in clarification emails, and accuracy in employee actions** help determine whether the audience properly understood the content. In internal communication, understanding is crucial to avoid errors in executing policies, workflows, or safety procedures.

4. Behavioural Change Indicators

A core purpose of communication is to influence behaviour. KPIs track whether the audience changed their actions because of the message. Examples include **adoption of new policies, usage of digital tools, increased compliance, reduction in errors, rise in customer sign-ups, or change in**

purchasing behaviour. Behavioural changes demonstrate deeper communication impact beyond awareness.

5. Relationship and Trust-Building KPIs

Effective communication builds stronger relationships with employees, customers, and stakeholders. KPIs such as **employee engagement scores, customer satisfaction (CSAT), Net Promoter Score (NPS), media sentiment, and stakeholder loyalty** measure trust and goodwill. For instance, transparent communication during change or crisis improves employee morale and trust in leadership.

6. Reputation and Brand Image Indicators

Communication significantly affects how the public perceives the organisation. KPIs here include **share of voice, brand mentions, tone of media coverage, online reviews, sentiment analysis, and reputation scores.** These indicators help organisations understand whether their external communication is enhancing or harming brand image.

7. Crisis Communication KPIs

During crises, communication must be timely, transparent, and accurate. Key metrics include **speed of response, clarity of updates, reduction in misinformation, stakeholder reassurance levels, and post-crisis reputation recovery.** These KPIs show how effectively the organisation controlled the crisis narrative and maintained trust.

8. Efficiency and Cost-Effectiveness KPIs

Managers must also evaluate the resources used in communication. KPIs such as **cost per campaign, time taken to deliver information, return on investment (ROI), and utilisation of low-cost channels** measure efficiency. Efficient communication saves time and cost while improving organisational productivity.

9. Stakeholder and Customer Response Rates

Response KPIs measure how actively various stakeholder groups reacted to communication efforts. Metrics include **email reply rates, enquiries generated, survey participation, attendance in events, and feedback submissions.** These indicators help understand whether stakeholders are motivated to engage or contribute feedback.

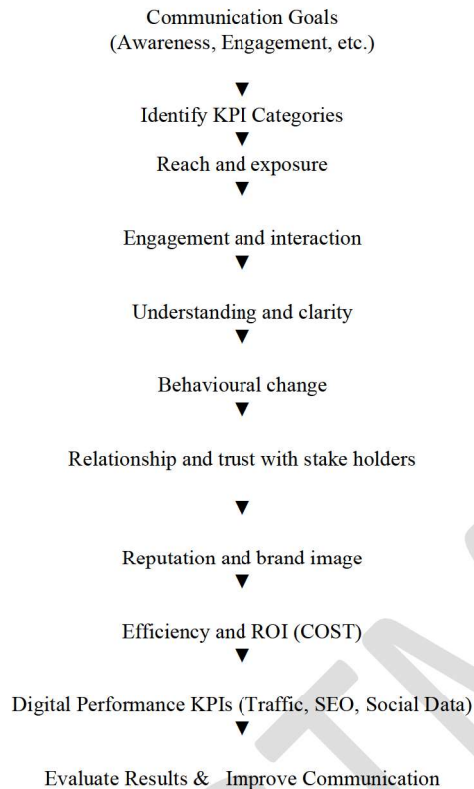
10. Digital Communication KPIs

In the digital era, website and social media metrics have become important measures of communication success. **Website traffic, bounce rate, conversion rate, SEO ranking, follower growth, and content shares** indicate how well digital content performs and reaches online audiences.

11. Content Quality Indicators

The quality of communication also affects its effectiveness. KPIs such as **readability scores, accuracy, relevance, tone consistency, and frequency of content updates** help ensure that communication materials are professional and impactful. High-quality content leads to better comprehension and engagement.

FLOW CHART



Conclusion

KPIs are essential tools for assessing and improving communication effectiveness. They offer tangible evidence about the success of communication strategies, guide managerial decisions, and help refine future communication plans. By tracking KPIs related to reach, engagement, understanding, behavioural change, relationships, reputation, digital performance, and efficiency, organisations can ensure that communication efforts support overall organisational goals. In today's competitive environment, the systematic use of KPIs is not just beneficial but necessary for achieving communication excellence.

BUILDING AND MAINTAINING A POSITIVE BRAND IMAGE

A Positive Brand Image And Reputation In Business

GETTY

No brand can ever be perfect, and in the digital age of public opinion, it's essential for brands to remain on the offense and prepared to speak articulately about their company's mission and values to the community they serve.

Transparency and authentic communication will often go a long way. The best practice for biz development leaders to build and maintain a positive brand image in the marketplace as follows

1. Partner With Brands That Will Make Your Company Stronger

Business development leaders should prioritize establishing and maintaining partnerships with other organizations and companies that align with their brand values. Whether it's with trade associations, like-minded brands or leadership organizations, building a coalition can reinforce what your brand stands for and, ultimately, make it stronger. - Linsey Miller, Resideo

2. Commit To Transparent And Authentic Communication

Committing to transparent and authentic communication is one of the most effective practices for business development leaders aiming to build and maintain a positive brand image amid the pervasive influence of social media and public scrutiny. The best practices to remain transparent and communicate authentically are to be proactive (not reactive), maintain consistent messaging, be transparent and show accountability. - Ravi Kotwani, Avyanco Business Consultancy

3. Keep Your Brand's Voice And Visual Style Consistent

Consistency is key when creating a positive brand image. Maintain a consistent voice and visual style across all social media channels. This will help you establish strong brand recognition and trust among the target audience. Create valuable content and make public relations a priority. Protect the cadence of your brand image. Your brand is your handshake, and if it's weak, people remember that. - Josiah Corbin, Elite Multimedia Productions

4. Ensure All Departments Are Collaborating Effectively

Accountability is key. Everyone will have both good and bad experiences with a company. As a leader, what's important to me is holding my team accountable and ensuring all departments are on the same page: Marketing—What is being showcased? Sales—What is being offered? Operations— What is being delivered? Effective communication is key to maintaining this accountability. - Elias Diaz, Virtudesk

5. Encourage Team Members To Share Their Successes Online

A key to maintaining a brand image is consistency in the message. We've created guidelines to help our business development professionals share their expertise in a framework that supports our brand

image and standards. Many of our team members are active on social media, especially LinkedIn. When they share their successes, it provides virtual mentorship and adds value to their community. - Julie Thomas, ValueSelling Associates

6. Provide Thought-Provoking Responses That Offer Value And Positivity

Leaders must be transparent in today's evolving landscape. Here are some suggestions: 1. Engage openly and authentically by speaking the truth and speaking it often; 2. Offer empathy to others by providing thought-provoking responses that add value and build a positive image; 3. Cultivate relationships, so when you speak, people listen. By doing this, business development leaders can build a positive image while increasing revenue and customer count. - Rohini Kasturi, HG Insights

7. Chat With Customers And Prospects Like A Friend Would

"Be the brand that chats like a friend." Stay real, admit slip-ups and share victories. This genuine voice turns social media buzz into brand loyalty. - Richard Lindhorn, VivoAquatics Inc.

8. Understand (And Stand By) Who You Are As A Brand

Clearly define your brand's core values and consistently stand by them. Authenticity is key—be transparent about your stance and share the positive work you do regularly. This consistency and openness will strengthen your brand's credibility and foster trust with your audience. - Raviraj Hegde, Donorbox

9. Prioritize The Success Of Your Customers And Helping Them Improve

Business development leaders should always prioritize the success of their customers and the improvement of customers' businesses rather than focusing on themselves. This way, they can build a trusted relationship with their customers and partners, which will help maintain their positive brand image. - Arun Rasika Karunakaran, Tata Consultancy Services Ltd

10. Acknowledge And Address Issues Head-On

Transparency and acknowledgment are critical to turning around poor sentiment. Denying that there is a problem or ignoring an issue are akin to gaslighting your audience, and should be avoided at all costs.

- Ashleigh Stanford, PracticeTek

11. Listen More And Talk Less

In today's age where access to information is easily obtainable, it is important for business development leaders to be authentic and lead with empathy. The most successful business leaders listen more and talk less. They put their customer at the center of everything and try to solve a problem for them that makes them relevant and gets the attention of the eventual buyers of products and services. - Jojo Duttaroy, EY

12. Choose Your Conversations Wisely

The first thing is to align on your core values and ethos. In the face of public scrutiny, clearly and consistently communicating your values builds a level of trust with existing and potential customers. Stay true to your ethos and identify which conversations are absolutely imperative for you to weigh in on. Using a North Star in this regard maintains a positive brand image and sentiment. - Archana Rao, Innova Solutions

13. Demonstrate Humility And Remorse

Engage openly and authentically. Very few of our firms will escape some level of online vitriol, whether justified or maybe less so. But people inherently love to give second chances to those who own their mistakes, demonstrate humility and contrition, and vow not to repeat them. Stick to your company's message, provide value and engage in an honest way. - Jacob Dearstyne, Optizmo.com

14. Create A Diverse Range Of Content To Pique People's Interest

Consistency and variety are two key ingredients for building a strong personal brand across social media. When leaders post consistently and ensure their posts have a healthy mix of original content, third-party articles, brand content and more, they'll stand out from the crowd across social media platforms like LinkedIn. - Toby Carrington, Seismic

15. Nurture Your Junior Team Members

Negative social media influence and public scrutiny can have devastating effects in a short period. When you're a biz dev leader in those situations, looking after team members who are junior or not experienced in similar situations is very important because they are your most important assets. Taking an active approach in addressing those concerns is equally important, and shying away will not help.

- Mustansir Paliwala, EQUANS

16. Be Responsible In Your Engagement Activities

Any company must be authentic and consistent. Brands often hear about authenticity, and that is indeed important. However, it's also essential to be transparent, open and consistent in engaging with followers. Even when there's a situation that offers a company an opportunity to improve, it's essential to take responsibility. By doing so, brands show positivity in a public forum. - Wayne Elsey, The Funds2Orgs Group

17. Showcase What You're Learning To Enhance Credibility

Business development leaders can build and maintain a positive brand image amid public scrutiny and social media influence by sharing more real-life examples. This approach builds trust, engages the audience, showcases learnings, enhances credibility, humanizes the brand and keeps content relevant. Authentic, experience-based posts ensure a grounded and relatable social media presence. - Vishal Dugar, Cognizant Technology Solutions

18. Prepare To Articulate Your Brand's Story Clearly

Have a clear articulation of the story behind the brand, and maintain consistency in the articulation across media channels. Inconsistency in demonstrated brand values is what gets scrutinized the most. So, biz development leaders must have a clear understanding of the brand story and be able to present a compelling articulation of it. - Roshin Unnikrishnan, Cisco

19. Treat People Correctly

Be good and be authentic about communicating it. The first part, of course, is the most important. It takes conscious effort from the leaders and their firms to align their personal and corporate deep purpose

with being good. Be good to society, customers, partners and employees. If this is done well, the next part is easy—authentic communication about their deep purpose, efforts and results. - Janesh Janardhanan, Frost & Sullivan

20. Be A Force For Good

First, uphold your corporate values and strive to be a force for good. Engage in proactive reputation management by monitoring social media, responding quickly and addressing feedback professionally to show your commitment to customer satisfaction. Maintain consistent messaging across all channels. Throughout this process, engage with your audience through human touch. - Jerry Dimos, One Paper Lane

ONLINE REPUTATION MANAGEMENT

What is online reputation management (ORM)?

Online reputation management (ORM) is the practice of monitoring a brand's online reputation. Using a variety of strategies and techniques, it involves managing online information and content about the business or individual, and addressing any negative feedback or reviews.

The aim of online reputation management is to improve public perception and overall trust. In today's highly-connected world, potential customers, clients and stakeholders rely heavily on online reviews and ratings when making purchasing decisions. Negative online reputations can have a significant impact on a business's bottom line, making ORM an essential component of any marketing strategy, especially when it comes to social media marketing today.

Although the term "Online Reputation Management" was first coined in the early 2000s, the concept has been around for much longer. But there's no doubt that the emergence of the internet and, later, social media platforms has created an environment in which online reputations have a more significant impact than ever before.

The key components of online reputation management (ORM)

Reputation management has evolved to become an integral part of digital marketing strategies, encompassing techniques such as search engine optimization (SEO), online review management and social media monitoring. Here are some of the key components of this strategy:

- Monitoring online mentions of an individual or business on various platforms (social media, reviews on websites, mentions in forums, etc.).
- Responding to negative comments or reviews in a timely and professional manner.

- Gaining positive reviews and feedback through proactive customer engagement on social media and other digital marketing efforts.
- Creating and maintaining a positive online presence through relevant and engaging content across social media and your website.
- Using SEO techniques to ensure quality content ranks higher in search engine results for greater brand visibility.

Benefits online reputation management (ORM)

If done consistently, online reputation management can become a crucial part of building your brand's reputation. ORM can benefit your online presence in the following ways:

1. **Build trust** and credibility among potential customers, clients and stakeholders
2. **Improves customer retention** and acquisition rates by encouraging positive engagement and providing users with help when needed.
3. **Enhances a business's** online visibility in a positive way.
4. Increases the **likelihood of positive** word-of-mouth promotion.
5. **Protects a business's reputation** in times of crisis, whether internal or external.

Example of online reputation management (ORM) in action

A prime example of ORM in action is how the airline JetBlue Airways effectively managed their online reputation during a major winter storm in 2007. Passengers were stuck on planes for over 10 hours, and less than half of JetBlue's flights were taking off. The resulting backlash on social media was swift and brutal.

In this case however, JetBlue's CEO David Neeleman quickly responded to the crisis on the company's blog. Neelman personally apologized, and promised to make changes while offering compensation to affected passengers. This quick, transparent and empathetic response helped restore customer trust and loyalty.

Best practices for consistent online reputation management (ORM)

Managing the narrative around your brand should be part of your marketing strategy from the get-go. Here are some of the best ways to ensure and maintain a positive reputation online:

- **Regularly monitor** online mentions of your business to catch issues or negative comments as early as possible and address them promptly.
- **Encourage customers** to leave positive feedback on your pages and their own, such as reviews or social media posts and comments
- **Publish high-quality**, engaging content that accurately represents the business and its values
- **Invest in SEO techniques** to increase the chances of positive content ranking high in search engine results
- **Keep a crisis management plan** ready so you can act quickly and appropriately in times of a negative backlash

Challenges of effective online reputation management (ORM)

One of the primary challenges with ORM is that an individual's or a company's online reputation can be influenced by factors beyond their control. Competitors, internet trolls and even automated bots can leave fake negative reviews, comments or ratings. These can be difficult to manage, let alone prevent.

Additionally, social media platforms constantly change their own algorithms and policies, making it challenging to keep up with best practices and trends. Therefore, it's essential to have a proactive and flexible ORM strategy to adapt to modifications and mitigate potential risks.

SOCIAL MEDIA REPUTATION MANAGEMENT**What is Social Media Reputation Management?**

Social media reputation management refers to the process of monitoring the activities taking place on our social media handles.

It's a dynamic strategy that includes keeping an eye on brand mentions, tracking reviews, analyzing engagement, and staying in touch with customers.

But while it might seem manageable, it requires timely observation and sharp analytical skills.

On one hand, it's about responding to positive opinions, but it's also about reducing the chances of any potentially reputation-damaging comments and taking proactive action.

For social media marketers, online reputation management isn't a one-off task but rather a vigilant activity to uphold their brand's identity in their target market and in general as a whole.

Why is Social Media Reputation Management Essential Today?

Maintaining a positive brand image in today's market where consumers have hundreds of alternative options available requires your social media reputation to be near to perfect.

And there are multiple reasons to justify why its increasing importance is taking over marketers' strategies such as effect on consumer's purchase behavior, brand trust, tackling crisis, loyalty, etc.

The importance of a brand's online reputation:

1. Fuels Online & Offline Purchase Decisions

Looking at Bright Local's study where they found around **76% of consumers checking online business reviews** during their purchase, speaks volumes about how important the "reputation" factor can be.

So, larger the number of positive reviews, more likely are the chances of your products or services being sold with minimum friction.

From the social media image perspective, good reviews are your growth drivers on auto-pilot. They will help you pull potential customers toward your brand and boost widespread awareness.

2. Impacts Customer Trust and Loyalty

While managing your brand reputation, it's advisable to go heavy on user engagement. Because this boosts the brand commitment value in the customers' minds, fostering trust and loyalty.

Many brands today in the likes of Netflix, Flipkart, Zomato, etc., are actively involved in user replies, stories, and overall responsiveness.

This has been helping them reinforce customer trust and establish a customer-centric brand in their existing and target market.

3. Drives Effective Crisis Management

During a crisis, swift and empathetic responses have saved many brands from social reputation damage.

On one hand, not only this behavior helps mitigate unwanted problems but also builds an image of a responsive brand in the market.

Therefore, social media reputation monitoring here plays a critical role in helping businesses address issues way before they escalate.

Social Media Reputation Management Strategies

When we are planning to cultivate a fool proof strategy for social media reputation, we need to effectively execute a bunch of activities.

Here are the necessary steps:

1. Consistent Engagement

Surprisingly enough, this is an underrated strategy that many global brands fail to execute even today.

By regularly interacting with your customers on social platforms like Facebook, Instagram, X, or LinkedIn, you can build an identity of a brand that cares about them.

Now, engagement could be through anything – comments, messages, or videos. This will help you foster a sense of community and display that you value your customers' input.

2. Monitor Mentions and Brand Sentiment

Social media reputation monitoring requires a comprehensive approach to keeping an eye on your brand-related activities across the web.

And it might seem daunting, especially if you're a global brand with millions of social followers.

But even if you're a small business, monitoring brand mentions will help you connect better with your customers and build a long-term brand.

Leverage social listening tools *[mentioned below in detail]* to keep track of what is being mentioned about your brand online.

Using these tools, you can watch out for any upcoming trends, activities, comments, or concerns, and address them quickly to maintain customer loyalty and trust.

3. Prompt Response to Negative Feedback

If you are a social media marketer and believe that responding to criticism requires enormous strength, that's true!

But there's an added advantage to it. The quick your response is – the more strengthened your brand's identity will be.

Here's an example of how Amazon Help responded to one of the queries:

Addressing criticisms promptly, professionally, and with empathy will position your brand as customer-centric and not revenue-centric.

Your customers are the blood of your business. Offering them quick solutions or apologies will turn their dissatisfaction into loyalty.

4. Leverage User-Generated Content (UGC)

On social platforms like TikTok and Instagram, UGC content has seen exponential growth **with 54% and 42% of creators** respectively, posting content about brands they like.

Many brands like Apple, Coca-Cola, etc., have launched social campaigns encouraging customers to share their experiences on social media.

Here's how Coca-Cola struck gold with their unique idea:

Through their campaign, Coca-Cola sold a whopping **\$150 million personalized bottles with over close to 5,00,000 social shares** across the web.

This UGC campaign not only solidified Coca-Cola's global brand image as a soft drink giant but also boosted its revenue by millions.

5. Collaborate with Influencers

Influencer collaboration is the hottest thing right now as far as social media brand reputation is concerned.

Joining hands with niche influencers is an excellent way to establish a unique identity and stand out from competitors.

Given how quickly social media users form a perception or affiliation about a particular influencer's identity with a brand, executing a perfect campaign backed by strategic **Celebrity Reputation Management** can boost awareness and long-term credibility.

Best Online Reputation Management Tools

Taking use of social reputation management tools can prove beneficial for your brand.

This is because they broadly allow you to keep a tab on current happenings and offer you granular insights into activities on your social accounts.

Check out the most used tools below:

1. Brandwatch

Brandwatch is known as a social listening tool proficient in providing in-depth analysis for small and medium business enterprises. Recently, it has launched AI-driven insights and competitor benchmarking reports. Key features include advanced sentiment analysis and custom dashboards & reporting.

2. Reputation

Reputation is mostly focused on managing and improving online brand reputation. It allows you to consolidate user reviews, run and manage surveys, and track social media mentions under one roof. Key

features include centralized review aggregation and response management setup for quicker responses to users. Also, you can view customer experience analytics and sentiment analysis to better sense your brand's social presence.

3. Mention

Another online reputation management tool, Mention is one of the most widely used tools specifically allowing brands to cross-track simultaneous mentions across social media, news, and blogs.

According to users, they like its user-friendly dashboard and overall functionality. Mention is well-suited for businesses of all sizes and helps you generate automated reports for overall brand performance analysis.

4. Google Alerts

Google Alerts is a free online reputation monitoring tool that notifies you about new web content featuring specific keywords. It's lightweight but lacks social media coverage.

Key Features:

- Custom keyword alerts
- Email notifications
- Free and easy to use
- Web-based tracking

Top Online Reputation Management Examples

Check out a few brand reputation case study examples below where brands took prompt notice of complaints and managed to uphold their brand's social media reputation:

1. American Airlines

When an American Airlines flight collided with an army helicopter at the Reagan Airport, the airline's quick response was positively noted.

In just an hour or two, the airline's CEO Robert posted a video statement, displaying a great show of sympathy for the casualties and emphasizing how they were cooperating with the investigative formalities.

24 hours later, he also appeared for a media briefing and addressed queries and questions, extending complete support to the tragedy that occurred.

From the social media reputation or market sentiment POV, there's no concrete evidence of whether this massive incident impacted their share price or not.

However, such incidents do test your online reputation management preparedness and the ability to deal effectively.

American Airlines displayed decent clarity alongside a quick response, highlighting their commitment and seriousness to the tragedy.

2. KFC

KFC's story is no less than a masterclass in handling an internal product issue and generating a stronger-than-ever social media reputation.

Surely, it did impact its online reputation with customers calling out the brand on social platforms for its mismanagement.

However, its honest and humorous response to the 2018 chicken shortage crisis is what attracted widespread global citations and reactions from leading print & digital news agencies.

Here's a sneak peek into KFC's BrandIndex Data following the crisis:

But the most important part here is to analyze its confidently-humorous response. After they issued a public apology and acknowledged the crisis, hashtalike **#KFCCrisis** and **#ChickenCrisisKFC** began to surface on social media platforms.

The chicken shortage caused around 900 outlets in the UK to shut down with customers shouting that they were being forced to turn to Burger King to enjoy hot wings!

So to empathize with customers across their hundreds of outlets, they published a press release in the United Kingdom's 2 leading newspapers with a humorous take on the chicken shortage.

3. Air France

Smoothly flying your passengers from Location A to Location B isn't as easy as it looks.

With tons of operational, administrative, and logistical activities involved, there have been multiple instances of things going wrong unintentionally, of course.

Air France faced a similar issue – On a complaint tweeted by a passenger claiming file access and status update on his lost luggage, the airlines quickly responded by seeking grievance details for redressal.

Whether they perfectly managed to find and return his luggage or not is another scenario, what's important is that they quickly resorted to resolving it at the earliest.

Conclusion

Negative reviews, viral complaints, or poor customer experiences can spread rapidly, making real-time response crucial. A strong reputation management strategy includes prompt responses to complaints, encouraging positive user-generated content, and maintaining transparency in communication.

Businesses can safeguard their brand image and foster long-term customer loyalty by consistently monitoring feedback, engaging authentically, and addressing issues head-on. Maintaining your reputation on social media isn't a choice, but a necessity

KEY PERFORMANCE INDICATORS (KPI) FOR MANAGING COMMUNICATION SUCCESS

Introduction

In any organisation, communication plays a vital role in shaping employee behaviour, customer relationships, brand reputation, and organisational performance. However, communication effectiveness cannot be judged merely by sending messages. It must be systematically measured using **Key Performance Indicators (KPIs)**. KPIs are quantifiable metrics that evaluate how well communication objectives—such as awareness, understanding, engagement, behaviour change, and trust—are achieved. They help managers assess the strengths and weaknesses of communication programmes and make data-driven improvements.

1. Message Reach and Exposure

One of the foundational KPIs is the measurement of how widely a message has been delivered. This includes indicators such as **audience reach, impressions, email open rates, and channel penetration** across platforms. For example, high reach in newsletters, social media, or internal portals shows that the communication successfully gained initial visibility. Measuring reach ensures the organisation understands whether the message was disseminated to the intended audience.

2. Engagement and Interaction Levels

Visibility alone is not enough; the audience must interact with the message. Engagement KPIs include **click-through rates, comments, likes, shares, attendance in meetings, participation in polls, or queries raised**. These metrics reflect genuine interest. High engagement indicates that the content is relevant, appealing, and effective in stimulating conversations or actions.

3. Comprehension and Message Understanding

A message may reach people but still fail if it is misunderstood. KPIs such as **feedback surveys, comprehension quizzes, reduction in clarification emails, and accuracy in employee actions** help determine whether the audience properly understood the content. In internal communication, understanding is crucial to avoid errors in executing policies, workflows, or safety procedures.

4. Behavioural Change Indicators

A core purpose of communication is to influence behaviour. KPIs track whether the audience changed their actions because of the message. Examples include **adoption of new policies, usage of digital tools, increased compliance, reduction in errors, rise in customer sign-ups, or change in purchasing behaviour**. Behavioural changes demonstrate deeper communication impact beyond awareness.

5. Relationship and Trust-Building KPIs

Effective communication builds stronger relationships with employees, customers, and stakeholders. KPIs such as **employee engagement scores, customer satisfaction (CSAT), Net Promoter Score (NPS), media sentiment, and stakeholder loyalty** measure trust and goodwill. For instance, transparent communication during change or crisis improves employee morale and trust in leadership.

6. Reputation and Brand Image Indicators

Communication significantly affects how the public perceives the organisation. KPIs here include **share of voice, brand mentions, tone of media coverage, online reviews, sentiment analysis, and**

reputation scores. These indicators help organisations understand whether their external communication is enhancing or harming brand image.

7. Crisis Communication KPIs

During crises, communication must be timely, transparent, and accurate. Key metrics include **speed of response, clarity of updates, reduction in misinformation, stakeholder reassurance levels, and post-crisis reputation recovery.** These KPIs show how effectively the organisation controlled the crisis narrative and maintained trust.

8. Efficiency and Cost-Effectiveness KPIs

Managers must also evaluate the resources used in communication. KPIs such as **cost per campaign, time taken to deliver information, return on investment (ROI), and utilisation of low-cost channels** measure efficiency. Efficient communication saves time and cost while improving organisational productivity.

9. Stakeholder and Customer Response Rates

Response KPIs measure how actively various stakeholder groups reacted to communication efforts. Metrics include **email reply rates, enquiries generated, survey participation, attendance in events, and feedback submissions.** These indicators help understand whether stakeholders are motivated to engage or contribute feedback.

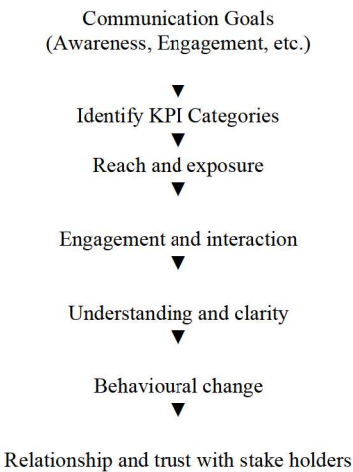
10. Digital Communication KPIs

In the digital era, website and social media metrics have become important measures of communication success. **Website traffic, bounce rate, conversion rate, SEO ranking, follower growth, and content shares** indicate how well digital content performs and reaches online audiences.

11. Content Quality Indicators

The quality of communication also affects its effectiveness. KPIs such as **readability scores, accuracy, relevance, tone consistency, and frequency of content updates** help ensure that communication materials are professional and impactful. High-quality content leads to better comprehension and engagement.

FLOW CHART





Conclusion

KPIs are essential tools for assessing and improving communication effectiveness. They offer tangible evidence about the success of communication strategies, guide managerial decisions, and help refine future communication plans. By tracking KPIs related to reach, engagement, understanding, behavioural change, relationships, reputation, digital performance, and efficiency, organisations can ensure that communication efforts support overall organisational goals. In today's competitive environment, the systematic use of KPIs is not just beneficial but necessary for achieving communication excellence.