



## SYLLABUS

**Class: - B.B.A. II Semester**

**Subject: - Business Communication**

UNIT – I	Communication-Defining communication, Process of communication, Communication Model, Objectives of communication, Principles of communication, Importance of Business communication, Importance Feedback,
UNIT – II	Dimensions of communication & Direction of communication, Means of communication – Verbal & Non Verbal Communication, Effective Listening, Principles of Effective Communication.
UNIT – III	Non – Verbal Communication – Body language/Kinesics, Para language, sign language/ Visual and audio elements, Channels of communication – Formal, Informal/Grapevine, Barriers to Communication
UNIT – IV	Written Business Communication- Fundamental of Business writing, Format of Business, Types of Business letter, Inquiry letter, complaint letter Persuasive letter, Proposal, Report Writing. Employment Messages Writing Resume, Application letter, Writing the opening paragraph, Writing the closing paragraph, summarizing
UNIT – V	Spoken skills Conducting Presentation, Oral presentation, Debates, Speeches, Interview, Group Discussion, English Pronunciation, Building Vocabulary.
UNIT-VI	Barriers to Effective Communication and ways to overcome them, Listening: Importance of Listening, Types of Listening , Barriers to Listening and overcoming them, Listening situations, Developing Listening Skills,



Unit 1

**INTRODUCTION**

The word communication originates from the Latin word “*communis*”, which means “common” and the word business stands for any economic activity which is undertaken with a view to earn profit and the communication undertaken in the process of this activity is termed as “business communication.”

**DEFINITION**

Communication is a process of passing information and understanding from one person to another.

Keith Devis

Communication is generally defined as the activity of conveying information. Communication has been derived from the Latin word “*communis*”, meaning to share.

Wikipedia

Communication is something people do. To understand human communication process, one must understand how people relate to each other.

Wilbur Schramm

**MEANING**

Communication is defined as “The flow of material information perception, understanding and imagination among various parties”.

Business includes those organizations, which are engaged in the production and distribution of goods and services to earn profit. Therefore Business communication means, “Flow of information, perception etc. either within a business organization or outside the organization among different parties”.

**OBJECTIVES & PURPOSE OF COMMUNICATION :- The main objectives or function of Business communication are interrelated and are given below.**

**This can be divided into “Internal” & “External” function :**

**1. Internal Objectives or function :**

**a. Information to Management**

**b. Information to employees**

c. Co-ordination

d. Communication helps in improving the morale of the employees, because they are made aware of their role in business firm.

e. Means to achieve business goals through informing, connecting, educating, stimulating, persuading, reassuring and integrating.

f. Helps to accomplish results

g. To provide needed decision support

**2. External Objectives or Functions :- Business communication helps in linking the business firm with outsiders. Some of the important external functions are :-**

a. Sale of good and services

b. Relation with suppliers

c. Information to other parties.

d. To enable organization to become dynamic.

e. To face emerging challenges

f. To provide advice

g. To educate and train customer

**Importance of Business Communication**

- Persuasion is one of the factors of marketing communications. Persuasion is the main reason companies engage in marketing: to persuade their target audience to take action, as in, buy their product or subscribe to their services, make a phone call, or donate money.



- All marketing communication is goal oriented, as the predetermine objective helps to create effective marketing communication strategy.
- Every successful marketing communications helps plan the marketing message at every contact point that are received by the target audience.
- It facilitates in controlling the performance and take necessary remedial actions on the basis of feedback information from them.
- Communication creates a meeting of minds and improve industrial relations. It helps to develop mutual co-operation and understanding thereby improving industrial productivity.
- Communication is indispensable for every organization to develop and maintain reputation or goodwill with its customers, investors, dealers, suppliers etc.

### **Principles and Nature of Communications**

The transmission of any meaningful message is communication. It is as natural a phenomenon as existence itself. Whether we recognize it or not, we have no option but to communicate. Then we here stands for all things living. A baby cries to convey its hunger. A dog barks to warn his master of an intruder. Corporate organizations which, after all, consist of the human element, use information- based systems like Management Information System (MIS), Decision Support System (DSS) and Strategic Information System (SIS) to run businesses successfully.

This is what communication is all about. Communication is an integral part of human existence. Communication contributes enormously to the success or failure of every human activity. Communication is essentially the ability of one person to make contact with another and to make himself understood.

Since man is a social animal, it is vital that he express his feelings and emotions, receive and exchange information. It is here that communication comes into play.

In case of organizations, it becomes even more important as people working in different departments have to achieve common objectives. The working of inter-personal relationships is possible only through communication.

Apart from binding its various components internally, communication is what links an organisation with the external world. Thus, communication is regarded as the foundation of a successful organisation. No group can exist without communication.

Communication has a significant impact on the ultimate potency of an organisation. It is only through communication that ideas, information, attitudes or emotions get conveyed from one person to another. At the individual level also, effective communication skills are responsible for success. According to a survey of America's most successful managers by a leading American magazine, Fortune, excellent communication skill was one of the prime determinants of success.

A business Organization is a group of people associated to earn profit. Various kinds of activities have to be performed by the people of an organization so as to earn profit. Business Communication is known as back bone of any Organization thus various activities in business need an effective and systematic communication. Without efficient communication, one cannot even imagine to do work and hence will be unable to earn profit. Since the aim of business organization is to earn profit, the organization will die without profit and this death is a result of the absence of communication. This is why communication is called life blood of a business organization. We can prove this statement more clearly through following points.



Gain clarity over - WHO? WHERE? WHAT? HOW MUCH? FORM, CHANNEL, PERIOD and WHAT WAS IT?

- Communication involves plurality of persons
- Existence of message is essential which may be the orders, instructions or information about the managerial plans, policies, programmes
- It's a two way and continuous process
- Its primary purpose is to motivate a response
- Communication may be formal controllable or informal uncontrollable
- It can be in vertical, horizontal or diagonal

### The Seven Cs of Communication help overcome barriers:

1. **Consideration:** consideration states that every message should be prepared keeping in mind the person who will be the receiver of the message. Receiver's interest should be kept in mind while drafting the message. Specific ways to indicate candidness are: -
  - Focus on "you" attitude instead of "I" on "We"
  - Material or content of the message should be from reader's point of view.
  - Use of positive words should be allowed so that positive reaction could be received by the readers.
  - Benefits of readers should be the prominent part of message.

#### Examples:

**We Attitude:** I am delighted to announce that there will be extra classes for the students in college to clarify their problems.

**You Attitude:** You will be able to clarify your problems in the extra classes organized in college.

2. **Clarity:** Clarity is most important characteristic of communication especially in case of oral Communication/Presentation. Clarity in words, language of expression is very important to ensure proper presentation of ideas, message one wants to communicate during conversation.

Clarity can be achieved through following ways:

- Precise, familiar use of words or language during communication, Effective sentences should be framed,
- There should be unity in all one words of message so that the main idea of message can be properly communicated.
- Short length sentences of average 17 to 20 words should be preferred.

3. **Completeness:** Complete message is very important to communicate the main idea or information behind the message. Oral presentations should be as far as possible planned on restructured and all the information related to message should be properly communicated.

Guidelines for ensuring completeness are as follows:

- Provide all necessary information required for accurate understanding of message.
- All Questions asked by the audience should be properly answered by presenter during oral presentation/communication.
- Some extra information when ever desirable should be given to audience to make the presentation topic more clear, specific of complete.

4. **Conciseness:** Conciseness is the essential requirement of oral communication. Concise message saves time on expense for both sender on receiver concise means brief, short on informative message which is able to explain the idea of message with minimum words. Words in message should not be repetitive in nature & only relevant information should be communicated in message.

5. **Correctness:** In oral communication grammatical errors should be avoided. Right level of language should be used both in formal & informal communication. Use of accurate words and spellings should be considered.

6. **Concreteness:** it means specific, definite on valid use of information than vague or general. Concrete facts on figures should be used to make the receivers know exactly what is required or desired. Concrete language on information helps in interpreting the message in same way as communicate intend to communicate the message.

7. **Courtesy:** A proper decorum of speaking should be maintained while making oral communication/presentation. One should say things with force of assertive without being rude. Polite or humble language



shall be used which should not be insulting, against the religious, social as personal values of listener. Discriminatory language based, on gender, race, age, colour, cost creed, religion etc should be avoided.

## ELEMENTS IN COMMUNICATION

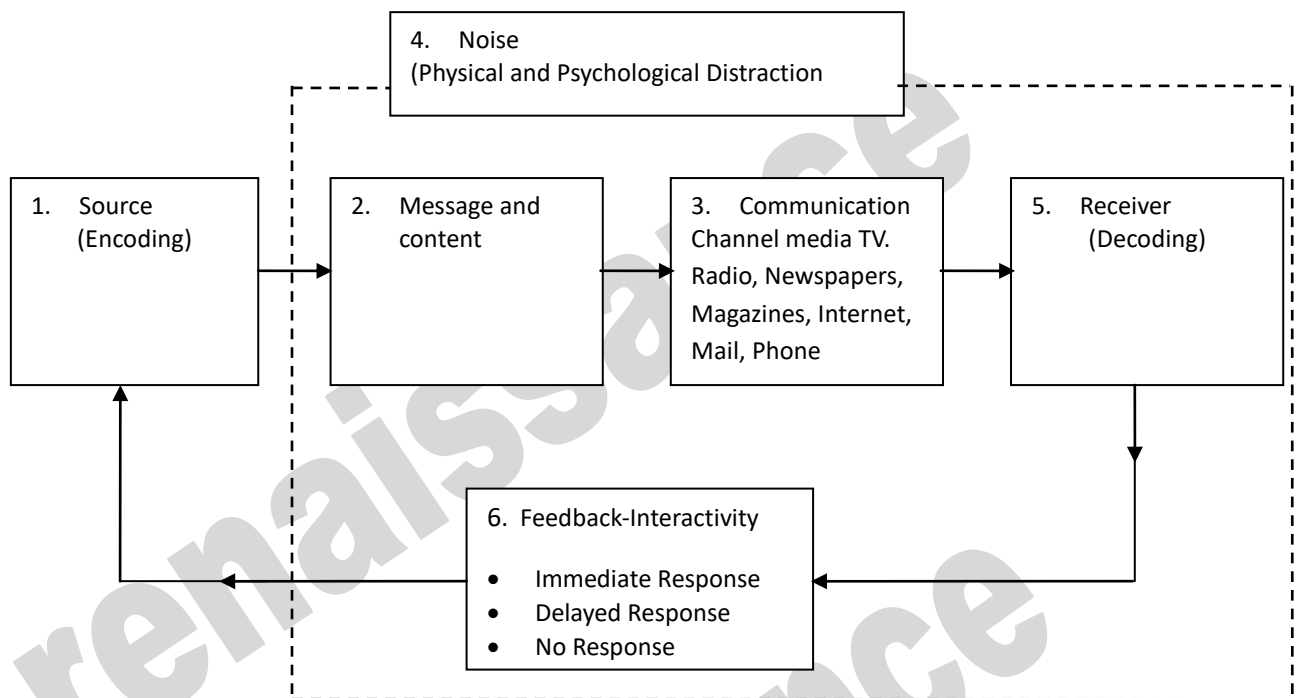
- 1. Sender:**  
Someone who is sending the message to someone else. For example, in an ad the brand being advertised is 'Pantaloons'. Naturally, the maker of this brand is the sender of the advertising message.
- 2. Encoding:**  
When we address someone, we use language, visuals, body gestures, etc. to communicate. All these are called symbols. The process of putting our thought into symbolic forms is called encoding. In a following Ad, you see a face full of wrinkles. Then you read the headlines which simply say: "Wrinkle free." This process of communication is called encoding.
- 3. Message:**  
The symbols themselves constitute the message. Hence, the visuals, headlines, body copy, tag line, brand name, logo, etc., are all parts of the message. If you have already heard the name of 'Pantaloons', then the message being given to you is that you are dealing with a known company.
- 4. Media:**  
The channels used for sending the message across to the receiver (customer) is called medium (or media; note that media is also singular). This Ad has appeared in the print media (just for the sake of knowledge, TV is an audio-visual medium, radio is an audio medium, etc. You will learn more about media in the second year). An individual member of the medium is called a vehicle. Here, India Today is the vehicle. A vehicle is the carrier of the message.
- 5. Decoding:**  
Once we receive the message, we start interpreting it. For example, when you look at the wrinkled face shown in the Ad, you realize how bad it looks. The implication is that your clothes will also look as bad if they were not wrinkle free. Likewise, there are visuals of a shirt and a pair of trousers. These immediately give you the message that the Ad is perhaps for readymade clothes. At the bottom, the message given is that the brand is available at various cities and Pantalon Shoppes.
- 6. Receiver:**  
A receiver is one who reads/listens/hears the message of the communicator. For example, any reader of India Today who is likely to see this Ad, is the receiver of the message. It may be noted, however, that the communicator (in our example, the manufacturer of Pantaloons) is not interested in just any receiver (i.e. any reader of India Today) but only those who would be interested in using his product. Thus, if you never wear trousers, then the company will not be interested in you.
- 7. Response:**  
After having read the ad, I will react to the message. My reaction (alternatively known as response) could be objective (if I accept what the sender of the message is saying) or negative (if I don't accept the message). For example, the body copy in the Ad says: "Pantaloons presents T 2000...." I may get impressed by the fact that the range has T 2000 choices available! But I may also reject the claims made in the body copy in case I find them unbelievable.
- 8. Feedback:**  
Every communicator wants to know whether the message (a) has reached the target audience or not, and (b) whether it has been accepted or not. In other words, one waits for feedback from the audience. The most desirable form of feedback from the marketer's point of view, of course, would be the purchase of the product by the customers. Thus, after this Ad is released in the media, if the sale of such trousers goes up significantly, the feedback is said to be positive. Similarly, if the company conducts surveys and questions about the intention to buy; and customers say that they will buy the brand, again, the feedback is positive.

## PROCESS OF COMMUNICATION

The process of communication involves two or more persons participating through a medium that carries the information or message for a particular purpose which is mutually understood by both the sender and



receiver. Only when these conditions are fulfilled, a significant communicative situation will take shape



The receiver is anyone who is exposed to a message. Once receiver, receive a message, they decode it. Decoding is the process of interpreting what a message means. After customers decode a message, they respond in some way, indicating to what extent the message was received, properly decode, and persuasive. This response is called feedback, which is a response that conveys a message back to the source. The communication process occurs in a context or environment where other things are going on-competitive brand message, people walking by, a telephone ringing, as well as thoughts inside customers' heads. These "other things" are called noise-interferences or distractions that can negatively affect the transmission and reception of a message.

### FEEDBACK AND MEASURING COMMUNICATION RESULTS :-

Feedback is the essence of two-way communication. In two-way communication, the sender must wait for receiver's response before deciding what to say next and how to say it. Feedback is the check on how much successful one has been in transferring his message as originally intended. If there is no feedback. Communication will be incomplete and ineffective. Based on feedback, a sender may either alter the presentation of the message or cancel it entirely. Thus, there is no alternative to feedback.

Feedback can be seen as informal (for example in day-to-day encounters between teachers and students or trainees, between peers or between colleagues) or formal (for example as part of written or clinical assessment).

**What is Feedback** The observation of the receiver's response is called feedback. In other words, the part of the receiver's response communicated back to the sender is called feedback. Actually it is the amount of response of the receiver that reaches to the sender. It enables the sender to evaluate the effectiveness of the message. Some definitions on feedback are given below-

According to **Bartol & Martin**, "Feedback is the receiver's basic response to the interpreted message".

In the opinion of **Bovee & Others**, "Feedback is a response from the receiver that informs the sender how the communication is being received in general".



Figure: Feedback in Business Communication

### Importance of Feedback

1. **Basis of problem solving:** In two way communication, feedback is compulsory. The sender can only justify the attitude of the receiver if feedback is provided. So, feedback ' ensures the basis of problem solving and this is one of the importance of feedback.
2. **Democratic approach:** It is a democratic approach to communication. It involves participation of the receiver and therefore provides scope to express opinion. It is another advantages of feedback.
3. **Effective communication:** Two-way communication gets confirmed that the message is rightly sent and can understand the success or failure of communication.
4. **Identification of Improvement Area:** Feedback gives input to the sender regarding the message provided by him. This helps to improve the communication problem.
5. **Better understanding:** Feedback helps to understand the view and opinion of the receive. With better understanding, sender decides for the next step.
6. **Creating healthy relations:** One way communication cannot create healthy relation in case of labor management. Hence two way communications are effective and therefore lower level employees can depend on feedback to raise their voice.
7. **Effective coordination:** Feedback enables effective coordination in an organization. All concerned departments can share the work-in-progress through the means of feedback. This supports for the successful completion of a job or transactio

#### Importance of Feedback in Communication

Basis of problem solving

Democratic approach

Effective communication

Identification of Improvement Area

Better understanding

Creating healthy relations

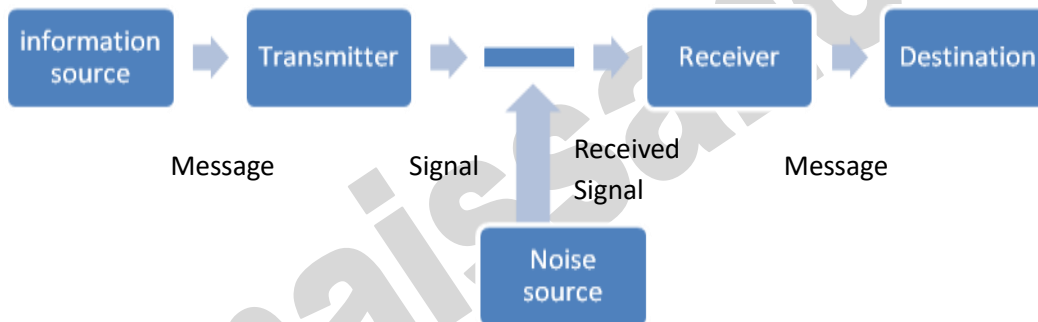
Effective coordination



**COMMUNICATION MODELS**

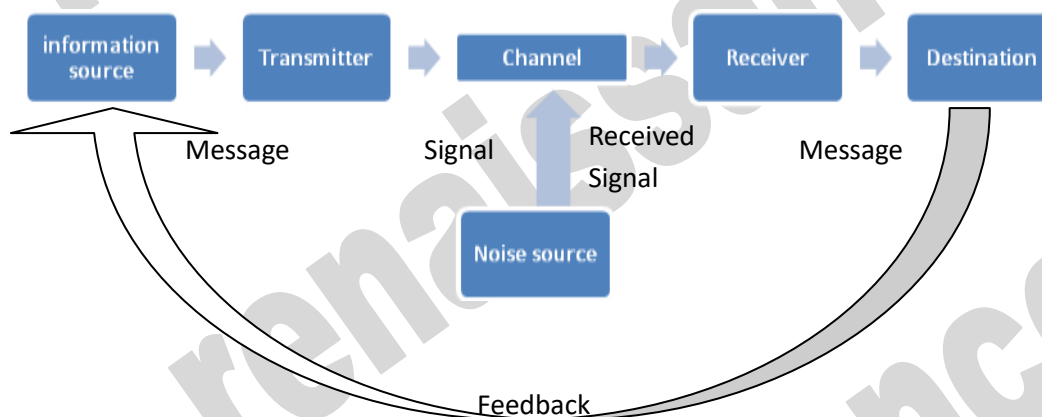
**SHANNON WEAVER MODEL**

In 1948, Shannon was an American mathematician, Electronic engineer and Weaver was an American scientist both presented this model. It was specially designed to develop the effective communication between sender and receiver. Also they find factors which affecting the communication process called "Noise". At first the model was developed to improve the Technical communication. Later it's widely applied in the field of Communication.



**INTERACTIVE MODEL**

With slighter change in Shannon weaver model, the interactive model can me developed. Feedback is an avoidable stage in communication by introducing this phase to the above model we get interactive model of communication which is as follows.



**INTERMEDIARY MODEL**

An intermediary model of communication was developed by Katz and Lazarsfeld in 1955. it focuses on the important role held by the intermediaries in the communication process. Many of these intermediaries have the ability to decide and influence the messages, the context and ways in which they are seen. They often have the ability, to change messages or to prevent them from reaching an audience.



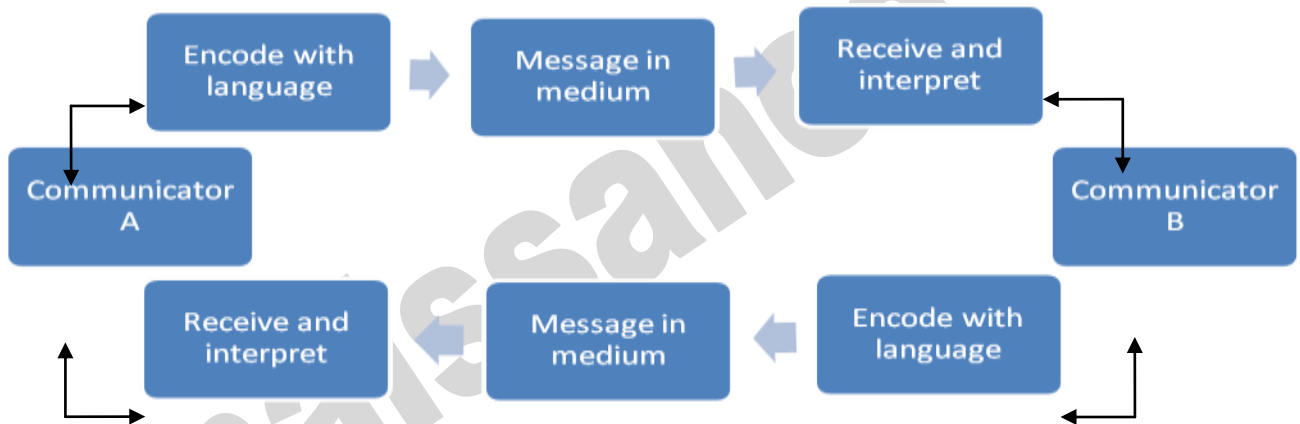
**TRANSACTIONAL MODEL**

The transactional model of communication takes into account noise or interference in communication as well as the time factor. The outer lines of the model indicate that communication involves both systems of communicators and personal systems. It also takes into account changes that happen in the fields of personal and common experiences. The model also labels each communicator as both sender as well as





receiver simultaneously. There is this interdependence where there can be no source without a receiver and no message without a source. Communicators depends on factors like background, prior experiences, attitudes, cultural beliefs and self-esteem.



### Models of Communication

There are many communication models to understand the process involved in it as developed by different theorists two types of models are –

1. Linear Models and
2. International or Interactional models

According to Aristotle in a communication event, there are three main ingredients, such as:

1. The speaker
2. The speech and
3. The audience

Subsequently, a number of experts have developed modern models of communication which are more complex and dynamic.

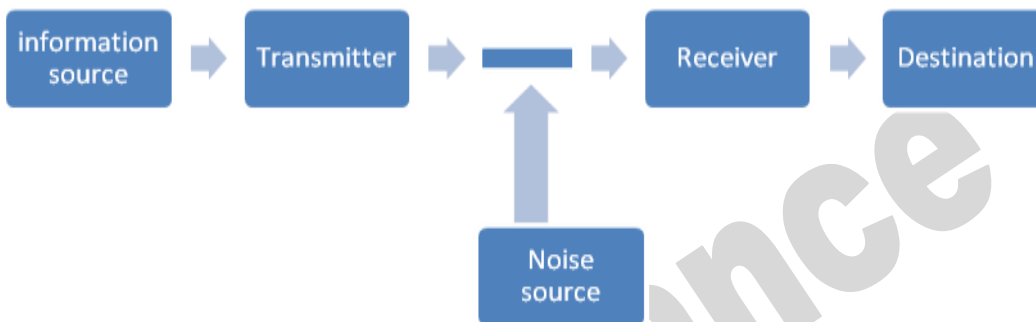
### Shannon and Weaver Model

They considered the theory as strictly mathematical can has been identified with technology and technical aspects of communication. They considered communication as a mechanistic system consisting of the following five basic elements. They are

1. Information – Source
2. Transmitter – to convert a message into transmittable signals
3. A channel
4. A Receiver – Who reconstructs the message from the signals
5. Destination – The person or machine to whom it is intended

the other four components, he introduced in the system, are –

1. The message
2. Transmitted Signals
3. Received Signals
4. Noise Source



The degree of difference in meaning between the sender and the receiver is accounted for by noise. The mathematical theory of communication is also used in developing the information and computer science.

**David K. Berlo's Model**

Berlo's model is of basic importance in developing other communication models and for Identifying elements of communication. Berlo's process theory has contributed a great deal to the subject of communication.

The following nine components are included in his model:

<ul style="list-style-type: none"> <li>• A Source</li> <li>• A Message</li> <li>• A Received</li> <li>• A Meaning</li> <li>• A Noise</li> </ul>	<ul style="list-style-type: none"> <li>• A Encoder</li> <li>• A Channel</li> <li>• A Decoder</li> <li>• A Feedback</li> </ul>
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Fig. David K. k Berlo's Mold

**Harhold D.Lasswell Model**

The communication process of Lasswell, in its broader analysis, gives rise to four basic and important questions. They are Who? What? Whom? Which? The behavioural aspect of the sender in the communication process is well-established by Lasswell. But his model ignores the essential elements of the communication process.

WHO  
Sender  
SAYS wAtur

IN  
MEDIA  
10 WHOM  
RECEIVER

**INTERPERSONAL OR INTERACTIONAL MODEL**

Feedback with reference to the communication process means interaction or interface or face-to-lace communication with another person who is the receiver of the message. The purpose feedback is to measure and evaluate the message received by the receiver and to plan for future communication. Thus, feedback may result in revision or alteration of the original message or sending altogether a new message.

It is necessary to have interaction between the sender and the receiver. This has given rise to interpersonal or interactional model of communication. It is the interaction which facilities the return information called feedback. This may be effective by the words, signs of behaviour change. By this, the cycle or circular flow of the words, sing or behaviour change. By this, the cycle or circular how of communication is complete. This is two-way communication or interpersonal or international is complete. This is two way communication or interpersonal model. The linear model is known as one-way communication. This is the reason why effective communication is called interpersonal or interactional communication.

The interpersonal model of communication demands the presence of the following elements in the process of



communication;

1. Message or idea or stimulus
2. Sender or transmitter or communicator
3. Encoding
4. Channel
5. Medium
6. Receiver
7. Decoding
8. Action or behaviour change
9. Feedback

**Essentials of Good Communication – Seven C's of Communication**

1. **Clarity:** - Clarity of idea, facts, and opinion in the mind of communication should be clear before communication. It is a thinking process to conceive the subject.
2. **Information:** - All communication contains information while all information cannot communicate a message.
3. **Completeness:-** The subject matter to be communicated must be adequate and full so that receiver' get the message.
4. **Emphasis on Attention:** - communication is one in which receiver interest is created and they should pay proper attention to the message.
5. **Consistency:-** The message transmitted should not be contradictive
6. **Simplicity:-** Avoid using superfluous words Unnecessary prepositions, jargon.
7. **Follow up on Communication:-** The language should be simple & only common words be used.
8. **Support wards with deeds**
9. **Be a good listener**
10. **Credibility:**
11. **Context:** The communication program must square with the qualities of its environment.
12. **Content:** - The message must have meaning for the receiver.
13. **Capability:-** Communication must take into a Count the capability of the audience.
14. **Channels:-** Channel of communication should be use according to receivers respects



**Unit - II**

**Direction of Communication**

**Downward Communication**

The communication is said to be downward when it flows from the top to the bottom. In the levels of management, from top to bottom means the flow of communication from the superiors to subordinates. When information comes from higher level in the organization structure, it is termed as downward communication.

**Objectives of Downward Communication**

- |                |                       |
|----------------|-----------------------|
| 1. Information | 6. Persuasion         |
| 2. Instruction | 7. Warning and Notice |
| 3. Requests    | 8. Appreciation       |
| 4. Advice      | 9. Motivation         |
| 5. Counseling  | 10. Raising Morale    |

**Problems of Limitations of Downward Communication**

- |                                    |                                 |
|------------------------------------|---------------------------------|
| 1. Filtration of Messages          | 6. Rely on written Media        |
| 2. Misunderstandings and confusion | 7. Lack of Trust and Confidence |
| 3. Reliability of the source       | 8. Lack of Feedback             |
| 4. Overload of Message             | 9. Rigidity                     |
| 5. Timing                          |                                 |

**Upward Communication**

It is opposed to downward communication. A communication is said to be upward when it moves from the bottom to the top. In the organizational structure, from the bottom to top means the flow of communication from subordinates to superiors. Whenever information moves from a lower to higher level in the organization, it is termed "upward communication." Upward communication may transmit either by oral media or written media.

**Objectives of Upward Communication**

- |                |                                       |
|----------------|---------------------------------------|
| 1. Reports     | 6. Representations                    |
| 2. Information | 7. Complaints                         |
| 3. Requests    | 8. Suggestions                        |
| 4. Appeals     | 9. Importance of Upward Communication |
| 5. Demands     |                                       |

1. Upward communication provides useful information, data etc., which are more useful for decision-making.
2. This channel serves the growth and development of democratic leadership.
3. It motivates and encourages work spirit to active workers. The motivation is essential for improved and efficient working of an organization
4. It promotes loyalty, honesty and participative attitude so essential for effective functioning.
5. Under this system of communication, idea of the subordinates cannot be obtained without encouraging upward communication.
6. Effective communication channel flow upward essentially, provides the manager with the information of what the subordinates are doing, highlights of their work, achievements, progress, and future job plans.
7. This channel serves as a useful channel because it deals with work centered matters about which the alert executive normally tries to keep himself well informed;
8. Effective communication upward channel conveys feelings about the job, feelings about their, feelings about the company.
9. It provides scope which may be valuable to spell out in detail some of the things an executive should learn through upward channel



10. It facilitates an effective in built feedback mechanism particularly feedback in the case of written communication.
11. It gives an opportunity to present an improved picture of what subordinates think of the willingness, of the superiors to discuss politic; Plans and actions.

### **Limitations of Upward Communication**

1. Fear
2. Distrust of Superiors
3. Lack of Common Sharing
4. Long Chain of Command
5. Lack of Ability
6. Lack of confidence in Superiors
7. Fear of Criticism
8. Lack of Self Confidence and Incentives
9. Non-listening Attitude
10. Distance

### **Horizontal Communication**

It is the flow of information between person of the same hierarchical level. Formal organization provides for horizontal communication by means of right of persons at any level to consult or work with others at the same level.

### **Importance of Horizontal Communication**

1. Co-ordination
2. Problem Solving
3. Conflict Resolution
4. Communication by Objectives
5. Effective Control
6. Speed Flow
7. Useful to Subordinates
8. Balance Downward and Upward
9. Limitations,
  - Creates Confusion
  - Leads to Disruption
  - Creates Conflicts

### **Introduction**

This involves inter —departmental communication by people at different levels. It is rarely used. A good example could be a project team dream from different grades of departments.

- It involves communication, between two different organizational levels. Research has shown that managers spend a large portion of each day involved is diagonal communication.
- Greater the interdependence of various departments within the larger organizations, the greater the necessity for such diagonal communication message transfer.
- The growing complexity of the modern business structure has necessitated the creation and growth of diagonal communication.
- Since diagonal Communication violates the traditional top bottom, bottom, - up forms of organizational they often disrupt the normal format of work.
- Subordinates Participating in these non-traditional communication forms; often become aware of events before the managers.

### **Advantages of diagonal communication-**

1. Spread information more quickly than the traditional forms of communication.
2. Serve to link groups that otherwise would either have to communicate through the much slower upward — downward organization communication channels or not communicate at all.
3. Enable individuals with diverse knowledge is different parts of the organization to contribute to problem solution, enhancing the effectiveness of resources use within the organization.

### **Disadvantage of a diagonal communication —**

1. These interfere with the normal organizational routine, & they cannot be effectively controlled by the, organization.
2. It leads to the formation of a grapevine.



3. The staff members come to know about all the information even before it is circulated to their heads or superiors. .

### Introduction

Non-verbal communication is the information that is communicated without the use of words. It includes apparent behaviours such as, facial expressions, eyes, touch, tone of voice, as well as less obvious messages such as dress, posture spatial distance between two or more people.

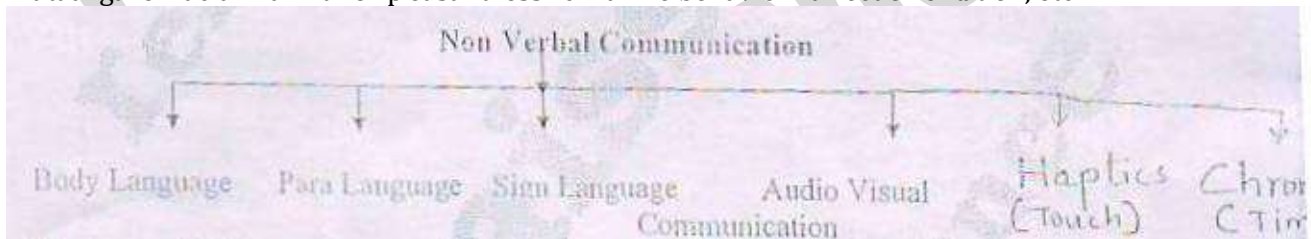
Commonly, non-verbal communication is learnt after birth & practiced and refined through a person's lifetime.

### Non verbal communication is used because

1. Words have limitations
2. Non-verbal signals are powerful
3. Non-verbal messages are likely to be more genuine
4. Non-verbal signals can express feelings in appropriate to state
5. A separate communication channel is necessary to help send complex messages

Researchers say that only 7% of message is sent through words, with remaining 93% sent through non-verbal expressions.

The study of body motion as related to speech is known as kinesics. This includes – Mutual gaze \*facial warmth or pleasantness\* child like behavior\* direct orientation, etc.



The Role of Different Parts of the Body language in Communication is as Follows –

1. **Facial expressions** - The expression on the face is the most obvious aspect of body language. Expressions accompany the speaker's words and also indicate the listener's reaction.
2. **Eye contact** - The study of the role of eyes in non-verbal communication is sometimes referred to as "oculesics". Eye contact can indicate interest, attention involvement.
3. **Gestures** - A gesture is a non-vocal bodily movement intended to express meaning. They may be articulated with hands, arms or body, & also include movement of head, face, & eyes such as winking, nodding, or rolling one's eyes.
4. **Posture**- It can be used to determine a participant's degree of attention or involvement. The difference in status between communicator & the level of fondness the person has for the communicator.

### Advantages of a Body Language

- It is easy to understand
- It is a natural outcome
- It is a support for verbal communication
- It fills the gap created
- It puts life into communication

### Para Language

It refers to the non-verbal elements of communication used to modify meaning and convey emotions.

- Paralanguage may be expressed cautiously & incautiously
- It includes pitch, volume, voice, tone.
- The study of paralanguage is known as paralinguistic.



### Audio Signs-

The non-verbal communication in which the sounds are easily, recognized without verbal or visual communication. Like sirens, clarinets, flute, ambulance police jeep, train horn, etc.

### Visual Signs-

The signs which are generally used so as to know the meaning which the sign identifies. The best examples are the similes used during chatting in yahoo or other mails.

### Channel of Communication

**Meaning** — Communication channel are established by the organization and are accepted & recognized by employees & managers:

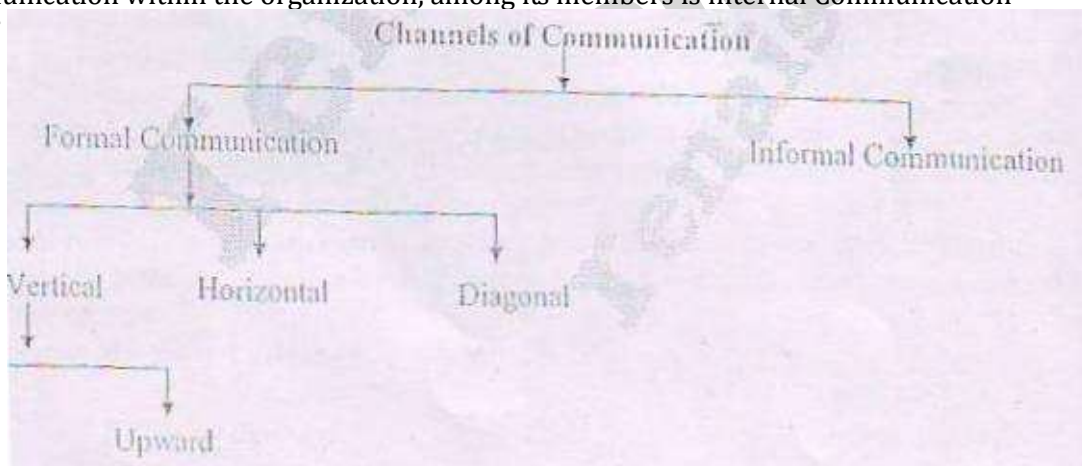
#### External communication -

Communication with those outside the organization is known as external communication.

- Outward- The messages which go out of the organization to customers, suppliers, banks, insurance companies, govt. departments, mass media & the general public. They may be in the form of letters, taxes, banners, reports, telegrams, advertisements, press handouts, speeches, visits, trade fairs, etc.
- Inward - messages that are received from outside by the company. An organization may receive letters, faxes, telegrams, telephone calls, personal visits, magazines. etc., these may be, from customers, suppliers, other organization, govt. departments, etc.

#### Internal Communication

The communication within the organization, among its members is internal Communication



- a) **Formal channel** — the communication when takes place within the official i.e. the lines of communication is approved by senior management. This is the channel which carries the official messages in the organization.

#### Under a formal channel

- There are efforts made by each & every individual at various levels.
- The most important aspect of formal channel is that no level of the organization is overlooked or bypassed: The information passes through an already fixed, systematic channel.
- It is the process or sharing official information with others who need to know it, which is according to the prescribed patterns depicted in an organization's Chart.

#### Formal communication is done through-

Company newsletters, employee handbook, company magazines, formal meetings, letters, bulletins, memos, faxes, all employees mailing, etc.



### Formal channels includes –

#### 1. Vertical Communication

- Downwards communication: When the instructions & directions flow from the top level to the bottom level i.e. from superior to the Subordinates. These are in written forms
- Upwards communication: The information which flows upwards in the form of feedback i.e. from subordinates to superior. These may be oral or written.

#### 2. Horizontal or lateral communication – When communication flows between the employees of the same level of different departments.

**Diagonal:** The transfer of information between people who are neither, in the same department nor on the same level of organization hierarchy is called diagonal communication. For example: when the assistant marketing manager communicates with account clerk directly

### Informal channel

#### Grape vine

- It forms a lease of informal relation between two or more individuals.
- It is not planned & organized or acquaintances.
- It may be both official and personal
- It is based on friendship

#### Meaning –

The informal channel of communication may-be defined as passing information outside the official channels, for e.g.:- employees chatting, in the canteen or pub. It can affect the future of the business, particularly if the formal system has broken down.

- Grapevine is an informal channel of communication.
- Primarily a channel of horizontal communication, it can flow even vertically and diagonally.

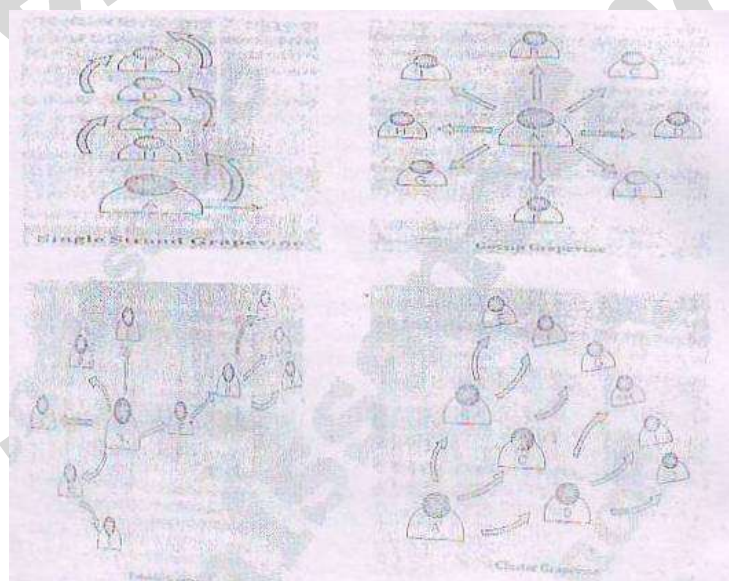
#### Four types:-

**Single stand:** flow like a chain.

**Gossip:** one person tells everybody else

**Probability (random):** information may move from anybody to anybody.

**Cluster:** moves through selected group







**Importance:**

Emotional relief,  
Harmony in organization  
Supplement to other channels,

At last Channel.  
Provides feedback

**Demerits:**

Distortion or information  
May transmit incomplete information

Travels with destructiveness

**To use effectively, the manager should**

Keep an eye on rumours-managers,  
Use it primarily for feedback.  
Contradict rumours promptly;

Involve the workers in the decision-making process.

**Barriers to Communication**

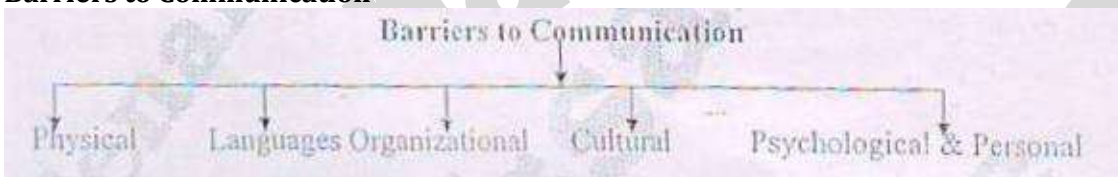
**Introduction** — No matter how good the communication system in an organization is, unfortunately barriers can and do often occur. This may be caused by a number of factors which can usually be summarized being as due to physical barrier, languages, and organizational, emotional, personal barriers.

A communication becomes successful only if the receiver understands what the sender is trying to convey. When your message is not clearly understood, you should understand that you should understand that your message is facing a barrier.

**Commonly Experienced Barriers**

- Noise
- Emotions.
- Lack of planning
- Filtering information
- Wrong & unclarified assumption
- Loss by transmission
- Goal conflict
- Culture
- Offensive style
- Social; Psychological barriers.
- Time distance

**Barriers to Communication**



1. **Physical barrier** - Physical barrier in an organization includes large working areas that are physically separated from others.
  - Marked out territories, empires into which strangers are not allowed
  - Closed office doors, barriers screens, separate areas for People of different status.

**Physical barriers may include -**

- Noise
- Physical Distance
- Improper Time
- nformation Overload

**2. Language barrier -**

The barrier created due to the improper of language, words, phrases, etc.

- Variety of Meaning. : For example: a person may be present at function and receive a present and present some thoughts on budget.



### 3. Cultural barrier —

- Values & norms
- Non verbal communication
- Social relationship
- Perception
- Concept of time
- Use of voice
- Concept of space
- Specialist language
- Thinking process
- Appearance (we react unconsciously to the biological)

Appearance color & texture of skin, color eyes of Body structure, way of dressing etc.)

**Organizational barrier:** The factors internal to the organization which adversely affect the flow of communication are called on barriers.

#### This includes —

- Organization polity
- Complex organizational structure
- Rules and regulations
- Facilities
- Status difference
- Wrong choice of channel -

#### 1. Psychological or emotional or perceptual barrier & Personal

One of the chief barriers to open & free communication is the psychological or emotional barrier. It is comprised mainly of fear, mistrust & suspicion. The roots of our emotional mistrust of others lie in our childhood & infancy when we were taught to be careful for what we said to others.

#### This included -

- Selective listening,
- Lack of ability to communicate
- Premature evaluation
- Psychological & emotional barriers
- Inattention
- Difference in speed of talking & listening.
- Emotional attitude,
- Inferring.
- Defensiveness :( fear of boss)
- Barriers, due to resistance to change,
- Status block
- Self centered attitude
- Lack of trust & confidence.
- Attitudinal clash with sender
- Group identification (belonging to a group like family locality, city, our religion group, age, group, nationality, economic group ) we tend to reject an idea which goes against the interest of the group.

#### How to overcome communication barriers -

- Shortening the line of communication
- Use of simple and meaningful language.
- Developing patience to listen & understand others
- By avoiding pre-mature evaluations
- Keeping it short.
- Giving due importance to gesture & tone
- Utilizing the feedback



- Developing mutual trust
- Co-ordination
- More use of informal & face-to-face talks
- By communicating so as to express & not to impress
- The communication audit
- By having a personal touch in communication

renaissance  
renaissance  
renaissance



**Unit – III & IV**

**Introduction**

**“Reading make the full man, writing an exact man, conference a ready man”.**

Business communication is both written as well as oral. But written communication is very important aspect of business communication. When exchange of opinion is in written form, rather than by spoken words it is written communication. It is important to fix accountability and responsibility of people in organization. This requires much of paper work as it becomes the permanent means of communication. It helps in building goodwill of an organization.

**Written business communication includes-better, memoranda, agenda, manual reports etc.**

- The decisions of the management concerned with objectives policies, programs, procedures, budgets etc. are normally expressed in writing.
- Written communication is recommended when evidence of events and proceedings are requiring to be kept for future references & when many persons are to be contacted at the same time.
- Every place of written communication requires use of human memory, imaginative power. Ability to observe and think & mastery over language.
- When writing message, it would be wise to adopt the K.I.S.S. principle which means “kept it short and simple.” To make the earning clear so that it accomplishes the desired purpose.

**Written Communication in Business- Its Concepts:**

To imagine life without water or social life without oral communication is impossible. Similarly to think of a business or an organization without written communication is impossible. Various reasons have been put forth for it.

1. In an organization there are too many people to have face-to-face communication.
2. The people may be spread across wide geographical distance and may sometimes not be connected by telephone.
3. People have to function within defines limits of authority and responsibility. Absence of writing communication makes determination o responsibility a difficult task.
4. It is an essential part of the responsibility of an executive on an organization to, communicate on paper. Written communication is thus an essential part of an organizational life.
5. It is not that fax, telex; telephones have in any affected the importance of letters. They have only changed the mode of transmission.

Thus for all these reasons the concept of written communication continues to flow even at present

**Advantages of Written Communication:-**

1. It helps to provide ready records, reference etc.
2. It helps to build legal defenses.
3. Promotes uniformity in policy and procedure.
4. Gives access to a large audience through mass mailings.
5. Written communication is accurate and unambiguous.
6. Communication when done in writing provides a sense of security for the lower staff specially.
7. It gives sufficient time to think over and reply on a concerned subject.
8. Helps in clear guidelines which are easily followed.
9. Permanent & well maintained records & reference can lead to growth.
10. Evidence of proof against anything.

**Disadvantages of Written Communication:-**

1. It becomes difficult to maintain piles of records and can be easily destroyed if not properly handed.
2. It proves to be ineffective in the hands of those people who are poor in expressions but otherwise good in their job.
3. Immediate feedback is not obtained in the written communication as in the case of face to face communication.



4. It is a costly process. It involves large amount of stationary and people.
5. Immediate clarification, interjection is not possible in written communication.
6. It brings unnecessary forma tone in relations because there is no personal touch.
7. There is no secrecy.
8. Loss of man-hours in dictation, records maintaining, dispatching etc.

### Types of Written Communication:-

Reports, Magazines, Circulars, Manuals, Memoranda, Newspapers, Agreements, pictures, diagrams, graph, order, rules and Regulations Book, Manuals, notice Boards, Telegram, Tele Printers, Telex.

### Importance of Written Business Communication

1. Important for any organization or individual for giving or seeking information.
2. The success or failure an organization depends to a large extent on its correspondence.
3. It helps to achieve clarity in the policies & procedures to be followed in an organization.
4. Information's are clearly transmitted to the receiver, thus making communication effective.
5. It helps in the proper functioning as the instructions messages are clear.
6. It helps the customers to form a strong impression about the company if the letters are efficiently drafted.
7. It is a strong linking device between the organization and its customers.
8. A steady progress is surely based on effective written business communication.

Thus we can sum up by saying that written business communication plays an essential & effective role in the growth & progress of an organization.

### NEED OF BUSINESS LETTER

**"A good letter can pacify an angry customer as much as bad one can anger a friendly one. It may sell a new product or spoil the sales of an established one."**

- Making and/or soliciting enquiries; placing orders for goods; acknowledge and executing orders; granting or applying for credit; sending statements of accounts to debtors; requesting for settlement of accounts; complaining about delay or mistake in supply of goods, making adjustments for customers grievances; canvassing for the first new lines of goods or ideas; and a lot of such matters require communication.
- We need to write a business letter to maintain contacts with the external world including other businessmen, customers and government departments.

### According to Gortside the 4 main reasons for writing business letters are:-

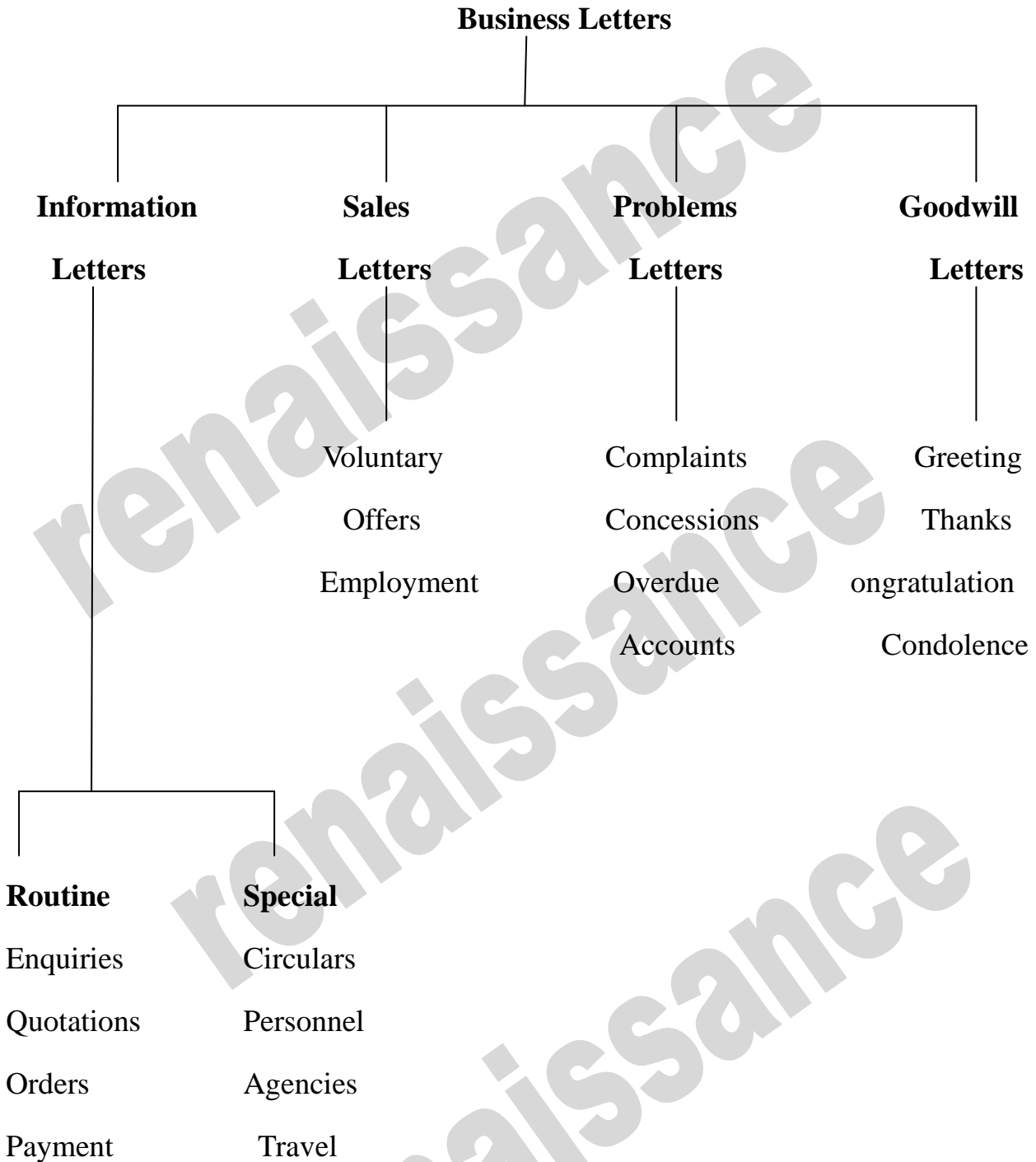
1. To provide a convenient and inexpensive means of communication without personal contact.
2. To give or seek information.
3. To furnish evidence if transactions entered into.
4. To provide a record for future reference.

### Functions of a Business Letter:-

1. **Widen Contracts:** since it can reach anywhere, it is used to widen the area of operations.
2. **Sharing information:** it is used for sharing all big and small information's to the related organization.
3. **Evidence of Contracts:** it is used as a legal document.
4. **Record and Reference:** a business letter serves as a record for future reference.
5. **Building Goodwill:** in customer – company relationship, holding present customers and capturing new ones, reviving inactive accounts and inviting customers to buy one more and varied products.
6. **Lasting Impression:** it leaves a more durable impression on the reciever's mind than an oral message.



**KINDS OF BUSINESS LETTERS**



- (a) This is a widely accepted classification of business letters. However there might be letters like application & letter to press, which do not figure in this classification.
- (b) However as mentioned earlier the business letters may be classified on the base of our approach – direct, indirect or persuasive. All good newsletters, offers of appointment, enquiries , order, promotion etc. fall in the category of direct approach letters.

On the other hand 'bad news' letter like adjustment, refusal, rejecting a job applicant falls in the category of indirect approach letters. Offers of sales & services, job applications that have been



regarded similar to sales letters, fall in the category of persuasive letters. Thus approach to the letter problem or situation is an important criterion for classification.

(c) Letters can be classified as official letters, D.O.'s (demi-official letters), form letters.

**Official letters** are those written to government or semi government department/offices & bodies.

**D.O's** or demi –official letters are those letters essentially official in purpose but addressed to an official by name.

**Form Letters** are routine in nature and include acknowledgement, reminders interviews, notices & appointments.

On the basis of subject the letter are classified as enquiries orders, credit information, complaint, sales promotion, sales circulars, appointment of personnel agencies collection of dues etc.

(d) Letter can be classified on the basis of correspondence of different departments of an organization.

**Personal department-** applications, call candidate for interviews, offers appointment letters, giving charge sheet etc.

**Purchase department-** sends requests for quotations, invites tenders, places orders & sends letters of complaints.

**Sales department-** sends circulars, advertisements etc.:-

For convenience we can divide various kinds of business letters on the basis of the purposes of which the department of an organization send them example of some important kinds of letter are:

(a) Enquiries, Orders, Complaints & Reponses to them.

(b) Sales Letters circulars.

(c) Job Applications resume.

(d) Letters Personnel Department.

(e) Letter of Account Department like correspondence with customers, Insurance Agencies, Banks etc.

(f) Letters of Administration, Public Notices, Invitation, Correspondence with Central & State Government.

(g) Letters to the editor, press release etc.

### Essential of an Effective Business Letter

1. **Simplicity:** It should be made clear that there is no essential difference between the language of a business letter and that of a personal letter it should therefore be polite have a personal touch that prove to be more effective than the stiff. Detached style.

#### Examples:

(a) "Thank you for your esteemed letter".....

(b) "We send our deep apologies for the delay".....

(c) "Yours faithfully".....

(d) "Thank you for your letter".....

(e) "We are trying to obtain".....

(f) "Will you please send us a remittance for the outstanding amounts".....

(g) "I am sorry to tell you".....etc.

2. **Conversational Style:** Modern Executives prefer friendly & conversational style as compared to dull, stiff & skilled style of correspondence. He wants that a letter like face-to-face talking should be interactive thus in this respect there is not much different between a personal letter and a effective business letter.

### Some example of conversational style are-

I hope you approve; please let me know soon. I sincerely appreciate etc. instead of I hope this cater to your requirement & approval or the undersigned wishes style is preferable in business letters.



3. **Clarity of Goal:** In correspondence one has to be clear both in thought expression. The letter reflects the writers mind. He should be clear about information he is seeking or wishing to convey.
4. **Public Relations aspects:** An image of the company is formed in the eyes of the people through various sources correspondence is major factor among them.
5. **You - attitude:** Writers interest in the receiver must be shown through effective business letters. Thus everything has to be analyzed form the reader's point of view. This will help the writer to obtain a favorable response. So the writer should focus from 'I' & 'we' to 'you'. A genuine concern for the receiver is accepted on the writer part. Thus the attitude of you should be kept in mind.  
**Example** - 'Your assignment is ready. 'you' will be happy to know', etc.
6. **Courtesy:** Courtesy excludes the element of anger & preaching that is often disliked by people. A courteous letter can be mutually beneficial if adopted.
7. **Persuasion:** Persuasion is the main function of business communication. Persuasive letters are written under various circumstances and for various reasons.
8. **Sincerity:** The writers approach should be so sincere & convincing that the reader must be forced is belief in what is written.
9. **Positive language:** Positive words stir up positive feeling. Positive words help to build up human relations. On the other hand negative words have exactly opposite effect. Therefore it is advised to use positive substitutes for words like, sorry, failure, loss, damage, refuse etc.
10. **Due emphasis:** Emphasis should be made on all-important points the first sentence & the last sentence normally carry more weight age. Short and crisp sentences should be used while emphasizing because they are more assertive & emphatic.
11. **Coherence:** There should be coherence the points mentioned in the letter. Linking devices should be used because in helps to give a logical progress to the thought of the writer.
12. **Tactful approach:** The communicative letter should be tactfully planned. The letters containing bad news should be written in such a way that it does not give a wrong impression to the writer. Good news is always conveyed directly however a bad news is conveyed indirectly.
13. **Ethical standard:** we should not forget the business ethics while writing letters.
14. **Care for culture:** care should be taken while drafting a letter in international correspondence. Words so as to offend the receiver should not be used. Slangs idioms, phrases etc. should be avoided.

#### Elements Structure of a Letter

1. Name and Address- Heading
2. Date of the Letter
3. Reference Number
4. Telephone/Fax/E-mail Numbers
5. Address-Inside
6. Attention to Someone (if necessary)
7. Subject of the Letter
8. Words of Honor/Salutation
9. Starting sentences
10. Body part
11. Closing sentences
12. Complementary close
13. Signature of Sender
14. Identification mark
15. Enclosure if Any.

#### Explanatory Chart of Given Elements

Each element has its vital role in preparation of a letter, which can be easily understood by the following chart.

S. No.	Element	Particulars
1.	Heading	Universal publication limited singi Gali, Agra (U.P.)





		The name and Address of the Sender are usually inserted at the head of the letter. It should be cited in middle or the left hand side of the letter on the top position.
2.	Date	10 Feb. 2003.
3.	Ref. No.	Ex/Gen./101/03
4.	Telephone/telex/ Fax/email nos.	Tel. no. – 91-0311-215425 Fax no. – 91-0311-215481 e-mail – <a href="mailto:universalpub@rediffmail.com">universalpub@rediffmail.com</a>
5.	Inside address	M/S M.B. & sons 101, Khajuri bazaar, Indore (M.P.)  Correspondence address usually inserted on the left side. This address may also be used for transparent windows type business envelopes.
6.	Attention line	Kind attention to, Shri A.K. Bachchan or Shri/Smt. Amitabh Bachchan or Smt./Mrs. Jaya Bachchan or Ku./Miss. Jaya Lalita  In case special attention of specific person required then his name can be written with designation also. Attention line should be placed two spaces below the inside address and two space above the salutation.
7.	Letter	<b>Subject</b> – supply of the T.V. Sets. <b>Subject</b> – Payment of bill of Rs. 10500/-  By mentioning subject line the reader can get the message quickly. Generally the subject line is given in the letter before the words of salutation.
8.	Words of Honor/Salutation	<ul style="list-style-type: none"><li>• Words of honor/salutation is like a greeting to another person.</li><li>• <b>Dear Sirs,</b> In case of addressing a firm, company, association, society, board etc.</li><li>• <b>Dear Sir,</b> In case addressing an officer by name.</li><li>• <b>Dear Rajni Ji,</b> In case of close relation.</li></ul>
9.	Starting sentences	Writer can begin the letter with the use of following sentences: <ul style="list-style-type: none"><li>• We have the pleasure to inform you....</li><li>• Many thanks for your letter.....</li><li>• With reference to your letter dated....</li><li>• We shall be highly obliged to you....</li><li>• We acknowledge receipt of your letter....</li><li>• Pleasers refer to your letter.....</li><li>• Thank you for your letter....</li><li>• I regret to inform you that....</li></ul>



10.	Body part	<p>Body part is the soul of a letter. In the body, message can be passed in following sequencer:</p> <ul style="list-style-type: none"> <li>• Reference to any correspondence, Which has already taken place</li> <li>• Main message should be indicated.</li> <li>• State your expectation or intention.</li> </ul>
11.	Closing sentences	<p>Following sentences may be used at the concluding part of a letter:</p> <p>We look forward to hearing from you.....</p> <p>We would be grateful for an early reply.....</p> <p>We shall, of course, be happy to order.....</p> <p>On hearing from you, we shall.....</p> <p>Hoping to hear from you soon.....</p>
12.	Complementary close	<p>The complementary close is a polite way of ending letter. It is typed two space below the closing sentence as shown herewith:</p> <p>Your faithfully (if salutation starts with sir)</p> <p>Yours faithfully (if salutation starts with sirs)</p> <p>Your (may also be started in cases of close)</p> <p>Yours sincerely (relation.)</p>
13.	Signature	<p>After complementary close, the signature of writer is needed. Between the gap of complementary close and the name of writer, the signature required.</p> <p>Signature position in various cases:</p> <p>Individual</p> <div style="border: 1px solid black; padding: 5px; width: fit-content; margin-left: 100px;"> <p>Yours faithfully, //Signature// Salman khan</p> </div> <p>Firm</p> <div style="border: 1px solid black; padding: 5px; width: fit-content; margin-left: 100px;"> <p>For govinda &amp; bros. //Signature// Govinda</p> </div> <p>Company</p> <div style="border: 1px solid black; padding: 5px; width: fit-content; margin-left: 100px;"> <p>Yours faithfully, //Signature// Shahrukh Khan Managing Director Or For Govind Khemka //Signature// Managing Director</p> </div>
14.	Identification Marks	<p>To identify the typist of the letter, usually the identification mark may be put at the bottom line of letter.</p> <p>If letter is typed by Ramgopal then RG mark can be given at the bottom line.</p>
15.	Enclosure	<p>Two spaces below the identification mark the number of enclosure should be indicated as-</p> <p>Encl.....</p>



STRUCTURE OF A LETTER

1. Name and Address (Heading)

.....  
.....

2. Date of the Letter.....

3. Your reference.....

Our reference.....

4. Address-inside.....

.....

.....

5. Telephone/fax/e-mail numbers.....

6. Attention to someone (if necessary): name .....

7. Subject of the letter: **usually bold, sometimes underlined**.....

8. Words of honor/salutation : **Dear Sir/Madam**.....

9. Starting sentence.....

10. Body

part.....

.....

11. Closing sentence: .....**this is usually one or two sentences summary of the main points of letter along with a 'thank you' or 'see you soon' statement included**.....

12. Complementary close: .....**Yours/Yours sincerely etc**.....

13. Signature of sender: .....sign & Title or Sender & Designation.....

14. Enclosure (if any): .....Numbers and Subject.....

67, Model Tower,

Hoshiarpur,

Dear Sir,

Do you want to drink water absolutely clear, germ free and with improved taste? For your choice. USHA INTERNATIONAL has launched the most modern water filter in collaboration with BRITA, the German company.

The Usha Brita water guard

A water filter specifically designed for the Indians with German technology is now available in India and we are honored to be appointed as distributor of the product.

Designed under German supervision and ideal for Indian water conditions the Usha Brita is one but three generations ahead of ordinary water filter. Its unique 3 stage process that makes germ free, clear and tasty is as follows:

1. The water passes through a micron Prefilter, which removes suspended particles.
2. In next stage a proper contact time with the unique Health cartridge totally disinfects the filtered water from harmful disease causing bacteria and viruses.
3. Finally a unique taste cartridge absorbs excess chlorine organic pollutants and adour present in water, thereby enhancing its taste.

A unique on line water filter that does not require plumbing or electricity. Costing much less, it is water filter pure for Indian conditions.

The path breaking technology makes water guard the safety choice in water filter today. Moreover water guard has been certified by leading international and India Research Institutes.

Water guard has unique look with transparent top contains and food grade plastic body. Additionally it is convenient to carry 20 litres capacity water system.

Water guard is brought to you by a joint venture between Usha Shriram and Brita system GmbH of Germany. Brita is the world leader in household water filtration system with a vast experience over 30 years and a formidable 85% market share in Europe, America and rest of the world.



We are enclosing an order form and detailed brochure for your preference, simply fill in the enclosed order for or call out Sales Department at your toll-free number 56874.

Yours cordially,  
Nitindhingra  
Sales Executive

**Specimen sales letter.**  
**Rohit Crockeries**  
**Lawrence Road, Amritsar**

Date: July 31, 2000

Dear Friends,

America's No.1 Brand Corelle is now available to you

Here is a special introductory offer: A free 1 liter bowl worth Rs. 425 with every 20 piece dinner set order.

The coming consumer products company (CCFC), Singapore has recently launched its world-renowned range of CORELLE dinnerware in India. The range is unique for its combination of good looks and durability. Corelle is break-resistant, chip-resistant, stain-resistant, light and easy to handle. Its uniqueness extends to the fact that it can be used to re-heat food in microwaves and ovens without the risk on any breakage.

Corelle's durability is due to its unique sandwich fabrication which bounds three layers of special glass material providing extremely light weight dinnerware the special application method used on Corelle designs fuses the patterns into the bare glass ensuring that the designs are long-lasting and will not fade over the years. At least a dinner set, you can handle with care .

20 piece Corelle dinner set is available in India consisting of 6 large plates, 6 quarter plates, 6 small vegetable bowls, one serving platter, and one large serving bowl. This configuration has been, designed to suit Indian eating habits. Currently the 20 pieces dinner set is available in different attractive designs, which you can see in the catalogue at a affordable price of Rs. 3,450. Along with 20 pieces dinner set, there is offer of free 1 liter serving bowl worth Rs. 425.

This offer ends on Oct. 21, 2000. Hurry up, We the authorized dealer and stockiest of Coming consumer will be at your service to make you proud owner of this fabulous dinner set. Visit our showroom or contact us an phone No. 624444. Providing quality products with quality service is our motto.

Yours Cordially,  
Gaurav Bhardwaj  
Sales Executive

**Specimen letter requesting for credit:**

Bhattacharya Sports  
14, Shah Market, Hyderabad,

Sept. 29, 2000

To  
M/S Amritya Sports, Basti Nau Market,  
Jalandhar.

Sir,

We have been selling sports goods for the last 25 years. Dealing hockey, badminton, volleyball and handball, we have achieved remarkable target of crore in the last year. Now we are planning add crickets' bats and balls in over merchandise.

We know that you are leading manufacturer of cricket bats jalandhar. We also appreciate the quality of your English Willow well as Kashmiri Willow bats and want to sell the same, out red market survey



reveals that there will be brisk business of cricket bats. Our estimated quarterly requirements are as follows:

Type	Size	Quantity
English Willow Bat	Full size	100
Kashmiri Willow Bat	Full size	2,000
Kashmiri Willow Bat	No. 6	1,000
Kashmiri Willow Bat	No. 5	600
Kashmiri Willow Bat	No. 4	800
Kashmiri Willow Bat	No.3	700
Kashmiri Willow Bat	No. 2	600

Regarding your terms and conditions of sales, we understand that you allow 25% discount on catalogue price and bear transportation charges. Will you like to supply us goods at 30 days credit? If you agree, please book the order of above mentioned quantity and send us goods within 20 days. We shall also like to have similar terms and conditions for further purchases.

We are listing, as preferences, the names of our suppliers and dealers with whom we have been trading for the last 20 years. We hope these references will be found satisfactory to you.

(1) Wasson Sports,  
Surinder Gupta Sports,

### What is report?

A report is a clearly structured document in which the writer identifies and examines issues, events or findings of an investigation. Information obtained from research or from undertaking a project is delivered in a precise, concise writing style organized under a set of headings and sub-headings, which enable the reader to find data quickly. Graphs and table can also be used to present data in the body of the report. Rather than commenting upon, comparing or evaluating ideas, as an essay does, a report frequently offers recommendations for action based on the information it has presented.

Report is self-explanatory statement of facts relating to a specific subject and serves the purpose of providing information for decision making and allow up actions. It is a systematic presentation of ascertained facts about a specific event / subject. Report is a summary of findings and recommendations about a particular matter / problem. Report is for the guidance of higher authorities including company executives and directors. Report facilitates timely decisions and follow up measures.

### What are Features or Characteristics of Report?

1. **Complete and Compact Document:** Report is a complete and compact written document giving updated information about a specific problem.
2. **Systematic Presentation of Facts:** Report is a systematic presentation of facts, figures, conclusions and recommendation. Report writers closely study the problem under investigation and prepare a report after analyzing all relevant information regarding the problem. Report is supported by facts and evidence. There is no scope for imagination in a report which is basically a factual document.
3. **Prepared in Writing:** Report are usually in writing. Writing report are useful for reference purpose. It serves as complete, compact and self-explanatory document over a long period. Oral reporting is possible in the case of secret and confidential matters.
4. **Provides Information and Guidance:** Report is a valuable document which gives information and guidance to the management while framing future policies. It facilitates planning and decision making. Reports are also useful for solving problem faced by a business enterprise.
5. **Self-explanatory Document:** Report is a comprehensive document and covers all aspects of the subject matter of study. It is a self-explanatory and complete document by itself.
6. **Acts as a Tool of Internal Communication-** Report is an effective tool of communication between top executives and subordinate staff working in an organization. It provides feedback to employees and to executives for decision making. Reports are generally submitted to higher authorities. It is an example of upward communication. Similarly, reports are also sent by company executives to the



lower levels of management. This is treated as downward communication. In addition reports are also sent to shareholder and others connected with the company. It may be pointed out that report writing / preparation acts as a backbone of any system of communication.

7. **Acts as Permanent Record:** A report serves as a permanent record relating to certain business matter. It is useful for future reference and guidance.
8. **Time Consuming and Costly Activity:** Report writing is a time consuming, lengthy and costly activity as it involves collection of facts, drawing conclusion and making recommendations.

#### Report Structure

The structure of a formal report may vary between institutions, discipline,, units and even between lecturers. Reports are generally organized into sections using clear headings. A guide is provided on the next page to some of the headings that are commonly used in report writing. However, it is advisable that you ask your tutor or unit coordinator for clarification on the headings you must include in your report.

**UNIT-V****Public Speaking**

The spoken word wields greater power. It can stir people to mutinies and rebellions; it can make them dispirited and downcast. It can turn a hostile mob into a friendly gathering; it can also turn a friendly gathering into a hostile mob. I can build tension and it can relax tension. Antony, by virtue of his rhetoric, was able to win the Roman mob over to his side and turn tables on Brutus and Cassius the conspirators against Julius Caesar. Nehru's famous speech "The Light has Gone out" on the death of Gandhi evoked a sense of irreparable national loss and brought tears to the eyes of every listener. The key to the success of many a political leader, industrialist, businessman, salesman lies in his capability of making an effective speech.

In the commercial world, a salesman has to make hundreds of mini speeches a day to persuade his customers to buy certain goods. The greater his speech-making ability, the better salesman he will be. A touring agent booking orders for his parent firm is also a kind of speaker. These are small informal speeches. But there are occasions for more important, formal speeches as well. Managers, businessmen and industrialists are often required to make speeches at company meeting, inaugurations, seminars and discussions. It needs considerable still to prepare a speech and make it effectively before a gathering. But whether it is a salesman selling a part of nylon socks or a bank manager persuading his listener to accept a certain proposal, they organize their speeches on ascetical fundamental principles. Our major purpose in this chapter to spell out these principles and to illustrate them through speeches actually made before certain gatherings.

**CHARACTERISTICS OF A GOOD SPEECH**

1. **It is clear.**
2. **It is like an informal talk.**
3. **It is vivid and concrete.**
4. **It is brief.**
5. **It is interesting.**
6. **It is audience-oriented.**

**PROFILE OF A GOOD SPEAKER**

The following nine qualities of a good speaker are mentioned:  
a Reader's Digest publication.

1. "A good speaker is likely, interested, enthusiastic, vital" He treats his audience as a group of living people. He makes it sure that he is keenly interested in the subject he is speaking about he is taking pains to make his audience in it.
2. "A good speaker is earnest." He does not speak just for the sake of speaking-in order to show off, to impress his audience with his erudition or his authority."
3. "A good speaker has a sense of responsibility to his listeners." He realize that time is previous and tries to say something worth the time being spent by his audience.
4. "A good speaker has a sense of responsibility to other on the programme." He takes more time than that it allotted to him.
5. "A good speaker has a sense of responsibility to his subject. He does not spread to the
6. "A good speaker has a sense of leadership; he stands up tall; he talks eye to eye; spread responsibly and with authority, as a leader should"
7. "A good speaker keeps s his head." He is carries off by his over-enthusiasm or over confidence.
8. "A good speaker tries to balanced, sane."
9. "A good speaker keeps his sense of humor."

The most difficult kind of oral communication for most people is a formal speech. Most of us feel uncomfortable in speaking before other and generally do a poor job of it. But it need not be this way. With efforts, we can improve our ability with respect to public speaking. We can do these first learning effective techniques of public speaking. Then we may put these techniques into practice. Public Speaking is a form of communication in which a person speaks face-to face to a relatively large audience. In public speaking, the speaker speaks in a fairly continue is manner.

Developing public speaking skill requires attention to the following activities:



- Selection of the topic
- Audience analysis
- Researching and planning the speech
- Organizing the speech
- Wording the speech (verbal and non-verbal)
- Developing confidence and overcoming fear.

It is important to remember that although these are parts of a process, but these are no specific steps to follow in exact order. Ordinarily, the speaker will not begin with one, finish that part, go on to two, finish that and so on to six.

### [A] SELECTION OF THE TOPIC

The speaker's first step in formal speech making is to determine the topic of his presentation. In some cases, he is assigned a topic, usually one within his area of specialization. In fact, when he is asked to make a speech on specified topics, it is likely to be his expert knowledge in the area. If the speaker is not assigned a topic, he must find one his own. In this search for a suitable topic, he is to be guided by three basic factors.

1. Background and knowledge.
2. Interest of his audience.
3. Occasion of the speech.

### [B] AUDIENCE ANALYSIS

One requirement of good speech making is to know the audience for public speech. The speaker should study his audience before and during the presentation in the manner narrated below:

#### Preliminary Analysis

In analyzing the audience before the speech, the speaker should research for the audience's characteristics that will affect his presentation. For example, size of audience is likely to influence how formal or informal the speaker has to make his speech. (As a rule, large audiences require more formality). The audience's personal characteristics also can affect how to make his speech. Characteristics such as age, sex, education, experience and knowledge of subject matter can determine how a speaker his message choice of words, need for illustration, and level of details required. Just as in writing, he should adapt his speeches to his target audiences. This knowledge about his audience is first step in adaptation,

#### Analysis during Presentation

The audience analysis should continue as the speaker starts making the speech. This is also called as feedback phase. This phase of audience analysis gives the speaker information about how his listeners are receiving his words. With this information, he can adjust his presentation to improve the communication result.

### [C] RESEARCHING AND PLANNING THE SPEECH

When preparing for a public speech, each speaker should consult a wide variety of sources. When the research has been completed, the speaker should organize all the information, arguments and evidence into a complete outline, which is called as the speech brief. A formal brief should be written as a sentence outline. Its purpose is to help the speaker to understand both sides of the speech issue. It also serves as a source of the specific information, which the speaker will include in the outline for his or her public speeches. For a debatable topic or issue, the following parts of a brief may be considered.

#### I. Statement of the proposition

#### II. Introduction

- A. Importance of the issue or topic
- B. Short history of the issue/topic
- C. The main arguments will be brief and precise
1. List of the common arguments for the affirmative side. Common arguments are that the proposed change is needed, that the change is practical, that the change is desirable and that the advantages of making the change are greater.





2. List the common arguments for the negative side. Common arguments are that the proposed change is not needed, that the change is impractical and undesirable, that the disadvantages of making the change are greater and that there are solutions better than those proposed by the affirmative side.

### III. Body (this is the longest, most detailed portion)

- A. State again each argument for the affirmative. After each argument list the specific evidence that supports it. Cite also the source for each item of evidence.
- B. State again each argument for the negative. After each argument, list the specific evidence that supports it. Cite again the source for each item of evidence.

### IV. Conclusion

- A. Summarize the position and argument of the affirmative side.
- B. Summarize the position and argument of the negative side.

Like most reports, the speech usually ends with a conclusion. Here the speaker brings all that he has presented to the audience. He achieves the speech's goal. In doing this, he should consider including these three elements in his close:

- (1) A restatement of his subject
- (2) A summary the key points developed in the course of presentation and
- (3) A statement of the conclusion main message.

Usually it is effective to bring the speech to a climatic close that is make it the high points of the speech. He can do this by presenting the concluding message in strong language so that it gains attention and be remembered.

In this section, we shall also discuss guidelines for speaking notes, guidelines for speech manuscripts and guidelines for using visual aids.

### [D] ORGANIZING THE SPEECH

Organizing the body of his is such like organizing the body of report. The speaker takes the whole and divides it into comparable parts. Then he takes these parts and divides them. He continues to divide to as far as it is practical to do so. In speeches, however, he is more likely to use factors as the basis of division than time, place or quantity. The reason is that is most speeches, his presentation is likely to build around issues and questions that are subtopics of the subject. Even so subdivisions like tie, place and quantity are possibilities. After preparing a brief for time, he will need to decide on his method of presentation – whether to present it extemporaneously or by reading it or by memorizing it.

1. **Extemporaneous presentation:** it is the most popular and effective method of presentation. Using this method, the speaker initially thoroughly prepares his speech. Then he prepares notes and presents speech from them. Usually he rehearses. He makes sure that all matter related to the speech is clearly in the mind. However, he makes no attempt to memorize. The extemporaneous method usually sounds natural to the listeners, even though it is (or should be) the product of careful planning and practice.
2. **Memorized presentation:** It is the most difficult method of presentation for most of us. Probably, a few speakers actually memorize an entire speech. Memorized speech does have poor display of non-verbal cues. Instead, they memorize key parts and use notes to help them through the presentation. Such deliveries actually are a cross between extemporaneous and memorized presentations.
3. **A third method of presentation is by reading.** Unfortunately, most of us do not read aloud well. We tend to read in dull monotone voice, producing a most uninteresting effect. We fumble over words that lose our place, miss punctuation marks and such other lapses. Of course, many speakers overcome this problem and with effort, this can be eliminated. However, it will be advisable to attempt to read a speech until he has a proficient reader.

### [E] WORDING THE SPEECH

His eyes and ears will give feedback information. For examples, facial expressions of the audience members will tell him how they are reacting to his message. From smile, blind stares and movements, the speaker will



get an indication whether the listeners understand or agree with his message. He can detect from their sounds (or silence) whether they are listening. If questions are in order, he can learn directly how his message is coming across. In general, by being alert, he can learn much from his audience and what he learns can help him to make a better speech. The speaker is to be worded carefully. Wording includes non-verbal content. A few aspects relating to wording the speech are as follows:

1. **Appearance and bodily actions:** As his listeners hear his words, they are looking at him. What they see is part of the message, and it can have real effect on the success of his speech. What his audience sees, of course, is the speaker, they also see what surrounds the speaker should thoroughly understand the communication effects. The importance of non-verbal mode of communication – appearance and bodily actions – cannot be ignored.
2. **The communication environment.** Much of what the audience sees in all that surrounds him as he speaks everything that tends to add to a general impression. This includes the physical things the stage, lighting, background etc. Although not visual, a related influence here would be heat, ventilation and outside noises. For the best communication results, the factors in a communication environment should not detract from his message; rather, they should contribute to good communication. His own experience as a listener will tell him what is important.
3. **Personal appearance:** The appearance of the speaker is part of the message. The audience from the personal appearance of the speaker receives most of the non-verbal cues. Of course, he must accept his physical attributes, but a few of us need to be at a disadvantage with respect to appearance. All that is necessary is that he uses appropriately what he has. Specifically, he should dress appropriately for the audience and the occasion. The speaker should be clean and well groomed. He should use facial expressions and bodily movements to his advantage.
4. **Posture:** Posture or body position is likely to be the most obvious thing, which his audience sees in him. Even if listeners cannot be close enough to detect facial expressions and eye movements, they can see in general the structure and state of body. The speaker probably thinks that one should tell him what good posture is. He may know it when he sees himself. The trouble is that he is unlikely to see it himself. One solution is to have others tell him whether his posture needs improvements. Another is to practice speaking before a mirror or with videotape equipment. In this effort to improve his posture, he should keep in mind the aspect, which must go on with his body in order to form a good posture. His body weight must be distributed in a comfortable and poised way consistent with the impression he wants to make. Uneven distribution of body weight appears stiff and uncomfortable. His bearing should be poised, alert, and communicative. He should do all this naturally. The greatest danger with posture is appearing artificial. People may become too much artificial by reading books on communication.
5. **Walking.** The way the speaker walks before his audience also makes an impression on his listeners. A strong and sure walk of the speaker gives an impression of confidence. Hesitant and awkward steps give the opposite impression. Walking during the presentation can be good or bad, depending on how the speaker does it. Some speakers use steps forward and to the side as a form of bodily gesture, especially to emphasize points. Too much walking, however, detracts listeners from the message. He should hold his walking to a minimum, using it only when he is reasonably sure of its favorable impact. In public speech, we rarely find speakers walking.
6. **Facial expressions:** Probably, the most apparent body movement is facial expression. It is being contended that the face is the index of the mind. The problem is that he may unconsciously use facial expressions that convey unintended meanings. For example, a frightened speaker may tighten the jaw unconsciously and begin to grin. The effect may be an ambiguous image that from the entire communication effort. A smile or grimace, or a puzzled frown conveys a clear non-verbal message, question, they are effective communication devices and the speaker normally uses them.
7. **Eye contact:** God has given us two eyes to improve the effectiveness of non-verbal communication. Equally important is eye contact. The eyes have long been considered “mirrors of the soul” and reveal his sincerity, goodwill and flexibility. Some listeners tend to shun speakers who refuse to look at them. On the other hand, moderate eye contact tends to show that he has a genuine interest in his audience. Eye contact focusing on a few in the audience does not create a good impact.



8. **Gestures:** Like posture gestures add to the message, which the speaker communicates. A few gestures are natural. The speaker has to ensure that these gestures should not distract the listener. Just what they add, however, is hard to say. They have no definite or clear-cut meanings. A clinched fist, for example, certainly adds emphasis to a strong point. But it can also show audience, make a threat or signify support for a cause. And so it is with other gestures. They register vague meaning. Although gestures may have vague meanings, they however are natural aids to speaking. It appears natural for example, to emphasize a plea with palms up and to show disagreements, with palms down. Raising first one hand and then the other reinforces a division of points. Slicing the air with the hand shows several divisions. Although such gestures generally are clear, we do not all use them in the same manner. It should be clear that the speaker could use bodily movements to help speaking. Which movements he should use, however, are hard to say? They are related to personality, physical make-up and the size nature of the audience. A speaker appearing before a formal group generally should use relatively a few bodily actions. A speaker appearing before an informal audience should use more actions. On a given occasion, the speaker should use his own judgment regarding the postures.
9. **Use of voice:** Good and effective voice is an obvious requirement of good speaking. Like bodily movements, the voice should not hinder the listener's concentration on the message. More specifically, the voice should not detract attention from the message. Voices that cause such difficulties generally fall into four areas of fault:
- Lack of pitch variation:** Speakers who talk in monotones are unlikely to hold their listeners' interest for long. Without variations in pitch, the speaker not be impressive. Most voices are capable of wide variation in pitch and the problem usually can be corrected. Most often the failure to vary pitch of the voice is a matter of habit of vocal patterns which are developed over years of talking without being aware of their effects.
  - Lack of variation in speaking speed:** For better presentation, the variations in the speed of speech are also maintained. Determining how fast to talk is a major problem. As a general, the speaker should present easy parts of the message at fairly brisk rate and hard to understand information at a slower pace. The reason for varying the speed of presentation should be apparent. Easy information presented slowly is irritating. Hard information presented rapidly may be difficult to understand.
  - Incorrect use pauses:** A problem related to speaking pace is the incorrect use of pauses. Of course, pauses used at the appropriate time and place are effective. When properly used, they emphasize the upcoming subject matter and are effective in gaining attention. Pauses convey meaning to the listeners. Further, it helps the speakers to take rest in between. The frequent and arbitrary pauses, however, are irritating and break the listener's concentration. The error is compounded when the speaker fills in the pauses with meaningless and irrelevant words like "Well", "Ok".
  - Lack of vocal emphasis:** A secret of good speaking is to give words their due emphasis by varying the manner of speaking. He can do this by
    - Varying the pitch of his voice,
    - Varying the pace of his presentation and
    - Varying the volume of his voice. As the first two have been discussed, the speaker must talk loudly enough for all of his audience to hear, but not too loudly. Thus, the loudness, voice force for a large group should be greater than that for a small group. Regardless of group size, however, variety in force is good for interest and emphasis. It produces contrast, which is one way to emphasize the subject matter. Some speaker incorrectly believes that the one way to gain emphasis is to get louder. If the speaker uses only loud voice, it will not have better impact.
  - Avoid a few words or phrases:**
    - Latin and French words
    - Technical terms
    - Socially unpleasant words
    - Cheap hollow and slag terms
    - Difficult words



- Repeating phrases-you see, you know

## [F] DEVELOPING CONFIDENCE AND OVERCOMING FEAR

All steps narrated above regarding public speaking will not give any results if the speaker has the fear to face the audience. The reviews should help him to pinpoint these problems areas and give him some practical suggestions to overcome them. A few aspects are important in this regard:

1. **Confidence:** Even the most confident speakers have the nervousness whenever they occupy a stage for public speech. A primary characteristics of effective oral reporting is confidence. This includes his confidence in himself and his audience in him. Actually, the two are complementary to each other. The audiences can give him a sense of security, thereby making him more confident of his ability. Typically, he earns his confidence over periods of association. But there are things, which he can do to project an image that invites confidence. For example, he can prepare his presentation diligently and practice it thoroughly. Such careful preliminary work will give him confidence in himself. Having confidence leads to more effective communication, which in turn builds confidence in his listener's mind. Another thing he can do to gain confidence is to check his physical appearance carefully. Unfair and illogical as it may be, certain styles of dress and hair create strong images I people's minds. Thus, if he wants to communicate effectively, he should analyze the audience to whom he seeks to reach. He should work to develop the physical appearance that will project an image in which is audience can have confidence. Yet another suggestion is simply to talk in strong and clear tones. Such tones do much to project an image confidence. Although most people can do little to change their natural voices, but he can try to add sufficient volume.
2. **Sincerity:** The speaker must be sincere. Listeners always appreciate sincerity in the speaker. The listeners will be quick to detect insincerity in the speaker. When they do so, they are likely to give little weight to what he says. On the other hand, sincerity is a valuable aid to conviction, especially if the audience has confidence in his ability. He must make efforts t project an image of sincerity to succeed.
3. **Thoroughness:** The speaker must be thorough regarding the subject matter of public speech. Thoroughness in his presentation generally will make his message better received than scantily of hurried coverage. Thorough coverage gives the impression that he has taken proper time and adequate care and such an impressions tends to make the message believable. But he can overdo thoroughness. If the presents the information in too much detail, his listeners may become lost in a sea of information. The secret is to select the important information and leave out the unimportant. Selecting important information, of source, requires that he used good judgment. He must place himself and his listener's shoes and ask himself just what they do not need to know.
4. **Friendliness:** A speaker who projects an image of friendliness has a significant advantage in communication. If the speaker is not friendly, the listeners feel distracted. People like people who are friendly and are Moe receptive to what they way. Like sincerity, friendliness is difficult to present. It must be honest if it is to be effective. But with most people, friendliness is an honest effort. A few people want to be friendly also. A few others are unable to project the desired friendliness of his image as a speaker; there are other characteristics such as interest, enthusiasm, originality and flexibility. Through self-analysis and dedicated effort to improve the speaker can enhance his speaking image.

## [H] BARRIES TO PUBLIC SPEAKING

Lot of literature is available on public speaking skills. Even then effective public speakers are early found. A few barriers are strategic and important. They as are follows:

- **Fear** is the most important barrier to effective public speech. Whenever a person invited to deliver a public speech, he has to bear a lot of stress. This stress mainly emanates from fear.
- **Sense of inferiority complex** forces an individual not to come forward to deliver public speech. Usually people feel that skill is rare and cannot be developed.
- **Inadequate presentation** also causes a barrier to good public speech. Preparation is conscious effort to do the things in a better way. If preparation of public speech is made adequate, the quality of speech will be excellent.



- **Memory factor** also plays an important role in public speech. As the speaker occupies the stage, the phobia of public speech wipes out his memory in total. On account of memory factor, much of the prepared speech is lost.
- **Lack of self-confidence** is exploiting available opportunities and may develop one area where a speaker has to concentrate to develop confidence. Delivering the public speech regularly will boost the confidence of the speaker.

### Interview

“The word interview’ means’ view between or right between: It suggests a meeting between two people for the purpose of getting a view of each other, or for knowing each other. An interview is thus, a means of two-way communication.

#### Types of Interview:

1. Selection interview:
2. Appraisal Interview-to assess the performance of employees
3. Exit Interview – while the employees when they are leaving the company either on their own or through dismissal.
4. grievance Interview – to learn about the grievances or complaints
5. Reprimand Interview is done when the employees are reprimanded on some disciplinary grounds etc. (apart from these, there are some more types of interviews practiced by the org.)
6. panel interview:
7. telephonic interview
8. Lunch/Dinner interview
9. Preliminary interview.
10. Sequential interview
11. Skill-based interview
12. Academic interview
13. Personality interview

#### Techniques of interview:-

1. Searching
2. Random appearance
3. Tests
4. Experience
5. Under-stress interview

#### Interviewer’s preparation for the interview

1. Be clear about company profile and job requirements
2. Send interview letter will in advance.
3. Make candidates comfortable
4. Interview in a congenial and interruption free atmosphere
5. Candidates’ bio-data with each member of the committee.
6. Questions according to a set procedure.

#### How to conduct the interview:-

1. Welcoming the candidates: Make the candidate feel comfortable and relaxed.
2. During the interview ask him questions to find out.
  - a. His ability to do the job
  - b. His willingness to do it
  - c. Previous experience, duties, salary drawn, reason for leaving that job;
  - d. Any other relevant questions;
3. Parting: Tell him when and how he will know the outcome of the interview



### Interviewee's preparation for the interview;

1. Know yourself.
2. Know the company.
3. Prepare for the questions.
4. Prepare the questions that you would like to ask.
5. Dress appropriately.
6. Take all your certificates with you.
7. Arrive for the interview in time.

### How to conduct yourself during the interview:

1. Confident entry
2. Polite greetings
3. Taking seat when offered
4. Being relaxed
5. No hurried response, only relevant answers;
6. No irritating display of knowledge.
7. Admitting ignorance if answer not known;
8. No stubbornness; positive approach
9. Frank personal information, particularly about the previous job;
10. Seeking information about the job.

### Group Discussion

The group discussion is a personality test most popular with public / private sector undertakings, government departments, commercial firms, IIMs, universities and other educational organizations to screen candidates, after the written test.

In GD all are equal as participants. No one is officially chosen as leader. But a candidate by his / her initiative / ability to join in the discussion, maturity and clarity of ideas and understanding of group dynamics gradually begins to direct the course of discussion and mediate between the opposing views to arrive at a comprehensive view of the whole group.

### Techniques for GD

1. The group usually consists of 8 to 10 candidates
2. No one is nominated as leader, coordinator or chairman to conduct the discussion.
3. Normally, 20 to 30 min. is given as time to complete the discussion.
4. Each candidate is indicated by his / her roll number and is to be addressed accordingly.
5. The seating is arranged in a circle and the candidates are seated according to the ascending order of roll numbers.

### I. Strategy:

(a) To gain group's attention

- To begin speaking to the person sitting diagonally opposite to you.
- Or, begin speaking to the person who has just finished talking.
- Make friends by speaking to those who have been ignored by the rest of the group.
- **II. Your objective:** Getting the group's attention is the first thing. Having got it, use it to make your point most effectively.

### III. Language:

- Formal
- Simple, correct spoken English
- Not colonial English
- Not literary English

### IV. Body Language:-

#### a. Posture-

- Formal (Straight back, hands together in the front/on the edge of the table)



- Must reflect enthusiasm
- b. Gestures and body movements:**
  - Shouldn't be threatening or restricting other members.
  - Avoid excessive use of hands.
  - Be natural.
- c. Eye contact:** Establish eye contact with as many as you while speaking.

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UNIT - VI

“When you listen to people more generously to people, they can hear the truth in themselves, often for the first time”

Rachel Naomi Remen

**Listening:**

It is said that we have two ears and one month, which is a good hint for the proportion in which we should use them. However, the art of listening is not a widely practiced skill. Listening provides much useful information, yet good listening skills are not that common.

Listening is a highly complex, interactive process “by which spoken language is converted to meaning in the mind”. As this definition suggests, listening is more than just hearing, although these two terms are often used synonymously. Hearing is only an important component of listening.

Listening is a specialized form of hearing and is the primary function of the ear. The most crucial part of the listening process is thinking or converting to meaning what one hears.

Hearing is a passive process. It is merely the detection of sounds around us. Normally, we come across ‘hearing’ in certain situation.

Listening: It is an active process. It involves the conscious desire to determine the meaning of what is heard. While listening, one is engaged in processing the data, reconstructing the data and also giving meaning to the data.

**Types of Listening:**

Here are six types of listening, starting with basic discrimination of sounds and ending in deep communication.

**1. Discriminative listening**

Discriminative listening is the most basic type of listening. Whereby the difference between difference sounds is identified. If you cannot hear differences, then you cannot make sense of the meaning what is expressed by such differences. We learn to discriminate between sounds within our own language early, and later are unable to discriminate between the phonemes of other languages. This is one reason why a person from one country finds it difficult to speak another language perfectly, as they are unable distinguish the subtle sounds that are required in that language. Likewise, a person who cannot hear the subtleties of emotional variation in another person’s voice will be less likely to be able to discern the emotions the other person is experiencing. Listening is a visual as well as auditory act, as we communicate much through body language. We thus also need to be able to discriminate between muscle and skeletal movements that signify different meanings.

**2. Biased listening**

Biased listening happens when the person hears only what they want to hear, typically misinterpreting what the other person says based on the stereotypes and other biases that they have. Such biased listening is often very evaluative in nature.

**3. Evaluative listening**

In evaluative listening or critical listening, we make judgments about what the other person saying. We seek to assess the truth of what is being said. We also judge what they say against values, assessing them as good or bad, worthy or unworthy.

Evaluative listening is particularly pertinent when the other person is trying to persuade us, perhaps to change our behavior and maybe even to change our beliefs. Within this, we also discriminate between subtleties of language and comprehend the inner meaning of what is said. Typically also we weigh up the pros and cons of an argument, determining whether it makes sense logically as well as whether it is helpful to us. Evaluative listening is also called critical, judgmental or interpretive listening.

**4. Appreciative listening**

In appreciative listening, we seek certain information which will be appreciative for example that which helps meet our needs and goals. We use appreciative listening when we are listening to good music, poetry or maybe even the stirring words of a great leader.

**5. Sympathetic listening**

In sympathetic listening we care about the other person and show this concern in the way we pay





close attention and express our sorrow for their ills and happiness at their joys.

**6. Empathetic listening**

When we listen empathetically, we go beyond sympathy to seek a truer understanding of how others are feeling. This requires excellent discrimination and close attention to the nuances of emotional signals. When we are being truly empathetic, we actually feel what they are feeling. In order to get others to expose these deep parts of them to us, we also need to demonstrate our empathy is our demeanor towards them, asking sensitively and in a way that encourages self-disclosure.

**7. Therapeutic listening**

In therapeutic listening, the listener has a purpose of not only empathizing with the speaker but also to use this deep connection in order to help the speaker understand, change or develop in some way. This not only happens when you see a therapist but also in many social situations, where friends and family seek to both diagnose problems from listening and also to help the speaker cure themselves, perhaps by some cathartic process. This also happens in work situations, where managers, HR people, trainers and coaches seek to help employees learn and develop.

**8. Relationship listening**

Sometimes the most important factor in listening is in order to develop or sustain relationship. This is why lovers talk for hours and attend closely to what each other has to say when the same words from someone else would seem to be rather boring. Relationship listening is also important in areas such as negotiation and sales, where this is helpful if the other person likes you and trusts you.

**9. False listening**

False listening occurs where a person is pretending to listen but is not hearing anything that is being said. They may nod, smile and grunt in all the right places, but do not actually take in anything that is said. This is a skill that may be finely honed by people who do a lot of inconsequential listening, such as politicians and royalty. Their goals with their audience are to make a good impression in very short space of time before they move on, never to talk to that person again. It is also something practiced by couples, particularly where one side does most of the talking. However, the need for relationship here can lead to this being spotted ('you're not listening again') and consequent conflict.

**10. Initial listening**

Sometimes when we hear the first few words and then start to think about what we want to say in return. We then look for a point at which we can interrupt. We are also not listening then as we are spending more time rehearsing what we are going to say about their initial point.

**11. Selective listening**

Selective listening involves listening for particular things and ignoring others. We thus hear what we want to hear and pay little attention to 'extraneous' detail. Partial listening is what most of us do most of the time. We listen to the other person with the best of intent and then become distracted, either by stray thoughts or by something that the other person has said. We consequently dip inside our own heads for a short while as we figure out what they really mean or formulate a question for them, before coming back into the room and starting to listen again. This can be problematic when the other person has moved and we are unable to pick up the threads of what is being said. We thus easily can fall into false listening, at least for a short while. This can be embarrassing, of course, if they suddenly ask your opinion. A tip here: own up, admitting that you had lost the thread of conversation and asking them to repeat what was said.

**12. Full listening**

Full listening happens where the listener pays close and careful attention to what is being said seeking carefully to understand the full content that the speaker is seeking to put across. This may be a very active form of listening. With pauses for summaries and testing that understanding is complete. By the end of the conversation, the listener and the speaker will probably agree that the listener has fully understood what was said. Full listening takes much more effort than partial listening, as it requires close concentration, possibly for a protracted period. It also requires skills of understanding and summary.

**13. Deep listening**

Beyond the intensity of full listening, you can also reach into a form of listening that not only hears



what is said but also seeks to understand the whole person behind the words. In deep listening, you listen between the lines of what is said, hearing the emotion, watching the body language, detecting needs and goals, identifying preferences and biases, perceiving beliefs and values and so on.

### Importance of listening:

1. Since the rise of the radio and the development of television, the spoken word has regained much of its lost stature (Bryant).
2. Being listened to means we are taken seriously, our ideas and feelings are known and ultimately, what we have to say matters (Nichols).
3. Generous listening enhances our own well-being and is the natural perspective of psychology, in which all human behavior is seen as motivated by the agendas of the self (Nichols).
4. We learn our culture largely through listening; we learn to think by listening; we learn to love by listening; we learn about ourselves by listening (Robinson).
5. Being listened to spells the difference between feeling accepted and feeling isolated (Nichols).
6. In our society, listening is essential to the development and survival of the individual (Robinson).
7. Most will not really listen or pay attention to your point of view until they are convinced you have heard and appreciate theirs (Nichols).

### Poor Listening Habits

Effective listeners should do their best to avoid these habits:

1. Calling the subject uninteresting
2. Criticizing the speaker & or delivery
3. Getting over-stimulated
4. Listening only for facts (bottom line)
5. Not taking notes or outlining everything
6. Faking attention
7. Tolerating or creating distractions
8. Tuning out difficult material
9. Letting emotional words or ideas block the message or get us off track
10. Wasting the time difference between speed of speech and speed of thought

### Reasons for poor listening:

#### **1. Not focusing on the message.**

As listeners, we can mentally handle more than 400 spoken words per minute, yet the average speaker produces between 125-175 words per minute. In the excess time, the listeners begin to think of other things.

We often bring into the communication setting our past, our feelings, our values, our attitudes. Sometimes the speaker will present a thought or word which triggers a past experience. At that point we start to think about the experience and soon forget the message being presented.

#### **2. Passive listeners.**

Being passive is much easier than concentrating on the speaker's message, but, unfortunately, it leads to ineffective listening.

#### **3. A physical communication setting that works against listening.**

Just as your other thoughts can invade your internal perceptual field, so also can distractions outside your body invade your external perceptual field, drawing your attention away from the speech.

#### **4. Listeners own needs that may compete with the speaker's ideas.**

Perhaps you didn't sleep well, have a cold, or are hungry. All of these personal factors compete for your energy and focus. Again, your physical needs as an individual win out over your intellectual needs as a listener.

#### **5. Unfamiliar language.**

It takes mental and physical energy to deal with words or concepts that we don't know; it is easier to turn off the listening process when the speaker uses unfamiliar language. Unfamiliarity requires



energy that listeners may not be willing to expend.

6. **Present ideas about topic, the speaker, or the occasion**

Many speakers are not given a fair hearing because the audience accepts conclusions about them or their topic beforehand.

### Barriers to listening

As pointed out earlier, listening is not easy and there are a number of obstacles that stand in the way of effective listening, both within and outside the workplace. These barriers may be categorized as follows:

1. **Physiological Barriers:-** some people may have genuine hearing problems or deficiencies that prevent them from listening properly. Once detected, they can generally be treated. Some people may have difficulties in processing information, or memory related problem which make them poor listeners. Another physiology barrier is rapid thought. Listeners have the ability to process information at the rate of approximately 500 words per minute, whereas speakers talk at around 120 words per minute. Since listeners are left with a lot of spare time, their attention time may not be focused on words the speaker is saying, but may wander elsewhere.
2. **Physical Barriers:-** These referred to distraction in the environment such as the sound of an air conditioner, cigarette smoke or an overheated room, which interfere with the listening process. They could also be in the form of information overload. For example, if you are in meeting with your manager and the phone rings and your mobile beeps at the same time to let you know that you have the message. It is very hard to listen carefully to what is being said.
3. **Attitudinal Barriers:-** pre-occupation with personal or work related problems can make it difficult to focus one's attention completely on what speaker is saying, even what is being said is of great importance. Another common attitudinal barrier is egocentrism, or the belief that you are more knowledgeable than the speaker and that you have nothing new to have to learn from his ideas. People with this kind of close minded attitude may be very poor listeners.
4. **Wrong Assumptions:-** The success of communication depends on both the sender and receiver, as we have seen in an earlier unit. It is wrong to assume that communication is the sole responsibility of the sender or the speaker and that the listener has no role to play. Such an assumption can be a big barrier to listening. For example, a brilliant speech or presentation, however well delivered, is wasted if the receiver is not listening at the other end. Listeners have as much responsibility as speakers to make the communication successful, by paying attention, seeking clarifications and giving feedback. Another wrong assumption is to think that listening is a passive activity, in which a listener merely receives the thoughts of the speaker. On the contrary, real listening or active listening is hard work – it requires speaking sometimes to ask questions, agree or disagree with the speaker, give feedback etc.
5. **Cultural Barriers:-** accents can be barriers to listening, since they interfere with the ability to understand the meaning of words that are pronounced differently. The problem of different accents arises not only between cultures, but also within a culture. For example, in a country like India where there is enormous cultural diversity, accents may differ even between region states. Another type of cultural barrier is differing cultural values. The importance attached to listening and speaking differs in western and oriental cultures. Generally, Orientals regard listening and silence as almost a virtue, whereas they attach greater importance to speaking. Therefore this would interfere with the listening process, when two people from these two different cultures communicate.
6. **Gender Barriers:-** communication research has shown that gender can be a barrier to listening. Studies have revealed that men and women listen very differently and for different purposes. Women are more likely to listen for the emotion behind a speaker's words, when men listen more for the facts and the content.  
Example:- a salesperson giving a demonstration of a new type of office equipment may be asked by two colleagues if the equipment will work without any problem and respond by saying "Sure". A male user may take his at face value; whereas the female user may detect some hesitation in his voice. This is because the male user listens for the content of the message, whereas the female user listens for the tone of the message.



7. **Lack of Training:** - listening is not an inborn skill. People are not born good listeners. They have to develop the art of listening through practice and running. Lack of training in listening skills is an important barrier to listening, in the Indian Context.
8. **Bad Listening Habits:-** Most people are very average listeners who have developed poor listening habits that are hard to said and that act as barriers to listening. For example, some people have the habits of “faking” attention, or trying to look like a listeners, in order to impress the speaker and to assure him that they are paying attention. Others may tend to listen to each and every fact and as a result, miss out on the main point.

#### **Overcoming barriers to effective listening**

- When you find yourself getting distracted with either internal or external noise, pay attention by being mindful.
- When you discover any attachment to your point of view, ease up on the attachment or completely let go of it. Become curious about other points of view.
- When a speaker says something unclear, avoid misinterpretations by asking the speaker what he meant.

#### **Rule Listening**

1. Stop talking
2. Put the person at ease
3. Show the person you want to listen
4. Remove distractions

#### **Reasoning Behind the Rule**

You cannot listen if you are talking.

Help a person feel free to talk; create a permissive environment.

Look and act interested; listen to understand, not to oppose.

Doesn't doodle tap, or shuffle papers; shut the door if necessary to achieve quiet.