



SYLLABUS

Class: - B.B.A. Ist Year

Subject: - Communication Skills

Unit 1	Historical Background of Communication, Definition and Process of Communication, Essentials of Effective Communication, Barriers to Communication & Role of Communication in Organizational Effectiveness
Unit 2	Public Speech – Composition Principles, Speech Delivering Skills, Group Discussion: Do’s and Don’ts of Group Discussions, Communication in Committees, Seminars and Conference
Unit 3	Non-Verbal Communication: Meaning, Types and Importance, Listening, Difference between Listening and Hearing
Unit 4	Business Correspondence, Essentials of Effective Business Correspondence, Structure of Business Letter, Types of Business Letter: Enquiry, Reply, Orders, Complaints, and Circular Letter
Unit 5	Drafting of Notices, Agendas, Minutes, Job Application Letters, Preparation of Curriculum Vitae



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

Historical Background of Communication

Communication has always been the most significant part of human expression and interaction. The complete history of communication is important but extensive. This brief guide to the history of communication will break down the key tools, advancements, and innovations that changed the game.



Ancient man was forced to be creative with communication and keep it consistent to maintain a common understanding. When speech originated around 500,000 BCE, communication was changed, but the system was not perfect and needed assistance. While verbal communication was used in ancient times, symbols and images were still used to portray information. The earliest proven form of this is cave paintings. These images usually included scenes of hunting wild animals or stencils of human hands.

Communication for ancient man became more complex as variations of cave paintings evolved into pictograms. Pictograms are images that represent a simple place or object. Later, ideograms were created and used to communicate concepts. People during ancient times can often be depicted as savage and unintelligent, but the opposite is true. The communication crafted during this period moved from simple drawings of people and animals to visual communication that could express entire ideas with one symbol. Their brain power fueled the original use of all types of communication that evolved into the channels we use today. While communication saw a lot of advancements during ancient times, that was only the beginning.

15th and 16th century Communication

Communication saw new developments between ancient times and the 15th century. But if we dove into all of that, our entire history would be reading or writing about communication's history. While it is interesting, we've all got things to do. So I'll keep it brief: For the most part, communication before the 15th century included verbal communication and limited written communication. People spoke to each other and wrote handwritten notes for an individual or a group. This all changed after the printing press was invented. The Bi Sheng and Wang Chen dynasties in China invented the first printing press in the 1300s, removing the need to hand write all paper messages. About 150 years later, Johannes Gutenberg of Germany crafted a modernized version of the printing press that was able to mass produce printed materials.

Gutenberg's version of the printing press started the period known as the Printing Revolution. Printing presses were found in cities all across Europe and were used to print large amounts of materials that were meant for widespread distribution. Written and printed materials became all the rage, leading to even more innovations to create, duplicate and circulate it. The invention of the printing press gave people the ability to conveniently produce large amounts of written material, but more importantly, it supported the flow of information among people. That is the true purpose of communication: sending and receiving messages. And eventually, that also became possible.

17th century communication

The continued popularity of written communication caused the Printing Revolution to spill into the 17th century. Scientists were still publishing their discoveries and authors continued to tell stories, but at the same time, a lot was happening in the world. War, famine, and domination became regular concerns of 17th century people. Mentions of these events stirred up a lot of curiosity among people that were out of the geographical loop. In 1690, the newspaper was invented to accommodate those people. Cities all over the world got into the habit of publishing a newspaper with local and international news to keep people informed. Before the 17th century, information was known and recorded, but options to release it were limited. With newspapers acting as a primary source of information, communication in the 17th century began to reflect the modern day communication model of sender and receiver.

18th century communication



In the 18th century, the public postal system was established. Letters were sent before this time period, but the system was flawed and inefficient. Delivery could take months, and even when the mail did reach its destination, it was left at a random public place. Benjamin Franklin's involvement in the U.S. postal system made the delivery of mail more productive. Routes were established to boost efficiency, post offices were created to keep drop off and pick up locations consistent, and costs were set in place to make the business profitable. The remodeling of the postal service allowed the sender and receiver communication model to cater to personal information. Sure, a newspaper can tell you about the health of the economy, but a timely letter from an old friend will make you smile.

19th century communication

As the 19th century came around, the great minds working towards improving communication took a large step. Electricity was incorporated into communication channels, coining the term telecommunications. Telecommunications is the sending and receiving of information using electronic means. This can include wire, radio, or any other electromagnetic device. The combination of electricity and communication sparked the beginning of a long wave of innovations. The first of these inventions was the electric telegraph in 1831 by a man named Joseph Henry. This type of telegraph allowed messages to be sent and received over long distances. It contributed to the productivity of distributing news and communicating internally for businesses. The popularity of the electric telegraph was still at its peak when Alexander Graham Bell invented the telephone in 1876. The telephone allowed two people to communicate verbally with devices that converted the sound, as opposed to speaking face to face. Telecommunications provided people with a way to make long distance written and verbal communication personal. Distance became less of a problem for people who wanted to communicate verbally, increasing the flow of information.

20th century communication

The 20th century was a busy time for communication. Radio and television became a great source of information in the early 1900s. Not only did they provide musical entertainment, but they also delivered news, sports, and weather to listeners. This is where it starts to get even busier. The telephone became mobile in 1947, but the word mobile is used loosely here. The first versions of the mobile telephone were not intended to be carried around on your person like they are now. They were heavy duty pieces of equipment that were usually only found in cars and trains. Once the mobile phone became pocket-friendly in the 1990s, more people were inclined to buy them. Phone companies started selling pay as you go plans and other phone contracts, fueling the industry. Also, a new form of written communication was created. We know it today as text messaging.

Advancements in the phone industry were just the beginning. Communication continued to surprise the world, thanks to two things: the computer and the Internet. The computer was invented towards the beginning of the 20th century, but the features for communication were not created until the mid to late 1900s. In 1965, online written communication expanded into email, completely changing the game. To make it even more enticing for users, these systems soon adapted the means to share entire files or photographs. Then, after the personal computer (PC) was introduced in the 70s, computer systems slowly became a common household tool, especially for communication. The combination of a PC and the Internet made written communication fast, easy, and convenient. After reading that, we all know that email and PCs were just the beginning of the most important innovations in communication. But these origins can't be forgotten. Every communication tool used today was somehow influenced by simple ones from the long and never-ending history of communication.

21st century communication



Now for the big one: 21st century communication. When thinking of modern day communication, keeping the idea of the Information Age in mind is important. The Information Age is characterized as the economic transition from industry to information technology. Simply put, everything is digital and knowledge has never been more powerful. People want information, and the best way to get it is through communication tools. It's no surprise that as communication got faster; the human race became more impatient with it. Communication of the 21st century kept up with these "needs" by creating even more tools and increasing the efficiency of existing ones.

Video conferencing software is a perfect example of communication technology accommodating to the fast-paced Information Age. People no longer had to be in the same place for "face to face" communication. This was a huge development for people and businesses who frequently communicate from long distances. Another dominator of 21st century communication tools is social media. Social media websites are online communication and networking tools where people can connect and share ideas. The different social media sites were released quickly and with little time in between. Here is a little timeline to show when and how rapidly they emerged into the communication industry.

These social media websites included tools for people to share personal content with either an individual or a group in a formal or informal way. Texting caused a domino effect of new mobile phone features, as well as improvements in existing ones. In 2003, Internet capabilities were added to mobile phones. People started carrying little computers in their pockets, and the smart phone was well on its way to changing the game even further. Speaking of smart phones, they showed up less than five years later. And along with smart phones came a multi-billion dollar industry: apps. Apps condensed different websites and made them more mobile phone friendly.

I'm sure you've heard the phrase, "There's an app for that." And there probably is. While there are plenty of apps that don't directly contribute to communicating information, there are also plenty that do. News outlets, social media websites, and search engines have all provided users with apps, allowing for mobile-friendly mass and personal communication. The importance of information in the 21st century was fueled by advancements in technology and communication. The art of providing tools for personal, professional and widespread communication was mastered.

As the human race progressed and modernized so did human communication. And as information became more valuable, the methods being used to send it became more of a priority. Communication has come a long way, and it's only getting better. Take some time to dive deeper and learn more about **communication theory**.

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 lese. For example, in 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 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 trouser. 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 Pantaloon Shoppes.

6. Receiver:

A receiver is one who reads/listen 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 never wear trousers, then the company will not be interested in me.

7. Response:

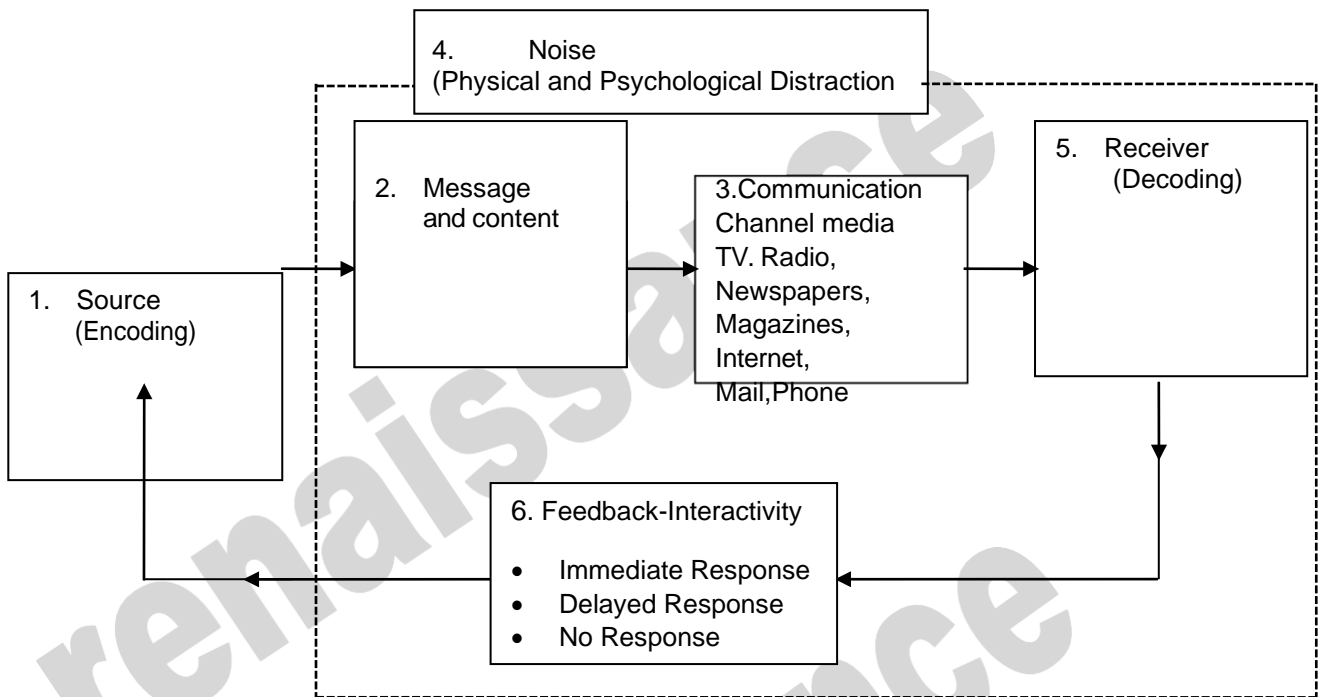
After having read the ad, I will react to the message. My reaction (alternatively known as response) could be objective (if I accept what the sender of the message is saying) or negative (If I don't accept the message). For example, the body copy in the Ad says: "Pantaloons presents T 2000...." I may 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 waits 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 a 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".

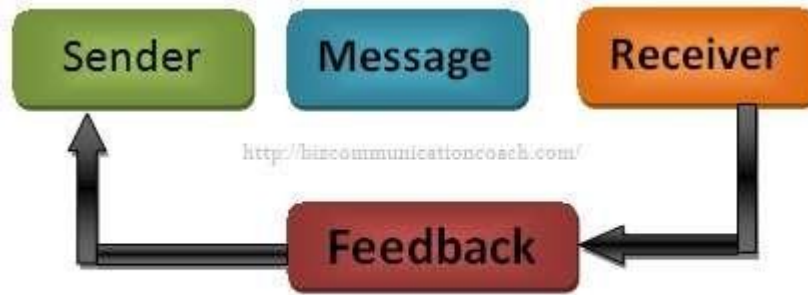


Figure: Feedback in Business Communication

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

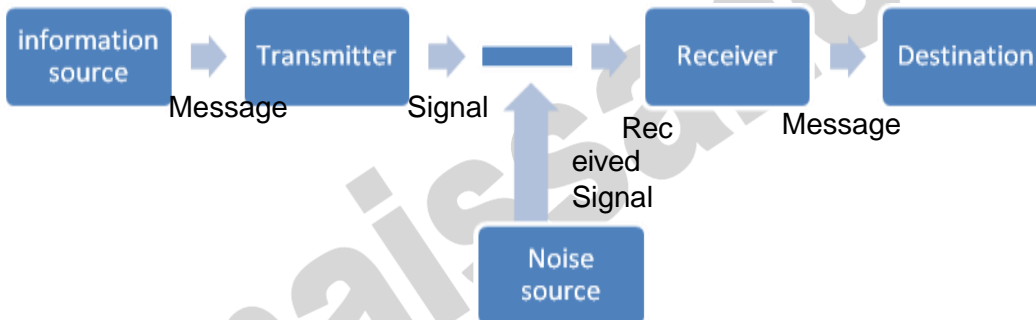




COMMUNICATION MODELS

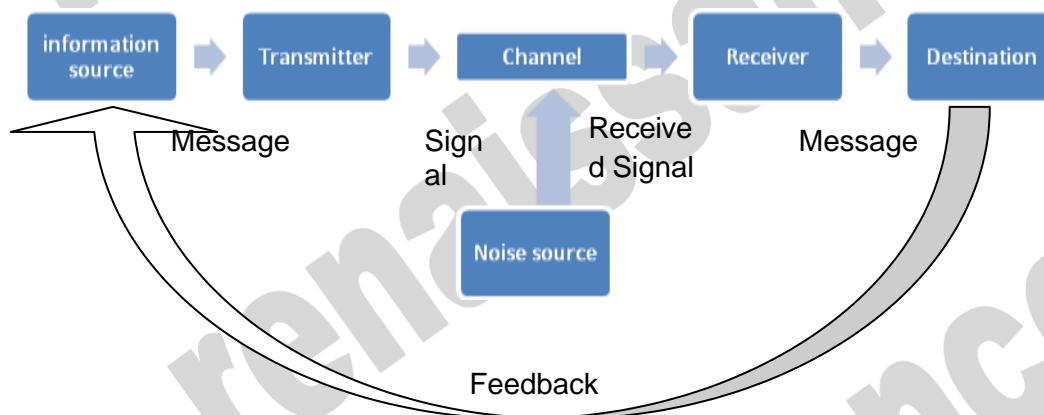
SHANNON WEAVER MODEL

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.

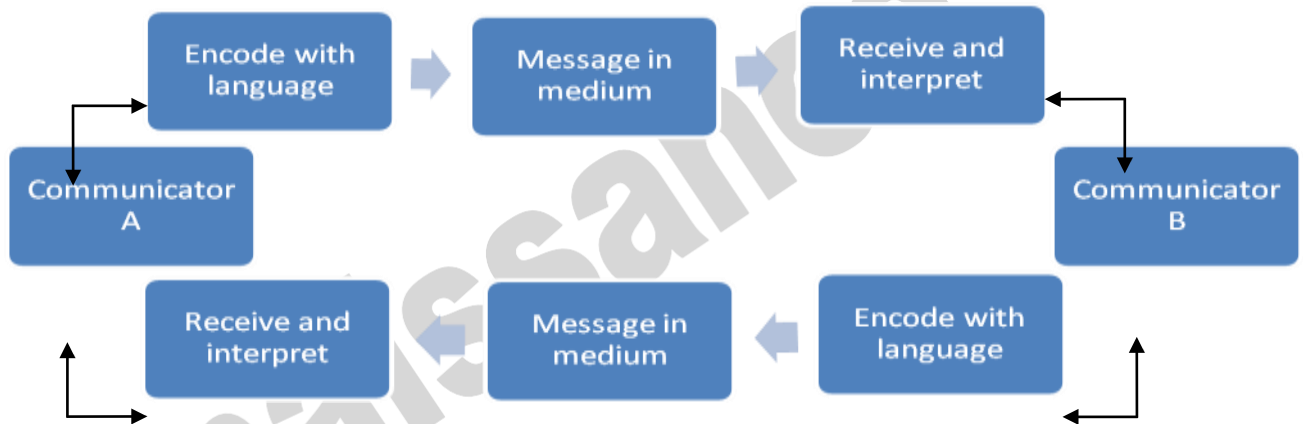


TRANSACTIONAL MODEL

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.

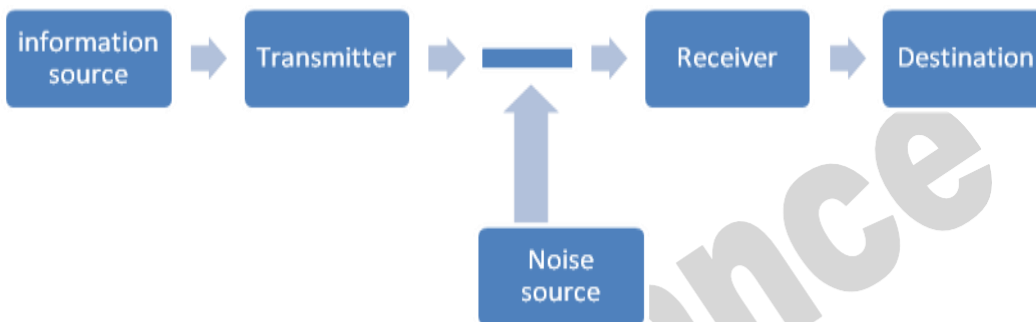
Shannon and Weaver Model

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:

• A Source	• A Encoder
• A Message	• A Channel
• A Received	• A Decorder
• A Meaning	• A Feedback
• A Noise	

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
MEDI
A
10 WHOM
RECEIVE
R

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 international 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 or Effective 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

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.

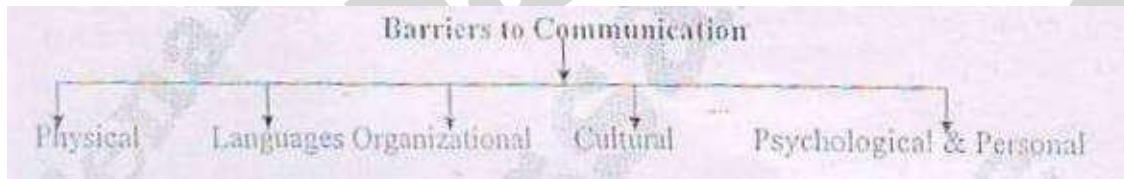
Commonly Experienced Barriers

- 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
- Information 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



Unit II

Public Speech

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 skill 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 precious 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 speech 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 his 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 the 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 other 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 the mind 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 appearing 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 grim face, or a puzzled frown conveys a clear non-verbal message, question, they are effective communication devices and the speaker normally them.
 7. **Eye contact:** God 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:
 - (a) **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.
 - (b) **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.
 - (c) **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’.
 - (d) **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

- (i) Varying the pitch of his voice,
- (ii) Varying the pace of his presentation and
- (iii) 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.

(e) 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 in 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 his audience can have confidence. Yet another suggestion is simply to talk in strong and clear tones. Such tones do much to project an image of 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 to 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 impression tends to make the message believable. But he can overdo thoroughness. If he 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 course, requires that he used good judgment. He must place himself in 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 more receptive to what they say. 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] BARRIERS 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 are as 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.

Group Discussion:

The group discussion is a personality test most popular with public / private sector undertaking, 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 adoringly.
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 speak to the person sitting diagonally opposite to you.
- Or, begin speaking to the person who has just finished talking.
- Make friend 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.

GD gives the opportunity to assess certain traits and skills, (such as the following) of the candidates that are not possible to observe in a resume, written examination or an interview:

- leadership qualities
- quality of participation
- analytical skills
- problem solving skills
- oral communication skills
- ability to handle people
- team spirit
- non-verbal behaviour
- conformation to norms
- decision-making ability
- inter-personal behaviour
- behaviour in a group
- body language
- how much importance do you give to the group objective as well as your own
- how well do you listen to viewpoints of others and how open-minded are you in accepting views

WHAT DO SELECTORS LOOK FOR?

In a GD what do the panel of selectors look for? They will be looking for a variety of attributes in you, which they were unable to assess from the resume. These will include the following:

- Did you make any useful contribution at all?
- What was your level of knowledge about the subject?
- Did you communicate effectively?
- Were you a good listener?
- Did you unnecessarily interrupt others?
- How positive or negative was your body language?
- Did you exhibit any analytical skills?
- Did you provide leadership to the group?
- How good a team player were you?
- Did you look or sound "selfish"?
- Did you do anything to bring the group to focus on the topic rather than going outside it?

GROUP DISCUSSION: THE DO'S:

So also your proficiency in vocabulary, grammar, accent and so on. These help to draw the attention of the selectors towards you. To bring out the best in you and to create the desired impact on the selectors, you



need to adhere to some Do's and Don'ts. These Do's are:

- o Listen to others attentively; you may even take brief notes.
- o Enter the discussion at an early stage.
- o Communicate with confidence.
- o Make sure that your contributions are focused on the given topic.
- o Try to speak something new which has not been said by the earlier speakers.
- o Group Discussions If you find that any participant is not making her/his viewpoint clear, ask pertinent questions.
- o Even when you oppose a view point, use dignified language.
- o Try to make your contributions take the centre point for the discussion.
- o If the discussion is going out of focus, try to point this out and bring it back on track.
- o Use positive body language.
- o Remain confident and interested throughout, whether you are speaking or not speaking.
- o Conclude each argument at the right time and in the right manner.
- o Collaborate instead of compete.

GROUP DISCUSSION: THE DON'TS:

The selectors will be critically observing your every action while the GD is on, and will be making notes of the positive points as well as the negative points. While it is important to demonstrate strengths, it is equally important to work on your weaknesses. So please take note of the don'ts listed below:

- Don't appear or feel restless when someone is speaking.
- Don't keep silent for a long time; the selectors are there to hear you speak.
- Don't exhibit negative body language.
- Don't use abusive or objectionable language or gestures.
- Don't interrupt others when they are speaking.
- Don't impose your views upon others.
- Don't get irritated or lose temper if someone disagrees with you.
- Don't deviate from the subject given for discussion.
- Don't take anything personally.
- Don't give instructions to others in the group.
- Don't speak for the sake of speaking.

Communication in Committees, Seminars and Conference:

Committees:

A committee is a group of people who work collectively, discuss, decide and recommend solutions to the problems (of a concern) which possibly cannot be solved by an individual. A committee consists of a group of men conversant with a subject; naturally their advice will be much superior to that of one man. Committees work very well in large complex corporate organizations having multifaceted problems too big and too complex to be dealt effectively by one person. In a committee, ideas put forth by several persons are pooled and offered for criticism; the ideas are developed and thus recommendations are made as regards procedure and policies.

Principles of a Committee:

1. The number of persons in a committee should depend upon the need and be optimum minimum (about 5 to 10 persons).
2. Responsibility, authority, objectives and duties of the committee should be clearly defined.



3. Agenda of the committee should be prepared and communicated to the committee members at least a week before they meet for discussions.
4. Problems which can be taken care of by an individual should not be included in the agenda of the committee.
5. Committee meetings should begin and end on prefixed timings.
6. Problems not related to the subject-matter at hand should not be discussed because it will simply waste time.
7. The operation of the committee should be a cooperative development.
8. The recommendations made by the committee should be published and circulated to interested and concerned persons. The committee should be apprised of the action taken based upon its recommendations.
9. A committee must be dissolved after its purpose is over.

Types of Committee:

- (a) A standing or permanent committee is needed in a complex organisation experiencing multifaceted problems almost all the times.
- (b) A temporary committee is formed to face and solve problems arising occasionally.
- (c) The committee in control has full powers to act and may assume a position that could be manned by one individual.
- (d) The coordination and discussion committee discusses problems and gives its advice. It has no power to act.
- (e) The advisory committee explores various aspects of a problem and suggests courses of action to the concerned executive, thereby helping him to reach the decisions for which he is held responsible. The committee does not have power to act. Advisory Committee is used extensively in business.
- (f) The educational committee aids in getting information about company problems, policies and projects to major individuals concerned. It also gives an insight into the ultimate company organization, etc.

Advantages of a Committee:

1. A committee often performs worth-while tasks since two experts are better than one.
2. A committee coordinates the efforts of the departments which are represented (e.g., sales, production and engineering) in development of a new product.
3. A committee is of special value in broad policy determination and rounding out plans.
4. A committee reduces the work load of management.
5. Committees are especially good at innovation or brain storming.
6. A committee helps securing co-operation of various personnel.



7. A committee is effectively used to appoint persons to fill vacant positions in the enterprise.
8. Committee meetings may be called to train younger executives and to give them a keener insight into the operation of the business.

Limitations of a Committee:

1. Sometimes it turns out to be true that what a committee finishes in a week, a good individual may complete in a day.
2. It may be said that committee operations are slow and committees tend to hang on for a considerable time.
3. An executive afraid to stand behind his own decisions may use a rubber-stamp committee and thereby share his responsibility with others.
4. In a committee, no individual can be held responsible for anything.
5. Committee decisions represent generally a compromised position and do not truly reflect the real feelings of the individual committee (or group) members.

Conferences:

A conference is a meeting of a large group of persons assembled for the purpose of discussing common problems or activities. The number of participants may be anything from 10 to 500 or more; a large conference is divided into small groups for the purpose of discussions. The participants may not be from the same organization. The conference is a tool of learning and training and development; members pool together and share their knowledge and experience, and discuss their problems. It is an enriching activity. It does not have a task to complete; any conclusions that are arrived at during the discussions are included in a report of the conference. Copies of the report are given to the participants and their organizations. A conference does not have any authority but it may make recommendations since the participants are persons who have experience and are engaged in the activity and are directly affected by the state of affairs in the field.

A conference is generally understood as a meeting of several people to discuss a particular topic. It is often confused with a convention, colloquia or symposium. While a conference differs from the others in terms of size and purpose, the term can be used to cover the general concept. A convention is larger than a conference; it is a gathering of delegates representing several groups.

At a conference, innovative ideas are thrown about and new information is exchanged among experts. Its purpose could be one of the following:

- An **academic conference** is a gathering of scientists or academicians, where research findings are presented or a workshop is conducted.
- A **business conference** is held for people working in the same company or industry. They come together to discuss new trends and opportunities pertaining to the business
- A **trade conference** takes place on a larger scale. Besides businessmen, there are members of the public who come to network with vendors and made new connections. Such a conference consists of workshops and white paper presentations.
- An **unconference** differs from the traditional conference, since it avoids the high costs, top-down organizational hierarchy and sponsored presentations. All attendees are equally knowledgeable about



the topic and the discussion follows an open mode; usually without a single speaker addressing the gathering.

Most conferences have one or more keynote speakers who will deliver the keynote speech. These are common at academic and business conferences. The speakers chosen are eminent personalities in the related field and their presence is meant to attract more people to attend the conference. There are various types of conferences:

- A **symposium** is a casual gathering and includes refreshments and entertainment.
- A **seminar** is organized to discuss a particular topic. They are usually educational in nature and attendees are expected to gain new knowledge or skills at the end of the seminar
- A **workshop** is more of a hands-on experience for the participants with demonstrations and activities; the amount of time one speaker addresses the group is limited
- A **round-table** conference is a get-together of peers to exchange thoughts and opinions on a certain topic, usually political or commercial. There are a limited number of participants who sit at a round table, so that each one can face all the others

For the smooth running of a conference, meticulous planning must be carried out well in advance. All important aspects of the conference must be covered, so it is better to maintain a checklist. A back-up plan to handle emergencies is always mandatory. The planning works better when individuals in the planning and administrative committee have clear roles and responsibilities assigned.

Firstly, the purpose of the conference must be clearly understood. The budget needs to be defined. While some companies have sufficiently large conference rooms to accommodate the event, an external venue is most commonly needed. The advantage of using a conference room in a hotel is that accommodation costs might be offered at a discounted rate. One needs to negotiate for the lowest price at several venues that meet the specifications of the conference.

Once the date, time and venue of the conference are fixed, the availability of all presenters, vendors, attendees and special guests needs to be confirmed. Registration forms have to be sent out and as the responses come in, they must be recorded to get the confirmed number of attendees. This is needed to take care of the logistics for the conference, such as flight bookings, accommodation and car pick-ups for important attendees like the keynote speaker and special guests. Based on the theme of the conference, the invites, agendas and brochures have to be designed. Sponsors' names and logos must be included in these leaflets for advertizing.

The rules of thumb when choosing a venue are as follows:

- Is there wi-fi connectivity and technical infrastructure to support the number of attendees? This includes audio-visual facilities, projectors and communication equipment like phones, speakers and microphones.
- Does the building have air-conditioning or heating, depending on the climate and season?
- Is a separate meeting room required? What about infrastructure for speakers, for e.g., a dais and stand?
- Does the venue have catering facilities? Snacks and meals will be needed, and a private dining room is preferred.
- Is there ample provision for car parking? Is there security on the premises?

Before the actual event, a detailed program schedule has to be ready; this includes the order of activities, list of speakers and breaks for refreshments and meals. Volunteers must be assigned to help and guide attendees during the conference. The schedule and other important details have to be shared with these volunteers and they must be trained in advance to handle queries.



A lot of things are needed during the conference, such as basic stationery supplies, name tags for confirmed attendees and seating arrangements. At the main entrance to the venue, a registration table would need to be set up, with a receipt book for collecting participation fees. Arrangements must be made to provide water, tea and coffee throughout the duration of the conference.

As each of these points is being taken care of in preparation for the conference, the budget has to be continuously tracked and expenses have to be managed accordingly. Tracking of the master plan also needs to be done on an ongoing basis. In this way, the conference will progress smoothly and will appear well-planned to all.

Seminars:

A seminar may be defined as “a discussion in a small group in which the result of research or advance study is presented through oral or written reports.” Seminar is simply group communication in which open person makes a presentation or speech on a topic by highlighting its contents in the light of present and pressing problems. This presentation or speech is followed by questions and expect comments from the audience. Thus seminar is mixture of speech and group discussion. During seminar one person acts as chairman of the session and conducts the seminar by introducing the topic and the speaker. At the end of the session, he asks the audience to raise questions and ensures that the discussion follows in the light of the theme.

Significance of Seminar

Seminar helps bring expert in a particular subject together to present their experiences and views. There is a meaningful discussion on the papers, presented, their summaries and recommendations, if any, of these papers are published in the form of a report for wider circulation.

A seminar is an effective method of oral communication. Thus, one important aspect of a seminar is thorough and in-depth knowledge of the subject and proper delivery. This involves careful articulation, stress on important words and effective modulation of the voice.

How to Make Seminar Effective

The effectiveness of seminar depends upon how different parties and persons play their role in effective way. These parties and persons include organizations, speakers, chairperson and audience.

Organizer's Role: To make seminar effective, organizers should

1. Plan the seminar in advance by deciding the date, venue and theme of the seminar.
2. Publish the relevant material in advance.
3. Advertise it in newspapers and invite various participants within time.
4. Ensure the proper arrangement of OHP, slides, lighting, and other audio visual aids.
5. Facilitate arrangement of sitting, tea or lunch, etc.

Speaker's Role: The speaker of seminar should

1. Prepare the topic before hand by searching the material from library and websites, organizing the in the topic in logical order and pondering over the various relevant issues.
2. Ensure that his speech is informative, illuminating and interesting.
3. Use the appropriate visual aids like OHP, transparencies, slides, etc.
4. Take the time limits into consideration.
5. Try to answer maximum questions of the audience of the end.
6. Convey thanks to the audience for their patient listening.



7. How speech or presentation can be made effective, have been discussed in the chapter on speech and presentation.

Chair Person's Role: The chairperson of the session should

1. Introduce the topic briefly. This should be followed by the speaker's introduction in brief by highlighting his area of his specialization and his achievements.
2. Ensure that the speaker finishes his speech within the time limit.
3. Invite questions from audience at the end of the speech.
4. Ensure that the discussion follows in the light of the theme and no one hurts the feelings of another during question/answer session.
5. Sum up findings of the speech after question answer session.
6. Thank the speaker and the audience at the end.

Audience's Role: The audience should

1. Occupy seats before the start of the seminar.
2. Listen patiently to the speeches of various speakers.
3. Note down important points and citations.
4. Avoid disturbing the speaker during the speech.
5. Ask relevant question
6. Stay till the conclusion of the seminar.



Unit III

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 of 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 included 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 support for verbal communication
- It puts life into communication

Para Language

- It is a natural outcome



- It fills the gap created

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.

Listening:

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

Rachel Naomi Remen

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 to 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 in 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 a 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 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

Appointed out earlier, listening is not easy and there is not easy and there are a number of obstacles that stand in the way of effective listening, both within 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, date and 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 though. 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, there attention time may not be focused on words the speaker is saying, but may under elsewhere.
2. **Physical Barriers:-** These referred to distraction in the averment 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 u know that you have the message. It is very hard to listen carefully to what is being said.
3. **Attitudinal Barriers:-** pre occupation which 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 crime importance. Another common attitudinal barrier is egocentrism, or the belief that you are more knowledgeable when the speaker and that you have nothing new to have to learn from his ideas. People with this kind of close minded attitude may very poor listeners.
4. **Wrong Assumptions:-** The success of communication depend on the 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 listener have no role to play. Such an assumption can be 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, y paying attention seeking clarifications and giving feedback.
Another wrong assumption is to think that listening is a passive activity, in which a listener merely the thoughts of the speaker. On the contrary, real listening or active listening is hard work – it requires speaking sometimes to ask question, 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 doddering cultural values. The importance attached to listening and speaking differs in western and oriental cultures. Generally, Orientals regard listening and silence as almost virtue, whereas 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 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 salespersons 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 use may take his at face value; where as the female user may detect some hesitation in his voice. This is because the male user listens for the content of the message, where 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 listing, 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, case up on the attachment or completely let go it. Become curious about other points of view.
- When a speaker says something unclear, avoid misinterpretations by asking the speaker what he meant.

RuleListening

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

Difference between Listening and Hearing

Basis for Comparison	Hearing	Listening
Meaning	Hearing refers to one's ability to perceive sounds, by receiving vibrations through ears.	Listening is something done consciously, that involve the analysis and understanding of the sounds you hear.
What is it?	An ability	A skill
Nature	Primary and continuous	Secondary and temporary
Act	Physiological	Psychological
Involves	Receipt of message through ears.	Interpretation of the message received by ears.
Process	Passive bodily process	Active mental process
Occurs at	Subconscious level	Conscious level
Use of senses	Only one	More than one
Reason	We are neither aware nor we have any control over the sounds we hear.	We listen to acquire knowledge and receive information.
Concentration	Not required	Required



Unit IV

Introduction

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 formal 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:-

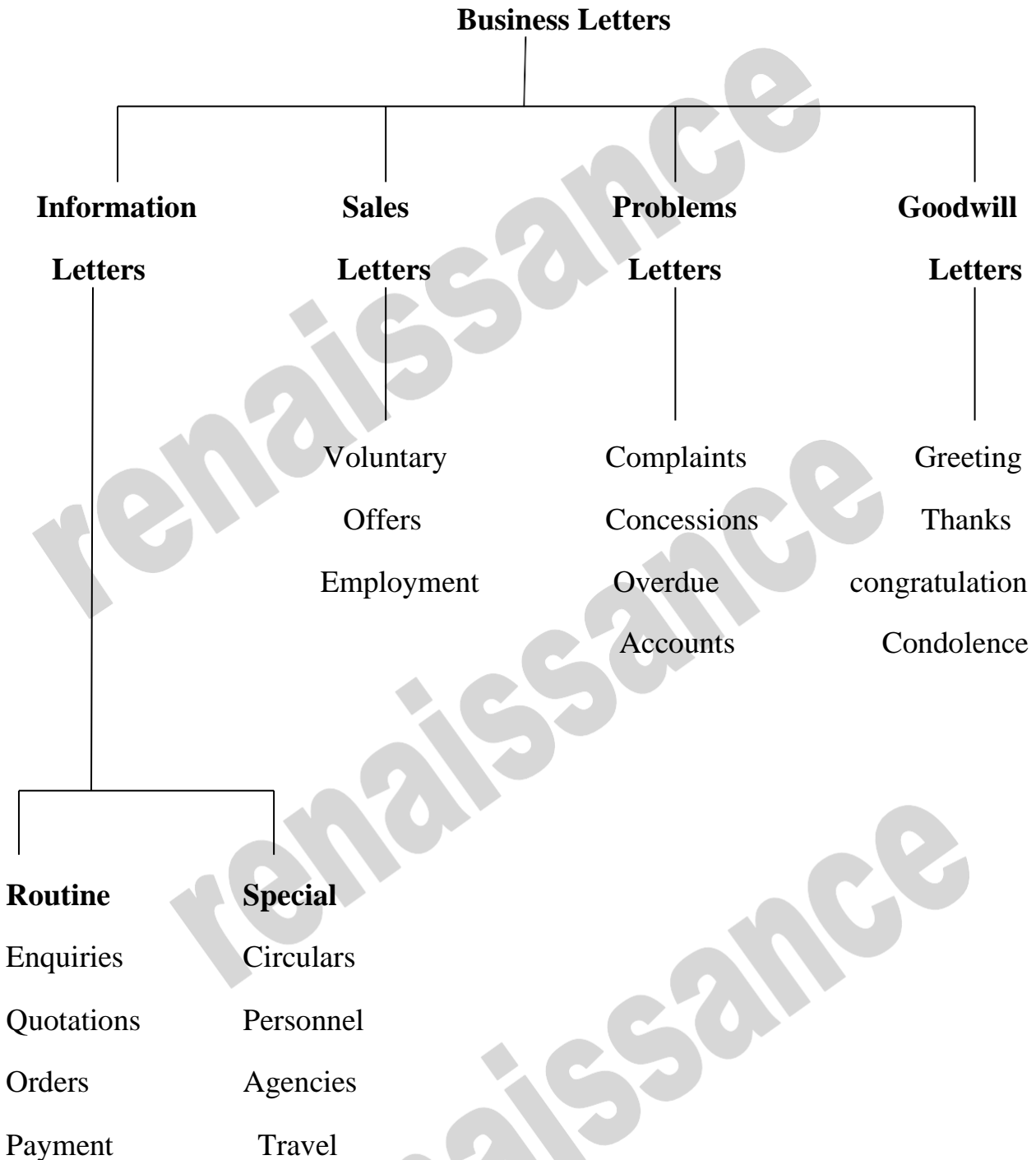
1. To provide a convenient and inexpensive means of communication without personal contact.
2. To give or seek information.
3. To furnish evidence if transactions entered into.
4. To provide a record for future reference.

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 receiver'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 & Responses 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 writer's 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 from 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 writer's approach should be so sincere & convincing that the reader must be forced to believe 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 weightage. 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 it 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. Slang idioms, phrases etc. should be avoided.

Styles of Typewriting Letters:

The layout of business letters depends on the choice of individual firm concerned. Yet, some common styles have been standardized and adopted over the years. The common styles of business correspondence are:

- i. Indented Style
- ii. Block Style/Fully Blocked Style
- iii. Semi-Block Style

These styles have been discussed as under:

1 Indented Style

This is the oldest style of typed writing the letters. The word "indented" generally refers to the beginning of first line of each paragraph by indenting in the left side of the margin of the letter 5 or 7 spaces and typing the remaining lines of each paragraph from the left set margin.

A specimen of the Indented Style of business letter is as under:



renaissance

college of commerce & management

B.B.A. Ist Year

Subject: Communication Skills

GST No:.....
Tin No:
E-Mail Id:

Telephone No:
Mobile No:
Fax No:.....

ASHOK ELECTRICAL COMPANY

26 Mount Road Chennai
Tamil Nadu

Ref. No. AEC/56/Accounts/2076

9th August

M/s R.K.Khanna & Sons
143, Asaf Ali Road
New Delhi-110002

Subject: Non-payment of dues

Dear Sir,

We regret to point out that we have written to you repeatedly, on 14th June, 26th June and again on 10th July,requesting to settle the balance account of Rs. 25,000/- (Twenty five thousand only) against supply of electrical goods vide order No. 36, but we have not received any response as yet.

In the above circumstances, we are compelled to advise you with great reluctance that unless our account is settled by 20th July we shall place the matter in the hands of our solicitors.

We trust that you will try to settle our account at the earliest.

Thanking you and hoping to hear from you soon.

Yours faithfully,
for Ashok Electrical Company

(Abhay Prakash) Accounts Manager

- Block Style/Fully Blocked Style:

This type of letter style is now the most commonly used method of display for all business correspondence. It is thought to look very businesslike and sleek method. It is also known as the

45, Anurag Nagar, Behind Press Complex, Indore (M.P.) Ph.: 4262100, www.rccmindore.com



B.B.A. Ist Year

Subject: Communication Skills

American Style of typewriting the letters. This layout simply means that every line is aligned flush with the left margin. No paragraphs are indented, no headings are centered – everything starts at the left set margin. Paragraphs are separated by leaving two lines blank between the two paragraphs.

A specimen of the Block Style of business letter is as under:

GSTIN:

Mobile No:

E-Mail Id:

Fax No:

ASHOK ELECTRICAL COMPANY

26 Mount Road Chennai
Tamil Nadu

Ref. No. AEC/56/Accounts/7657

9th August,....

M/s R.K.Khanna & Sons
143, Asaf Ali Road
New Delhi-110002

Subject: Non-payment of dues

Dear Sir,

We regret to point out that we have written to you repeatedly, on 14th June, 26th June and again on 10th July,requesting to settle the balance account of Rs. 25,000/- (Twenty five thousand only) against supply of electrical goods vide order No. 36, but we have not received any response as yet.

In the above circumstances, we are compelled to advise you with great reluctance that unless our account is settled by 20th July we shall place the matter in the hands of our solicitors.

We trust that you will try to settle our account at the earliest. Thanking you and hoping to hear from you soon.

Yours faithfully,
for Ashok Electrical Company

(Abhay Prakash) Accounts Manager

Semi- Block Style:



Semi-Block Style is a combination of both the Indented Style and the Block Style. In this style, there is no indentation in the first line of each paragraph in the body of the letter. All the text of the paragraph is aligned to the left set margin. All the other parts of the letter are typed more or less in the same way as in the Indented Style. It gives a neat and balanced look to the letter, which is more popular. Paragraphs are separated by a double or a triple spacing.

A specimen of the Semi-Block Style of business letter is as under:

GST No:

Tin No:

E-Mail Id:

Telephone No:

Mobile No:

Fax No:

ASHOK ELECTRICAL COMPANY

26 Mount Road

Chennai

Tamil Nadu

Ref. No.AEC/56/Accounts/8765

9thAugust,

Messrs R.K. Khanna & Sons

143, Asaf Ali Road New Delhi-110002

Subject: Non-payment of dues

Dear Sir,

We regret to point out that we have written to you repeatedly, on 14th June, 26th June and again on 10thJuly,requesting to settle the balance account of Rs. 25,000/- (Twenty five thousand only) against supply of electrical goods vide order No. 36, but we have not received any response as yet.

In the above circumstances, we are compelled to advise you with great reluctance that unless our account is settled by 20th July we shall place the matter in the hands of our solicitors.

We trust that you will try to settle our account at the earliest. Thanking you and hoping to hear from you soon.

Yours faithfully,
for Ashok Electrical Company

(Abhay Prakash)
Accounts Manager



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.

Table with 3 columns: S. No., Element, and Particulars. It details the format and placement for elements like Heading, Date, Ref. No., Telephone/Fax/Email, Inside address, and Attention line.



7.	Letter	<p>Subject – supply of the T.V. Sets. Subject – Payment of bill of Rs. 10500/-</p> <p>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.</p>
8.	Words of Honor/Salutation	<ul style="list-style-type: none">• Words of honor/salutation is like a greeting to another person.• Dear Sirs, In case of addressing a fir, company, association, society, board etc.• Dear Sir, In case addressing an officer by name.• Dear Rajni Ji, In case of close relation.
9.	Starting sentences	<p>Writer can begin the letter with the use of following sentences:</p> <ul style="list-style-type: none">• We have the pleasure to inform you....• Many thanks for your letter.....• With reference to your letter dated.....• We shall be highly obliged to you.....• We acknowledge receipt of your letter....• Pleasers refer to your letter.....• Thank you for your letter.....• I regret to inform you that....
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">• Reference to any correspondence, Which has already taken place• Main message should be indicated.• State your expectation or intention.
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..... We would be grateful for an early reply..... We shall, of course, be happy to order..... On hearing from you, we shall..... 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) Yours faithfully (if salutation starts with sirs) Your (may also be started in cases of close) 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 Yours faithfully, //Signature// Salman khan</p> <p>Firm For govinda & bros. //Signature// Govinda</p> <p>Company Yours faithfully, //Signature// Shahrukh Khan Managing Director Or For Govind Khemka //Signature// Managing Director</p>
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- Encl.....</p>



Standard Format for Business Letter

..... (Sender's Address)

.....

.....

..... (Date)

..... (Recipient's Address)

.....

.....

..... (Subject)

..... (Salutation)

.....

.....

.....

(Starting Sentence - Body of the letter)

.....

.....

.....

(Closing Sentence - Body of the letter)

.....

..... (Closing / Signature)

.....

..... (Enclosures)



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.....

Types of Business Letter:

Enquiry letters: According to **Morris Philip and Others**, “The letter that seeks information concerning the goods and services from a business concern is called an inquiry letter.”

Quible and Others said, “Letter of inquiry is a type of business message that asks the recipient for information or assistance.”

Enquiry letters are written for the purpose of asking for something from the recipient. Inquiries can be sent as a formal business letter (outside of your company) or as an e-mail. Before sending your inquiry, you should be certain that the information is not available through other means, such as the company website.



MOON TRADERS LTD.
223, C.P. Road, LUCKNOW

Ref. No. TE/11/5/2017

The Manager,
Modern Office Equipments,
Bengaluru.

Phone : 2237346
Fax : 54779
Dated : 20th Sept., 2017

Subject : Purchase of Electric Typewriter

Dear Sir,

We wish to acquire one electric typewriter with memory, suitable for tabulating also. It should have capacity to take paper upto 50 cm wide.

We also need a high speed power operated offset duplicator.

Please send us particulars of suitable models you recommend and can supply from stock.

Yours faithfully,
For Moon Traders Ltd.
P. Siva Kumar
Purchase Manager

Objectives of Inquiry Letter in Business Communication:

Every letter has some certain objectives or motives and **inquiry letter** is not an exception. It is written on different occasions for different reason. Inquiry letter is written in order to carry out one of the following objectives bellow-

- To get the price quotation of specific commodities
- To ask for catalog
- To know payment terms
- To know the past records of job applicant
- To know the credit worthiness of a firm or a person
- To ask for folders
- To get recommendation from former employer
- To know the financial strength of a firm or a person
- To know the business reputation of a firm
- To know the transportation facility provided by the firm
- To obtain information about social status of a person or a firm
- To evaluate the performance of a person or a firm
- To learn about the quality of a product
- To know the availability of an item
- To make request for sample etc.

Types of Inquiries Letter in Business Communication

Inquiries may be of different types based on the objective, information sought and the initiatives taken. There are generally four types of inquires letter-solicited inquiry, unsolicited inquiry, inquiry for some favor and routine **inquiry letter**. These are discussed below-

- **Solicited Inquiry:** An inquiry made in response to the sellers advertisement and publicity is called a solicited inquiry. Actually it is a response by the buyer to the advertisement or publicity of a seller.
- **Unsolicited Inquiry:** An inquiry made at the buyer's own initiative is called unsolicited inquiry. This type of inquiry is made when a buyer wants to know anything from the seller.
- **Inquiry for some Favor:** An inquiry made not about goods but some other information like special price or favorable terms is called inquiry for some favor.



- **Routine Inquiry:** An inquiry made by an old or regular buyer in the usual course of action is called routine inquiry. Most of the business inquiries fall in this category.

Reply Letter: The letter that is written in response to the inquiry letter, it is called reply letter to inquiry. In a broader way, when the receiver of an inquiry letter writes a reply letter to the original sender, it is known as reply letter to inquiry. This letter provides the reader or inquirer with information relating to persons, products, and enterprises. The reply letter may contain favorable news (positive information) or unfavorable news (negative information).

Example 2 : Reply to Request for a Catalogue

SUNSHINE STORES
(Dealers in Office Equipments)
114, Station Road, MYSURU

Ref. No. : MNT/3617

Phone : 2616143
Grams : Surya
Dated :

The Office Manager
Nilgiri Traders,
AGRA.

Dear Sir,

I enclose the catalogue of electrostatic machines which you asked in your letter of 29th July. We think Hitodi Zerox Model L-J 50 could suit your purpose very well. It is latest heavy duty machine in the market and compares very well with any imported photocopier.

We have this model in stock. If you so desire, we can send our representative at your place to give a demonstration of its performance.

Yours faithfully,
For Sunshine Stores
(S.R. Venkat)
Manager

The reply to personal inquiry letter may contain either positive information or negative information. Whatever the nature of reply is, it contains some general contents along with a particular positive or negative opinion. The following contents are generally included in reply to personal status inquiry letter:

- Acknowledging the letter of the inquirer. That means acceptance of the letter of inquiry should be mentioned.
- Name, address and other particulars of the person of whom information is provided.
- Providing specific information as asked by the inquirer. Information supplied should be accurate and relevant whether it is positive or negative.
- Providing additional information that may help the enquirer to make a better decision.
- The replier should not put his own assumptions with the facts.
- A statement expressing the intention not to take any liability resulting from future transactions with the person.
- Requesting the enquirer to keep information secret.
- Giving assurance of providing further help in future.
- Expressing soreness if the information supplied goes against the prospective candidate.
- Using simple and unambiguous words and sentences.
- Wishing inquirer's business prosperity with thanks.
- Mentioning the name, position and address of the information provider.



Order Letters: The letter that is written by a potential buyer to the seller requesting him to deliver

1. Specimen of Order Letter

GREAT GENERAL STORE
117/15, K.G. Road, INDORE

Ref. No. : 0/73/12

Phone : 2653741

Dated : 25th June, 2017

Ramson's Fashion Store
213, Kings Road,
Bhopal
Order No. : 513/12

Subject : Order for Goods

Dear Sir,

We thank you for your quotations of 17th June, 2017 and shall be glad if you will supply and deliver not later than the end of this month, the following items :

Quotation	Particulars	Rate
No. 1-301	30 pieces of acid wash blue jeans—size 36"	@ ₹ 315 per piece
40-31	40 T. Shirts, terry-cot. design No. 356 of sizes 32", 34", 36" and 38" (ten pieces each)	@ ₹ 185 per piece
24-01	50 pairs nylon socks free size, brand name 'Deluxe reversible'	@ ₹ 43 per pair
4-05	30 pieces leather belts Deluxe quality, sizes 36", 38" and 40" (ten pieces each)	@ ₹ 56 per piece

The payment will be made thirty days after the delivery. Please arrange to send the goods by Patel Road Transport Agency.

Yours faithfully,
For Great General Store
P.K. Jain
Partner



Factors to Be Considered In Writing Order Letter:

Through order letter, the potential buyers request the suppliers to deliver goods to them. In modern time, printed order blanks or purchase order forms supplied by the seller are typically used for placing orders. However, in absence of order blanks and purchase order forms, order letters are written. Such letters contain three major categories of information:

- Information about the items being ordered;
- Information relating to shipping; and
- Information relating to payment.

1. Information about the items being ordered

An order letter must contain full particulars of goods ordered. Such information includes the followings:

- Product name
- Brand name
- Quantity
- Catalog number
- Model number
- Color
- Size
- Weight
- Unit price

2. Information relating to shipping

Shipping information is very important. In absence of shipping information, there can arise misunderstandings between buyer and seller. Shipping information may include the following:

- Desired receipt date;
- Desired shipping location; and
- Mode of shipping (rail, road, or waterways).

3. Information relating to payment

Mode of payment of prices for the ordered items must be clearly indicated. The seller will accept the order letter only when both of them come to a common ground relation to payment of price. Payment information includes the following:

- Mode of payment (cash, cheque, draft)
- Payment data

The above-stated factors are usually included in *order letter*. However, the buyer can include any other instruction or element if he thinks necessary.



Letter of Quotation: A quotation is a specific offer for sale. It is sent in response to an inquiry from a particular person or business house. Thus it is a reply message to an inquiry from a potential buyer. A quotation includes details about the prices of specific goods selected, terms of payment, and conditions of delivery while writing such a letter, the seller should clearly state everything as inquired by the buyer. The letter must be written to the point with conciseness and a complete tone. A seller must have the intention to create goodwill through such a letter which will establish a business relationship.

MODERN OFFICE EQUIPMENT
(Office Equipment Suppliers)
Silver Jubilee Park Road,
BENGALURU-560002

Ref. No. : CP/L/532
The Purchase Manager
Moon Traders Ltd.,
Lucknow.

Phone : 2565656
Dated :

Subject : Purchase of Typewriter etc.—Inquiry

Dear Sir,

We thank you for your enquiry of 20th September. I am glad to say that we can help you.

Our model 'Prince' is an excellent electric typewriter and is quite suitable for tabulation work also. It can store up to ten thousand words in its memory and can take papers up to 60 cm wide. We have it in stock. The enclosed leaflet describes the machine in detail.



We have a large range of power operated offset duplicators, including the well-known Gestetner and IBM models. Both these machines are of an excellent quality able to turn out copies at the rate of forty per minute. Illustrated booklet describing the features of the machine is enclosed.

May we suggest a visit to our showroom. We could then demonstrate the various models and show you our very wide range of modern office equipment and appliances.

Enclosures : 2

Yours faithfully,
For Modern Office Equipments
A.P. Arumugam
Administrative Officer

Complaint letter: Letter written to bring these mistakes to the notice of those who must own the responsibilities for them are called claim or complaint letters. So, when a letter is written to the seller by the buyer raising complaints or claims regarding mistakes taken place during the order to payment period is called a claim or complaint letter.



SPECIMEN OF COMPLAINT LETTER

1. Complaint about bad quality of Goods Supplied

SAHITYA BHAWAN PUBLICATIONS

Hospital Road, AGRA

Ref. No. : 802/CAS/017

Phones : 2153400, 2151665

Talex : 2151568

Date : 25th March, 2017

Messrs Orient Paper Mart
315, Chawri Bazar, Delhi

Dear Sirs,

On 15th February we ordered for supply of 2,000 reams of 14 lb. white printing paper vide Order No. 239 which were delivered to us on 23rd March.



After carefully examining the paper supplied to us we must express our surprise and disappointment at its quality. The paper supplied is much lighter in weight and rough in quality. It does not match the sample you sent us. We feel there must have been some mistake in making up the order.

The paper supplied is unsuitable for printing and we have no choice but to ask you to take it back and replace it by paper of the quality as ordered. If this is not possible, then we are afraid we will have to ask you to cancel our order.

We do not wish to embarrass you, if you can replace the paper we are prepared to allow the stated time for delivery to run from the date you confirm that you can supply the right quality of the paper.

Yours faithfully,
For Sahitya Bhawan Publications
K.L. Bansal
Partner

Types of Complaints Letter

Though there are various types of complaints raised in the course of business dealings, they can be grouped into two major groups- routine complaints and persuasive complaints. These are discussed below-

- **Routine Complaint Letter:** A routine complaint letter is written in the cases where the mistakes are considerable and routine in nature. In such cases request for correction is supposed to be complied quickly and willingly without persuasion. For example, the quoted price of an item was 500\$ but the supplier charged 550\$ per item. This type of mistake is brought to the supplier's notice by routine complaint letter. This type of claim is usually managed or satisfied by the sellers.
- **Persuasive Complaint Letter:** A persuasive complaint letter is written in the cases where the buyer is to convince the seller to correct the mistakes occurred. For example, the quoted price of an item was 400\$ per unit



while placing the order but after placing the order the price was reduced to 300\$ per unit. This type of mistake is brought to the supplier's notice by persuasive complaint letter. The seller is not legally bound to pay attention to this type of claim.

Sources of Mistakes giving Rise to Complaints

In case of fulfillment of order, buyers can raise their complaints against the suppliers due to various reasons. Followings are some common sources of mistakes that give rise to complaints by the buyers-

- Incomplete or defective order
- Abnormal delay in sending the consignment
- The goods arrive in a damaged condition
- The goods are not what were ordered
- Quantity of goods is not what was ordered
- Goods are delivered at the wrong place
- Work undertaken is done unsatisfactorily
- Misbehavior of staff or salesman
- Mistake by the accounts section in preparing the invoice
- Defective packing that might lead to the damage of goods in transit
- Mistakes in a bill or reminders for payment after the bill has been paid
- Dispatching products of wrong quality, color, brand, pattern and defective pieces of goods etc

Circular letter: Circular letter is one of the oldest types of letters. This kind of letter originated in ancient time when people felt the necessity of circulating any message to a large number of people at a time in the same way.

Generally, the letter that is used to circulate any special message to a huge member of audiences at the same time is known as circular letter. It is one of the cost-effective means of circulating information or introducing new products to mass people. However, circular letters are not only used in business, but also in social, political and personal affairs.

Prof. W. J. Weston said, "A circular letter is one which is meant to be read by a number of correspondents. It is of the nature of an advertisement and is usually a business announcement or an attempt to advance business."

From the above discussion we can say that **circular letter** is a kind of written announcement that is distributed to a large number of people to convey any commercial or non-commercial message at minimum time, costs and efforts. Drafting circular letter is purely an art. It should be drafted in such a way that can attract readers' attention and can serve its purpose.



1. Circular about Shifting to a New Place

AMBALAL RAM PRASHAD & SONS

(Manufacturers and Exporters)

121, Ashok Nagar, KANPUR

Mr. M/s.....

.....

Phone : 2634321

Dt. : 20th October, 2017

Dear Sir,

The steady growth of our business has necessitated shifting to new and spacious premises. We have been fortunate in acquiring a decent site at E-27, Industrial Estate, Kanpur. We will shift to our new site on 1st November, 2017.

This site is served by excellent transport facilities, both by road and rail and is only 20 kilometre from Kanpur. It provides us scope for adopting better methods of production that will increase our output and help in further improving quality of our manufactures.

We very much appreciate your custom with us in the past and hope that improvement in our services will lead to further business with us.

Yours faithfully,

For Ambalal Ram Prashad & Sons

Ravi Kapoor

Public Relations Officer

Importance or advantages of circular letter

Circular letter circulates information relating to a company, its products and services etc. to a large number of people at a time. It plays an important role in the growth and development of business. Its importance is briefly discussed below:

- **Easy method of conveying information:** Circular letter is the most easy, simple and effective way to convey any information to a huge number of people.
- **Achieving economy:** Circular letter can be used for wide publicity of products. As a result, organizations can save cost of sending letters to different parties separately and can gain economy.
- **Saving time:** Circular letter transmits information to a large number of people at a time. It does not require reaching each individual separately. Thus, it saves time.
- **Less effort:** Circulating information to each individual separately is a time consuming and laborious job. Circular letter helps to overcome this problem. Through circular letter, we can communicate with large number of people at a minimum effort.
- **Creating market:** Through circular letter, a company can inform potential customers about its products and services. In this way, new market can be created.
- **Increasing consumer's confidence:** Convincing and attractive circular letter can easily touch the reader's heart and thus helps to enhance consumer's confidence on the company's products.
- **Creating public consciousness:** In circular letter, information like price, quality, utility, place of availability, etc. are mentioned in detail that makes people more conscious about the product.



Unit-5

Notice:

The persons entitled to attend a meeting must be informed of the time, place, date and business of the meeting in proper time.

The communication informing the persons entitled to attend the meeting about time, place, date and business of the meeting is called the 'notice'.

To make the meeting valid, the notice must be served by the right person by the right means to all the persons entitled to attend the meeting. Usually, the notice is drafted and issued by the Secretary under the instruction of the Director of the company. A notice, in order to be valid, must be signed by the proper authority.

The requisites of the meeting can be classified into the following classes:

1. The notice must specify the exact date, time and place of the meeting.
2. The notice must state the nature of business to be transacted at the meeting. A complete agenda is appended to the notice.
3. The notice should be served to all members entitled to attend the meeting.
4. The notice must be clear and unconditional.
5. Proper length of notice must be given in accordance with the rules of the organization.

Agenda:

1. Election of the Chairman.
2. Adoption of the Memorandum of Association, Articles of Association and Certificate of Incorporation of the Company.
3. Appointment of the first Directors of the Company.
4. Appointment of the Chairman of the Board.
5. Appointment of the Managing Director.
6. Appointment of the Secretary with retrospective effect.
7. Appointment of the Bankers of the Company and Auditors.
8. Fixation of the date of the next Board meeting.



9. Any other business.

Minutes: Minute is an official written statement of the motions and resolutions taken in a meeting. It is brief but a complete record of all discussions held among the members of the meeting. It is also defined as the official record of the proceeding of a meeting that should be needed to approve by the participating members of the meeting.

An accurate written record of meetings is essential not only for all those who attended the meeting but also for those who were unable to attend. Some definitions of minute are as follows:

According to Rajendra Pal and Korlahalli, “Minutes are the official records of the proceedings of meeting.

So, minutes are the brief and complete official written record of all discussion which is held among the members of the meeting.

Types of Minutes

Generally, the minutes of a meeting can be divided into two groups. They are the follows:

1. Minutes of narration: These minutes will be a concise summary of all discussions which took place, reports received, actions to be taken and decisions made. It includes:

- Names of the participating members.
- Name of the proposer and supporter.
- Discussion summary. Resolutions.

2. Voting pattern etc. Minutes of resolution: Minutes of resolution means the written statement of the decisions that have been taken and approved by the participating members of the meeting. Only the main conclusions which are reached at the meeting are recorded in minutes of resolution. These are usually used for minutes of AGMs and other statutory meetings.

Factors considered in drafting minute

The following factors should be considered in drafting minutes of a meeting:

1. Name and address of the organization
2. Name of the meeting
3. Date, time and venue of the meeting
4. Name of the chairperson
5. Name and signature of the participating members
6. Serial number
7. Following of the rules and structure of minutes
8. Name of the proposer and supplier of resolutions
9. Number of regret letters
10. Easy and understandable language
11. Divisions
12. Proper data
13. Signature of the president



Job Application Letters: Meaning of job application letter, Definition of job application letter, Types of Job Applications Letters -Job application may be the first important business letter after in a person has got graduation from a college or university. There is always though competition in the job market and the prospective employers will form their first impression about the job seeker from his application. A job application letter is a letter which is written by the job seeker to a prospective employer for a position in his organization. In fact, a job application letter is written to sell one's qualities and services to an employer.

What is Job Application Letter

According to **Quible and Others**, "A letter of application is a message designed to inform the reader of your desire for a position in his or her organization and to request an interview for that position."

Solicited Application Letter: Solicited application letters are written in response to an advertisement for hiring or recruitment. Here the job seeker knows the vacancy and can tailor his application as per the requirements of the said post. If you're sending a solicited application letter, you will usually know what qualifications the organization is seeking. In this case, highlight the chief qualifications and mirror the requirements specified in the advertisement. You should grab the attention by focusing on the phrase Proven Skills, sometimes used in the advertisement.

Unsolicited Application Letter: Unsolicited applications letters are written at the writer's own initiative to the organization. Who has not advertised for recruitment? Unsolicited application letter is also called prospecting letter. But in case of writing an unsolicited letter, you have a better chance of being read and receiving individualized attention. You can gain attention by focusing on the needs of the employers and how they will be gained by employing you.



Application for Employment

To,

The Manager,
M. D. Jain Intermediate College,
Agra-282 002.

Sir,

This is with reference to your advertisement for the post of Principal in the Hindustan Times of 18th June, 2017. I feel I have the necessary qualifications and experience needed for this post.

Following is a brief resume of my qualifications and experience :

Name : R. K. Agrawal
Address : B-175, Kamla Nagar, Agra-5
Date of birth and Age : 15th July, 1993, Age 24 years
Education Qualifications: (i) High School Examination from U. P. Board in first division in 2008.
(ii) Intermediate Examination from U. P. Board in first division in 2010.
(iii) B. Com Examination from Agra University in first division in 2013.
(iv) M. Com. Examination from Agra University in first division in 2015.
(v) B. Ed. Examination from Dayal Bagh Institute in first division in 2016.
Subject studied : Mainly Commerce : Accountancy, Business Organisation, Business Management, Statistics, Cost Account, Operations Research, Money and Banking.
Experience : Seven years teaching experience of Intermediate classes in Champa Agrawal Intermediate College, Mathura.
Extra-curricular Activities : Won many prizes in inter-college debates. A good player of cricket, volley-ball and badminton.
References : 1. Dr. R. C. Garg, Principal, C. A. Inter College, Mathura
2. Dr. D. S. Kurien, Principal St. Johns College, Agra.

I am a young man of good habits and possess a sound physique and good moral character. If appointed, I assure you, sir, that I will do my best to satisfy the authorities with my hard and sincere efforts to improve tone of the college.

True copies of all the certificates and testimonials are attached herewith.

Enclosures : 8

Dated : 25th June, 2017

Yours faithfully,
R. K. Agrawal

Preparation of Curriculum Vitae

Resume Building:

Resume is most important tool when applying for a job. It doesn't matter how qualified the one is, or how much experience one have - if his/her resume is poorly presented or badly written, he/she going to have trouble getting the job they want - or even an interview.

The Purpose of a Resume- Resume is a marketing tool. It needs to demonstrate:

Candidate is employable

How candidate meet the job and the organization's requirements

That candidate has the right qualifications and education

That candidate has the right experience and skills

That candidate has the right level of professionalism for the job

How Long Should Resume Be- There is no set length for a resume. A resume varies in length depending on your experience and education. If candidate hasn't worked much before, one or two pages is best, but

45, Anurag Nagar, Behind Press Complex, Indore (M.P.) Ph.: 4262100, www.rccmindore.com



three pages is okay if candidate has got a lot of study and work behind you. Make sure candidate should not add something extra to make it appear more substantial his resume. If resume is only one page, as long as it's well-presented it might get better results than a two-page resume full of unnecessary information.

How Should I Order My Resume- Generally it's always good to present the information on your resume in this order:

- Contact details
- Opening statement
- List of key skills
- List of technical/software skills
- Personal attributes/career overview
- Educational qualifications
- Employment history/volunteering/work
- Placements
- References/referees

The most important thing is to get the most useful information across first. For example, if your education history is not specifically related to the job, put it toward the end of your resume, behind the information that is related to the job.

Need to Change Resume for Each Application- Applicant need to tailor resume to every job application so that it responds to the specific requirements of the job he/she applying for. Applicant might not need to change much, but do need to make sure for opening statement, key skills and personal attributes all respond to the needs of the role, based on the job ad (if there was one) and the research have done into the job. He should also tailor resume to show how his work experience specifically meets the needs of the job he is applying for.

How to Tailor Your Resume- Ways that you can tailor your resume include:

- Using your opening statement to link your experience and education to the organization and the requirements of the job
- Listing your most relevant key skills first
- Including examples of achievements that meet the advertised requirements of the job
- Including specifically relevant key words and phrases throughout your resume

What Your Resume Should Include:

1. Contact Details- Make sure you include your name, email address and a contact phone number on your resume. You don't have to include your home address, although there might be some situations when doing so would be a good idea. Don't include your contact details in the header of your resume. Recruitment software sometimes has difficulty reading information in headers or footers, so it's a good idea to avoid headers altogether. You can put your contact details in the footer of your resume, but if you do, you must make sure they're also in the main body of the document.

2. Opening Statement- An opening statement is a summary of who you are, where you've studied and/or worked, and what you bring to the job. It should be about six lines long and written in first person without the personal reference (i.e., don't say "I did this" - say "Did this" instead). Your opening statement should start with one sentence about who you are and what you bring to the job, then describe the skills and attributes you have that suit you to the job.

3. Key Skills & Strengths- Your resume should include a list of between 10 and 15 skills that link your experience to the job you're applying for. If the job you're applying for was advertised, either the ad or the position description may provide a list of skills and experiences that are essential for doing the job. It may also provide a list of "desirable" skills and experience. Your list of key skills & strengths needs to respond to all of the items on the "essential" list and as many items as possible on the "desirable" list. When putting together this list, think of things you've done or learned to do as part of:

- Jobs you've had
- Your studies
- Any work placements you've done
- Any volunteering you've done

4. Technical/Software Skills- This is a short list of the names of software or technology you know how to



use. Examples might include:

- Word processing or spreadsheet software
- Programming languages
- Tools (e.g., cash registers, EFTPOS)
- Personal Attributes

If you haven't got much work experience, a list of personal attributes can be another way to demonstrate that you're the right person for the job.

5. Educational History- Your Educational History only needs to show your highest level of education. You don't need to include your results, unless showing them proves how well you are suited to the job. If you can, you should also include a few bullet points listing your academic achievements (e.g., school or class captaincies, awards you've won, or groups you've been part of).

6. Employment History- When providing your employment history, start with the your most recent job and go backwards from there. Give the position title and the dates you worked there. If you haven't had a job before, you can use other things to demonstrate your experience, including:

- Work experience you've done through school
- Work placements or internships that you've done through university or TAFE
- Volunteer work you've done

For each job provide a list of the things that you achieved while in that job, and the significant contributions you made to the organization. Make sure that these achievements and contributions match the key skills and strengths listed earlier on your resume.

7. References/Referees- Your resume should list two people who can positively recommend you as an employee. Ideally your references will be people that you have worked with before. Provide their name, their position title, and a way that they can be contacted.

8. Testimonials- A testimonial is another good way to prove that your skill and experience is what the employer is looking for. Getting a testimonial can be as easy as asking a colleague, teacher or previous employer to write a couple of sentences about you. Ideally the people you get testimonials from should also be included in your references. You can include any testimonials you get as part of your educational history or your employment/volunteering/work placement history. Usually it's enough to include one or two testimonials in your resume. Any more than two is probably too many.

9. Keywords- Many recruitment agencies use software that scans applications for key words and phrases. Applications that don't use the right keywords tend to be automatically rejected. Key words and phrases that this software looks for can include the names of:

- Skills
- Jobs
- Activities
- Qualifications
- Software
- Tools

To make sure your resume has the right key words and phrases, check out the job ad and make a list of the words and phrases it uses. If you don't have a written job ad to refer to, you can use a job search engine to find other ads for similar jobs and see what kind of keywords those ads use. Once you have a list to work from, start adding those words and phrases to your resume. Good places to add keywords include:

- Your opening statement
- Your educational history
- Your list of key skills
- Your employment history

What NOT to Put On Your Resume- Here are a few things not to include on your resume. Note that there may be circumstances when including some of the following information shows that you're a good fit for the job. If that's the case, including that information would be a good idea.

Personal details Normally these would be your name, address, date of birth, telephone number and email.

Types or Factual Errors- Submitting a resume or cover letter with spelling mistakes will guarantee you don't get an interview. You should spell-check your resume before you send it, but you should also get someone else to read it as well and check for mistakes you might have missed. Double-check everything



that you include in your resume. If you mention the company's name, make sure you get it right. If you mention the name of places you've worked before, make sure you get that right. Mistakes on resumes are worse than typos.

Images and Graphics- Don't include images or photos on your resume. Not only are images disliked by recruiters and HR professionals, they can also create problems with recruitment software.

Content in Headers- Many resumes only feature the applicant's name and contact details in the header of the document. Some recruitment software is unable to read information in headers and footers. If you do include information in the header and footer of your resume, make sure you include it in the body of the document too. **Fancy Formatting-** Stick to easy-to-read fonts and formats. This makes it easier for recruiters to review your resume. It also means any recruitment software that reviews your resume can easily read the information. Good fonts to use include:

- Verdana
- Arial
- Century gothic
- Calibri

Don't use large headers to break up the sections of your resume. Use a 10- or 11-point font for your main content and a 12- or 14-point maximum for headers.

Information in Tables- Some resume templates present information in tables to help with layout, but some recruitment software is unable to read tables. Your resume should only be formatted using line breaks and simple formatting (like setting multiple columns across the page).

PDF Versions of Your Resume- Some recruitment software can't read PDFs. Unless a job ad specifically says to provide your resume as a .PDF, you should always only submit your resume in word format (.doc or .docx).



Curriculum Vitae – Sample 1

Name of Candidate

Contact Details

Location...../ Email ID.....

Contact No...../ LinkedIn ID.....

Opening Statement

.....
.....
.....

Work Experience / Employment History (In chronological order)

Recent Job First

.....
.....
.....

Education Qualification

Past-Graduation.....

Graduation.....

School.....

Personal Projects / Volunteering Work / Extra Curricular Activities

.....
.....
.....

Skills And Language

Soft Skills

Hard Skills

Language



PHOTOGRAPH

NAME OF CANDIDATE

Contact Details :

- Location
- Contact No.
- Email ID
- LinkedIn ID

Skills And Language

- **Soft Skills**
.....

- **Hard Skills/ Technical Skills**
.....

- **Language Known**
.....

- **Hobbies**
.....

Curriculum Vitae – Sample 2

Opening Statement

.....

Work Experience / Employment History (In chronological order)

Recent Job First

.....

Education Qualification

Post-Graduation

.....

Graduation

.....

School

.....

Personal Projects / Volunteering Work / Extra Curricular Activities

.....



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college of commerce & management

B.B.A. Ist Year

Subject: Communication Skills



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