MASTER OF BUSINESS ADMINISTRATION

MBA-106

BUSINESS COMMUNICATION

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Guru Jambheshwar University of
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CONTENTS

Subject: Business Communication	
Course Code: MBA-106	**Author:** Ms. Richa Verma
Lesson No.- 1	**Vetter:** Prof. M.S.Turan

BUSINESS COMMUNICATION: AN INTRODUCTION

STRUCTURE

1.0 LEARNING OBJECTIVES

After learning this lesson, one should be able to understand:

- What is Business Communication
- Communication Process
- Media of Communication and Communication Networks
- Importance of Business Communication
- Barriers and Measures to Overcome Barriers of Business Communication

1.1 INTRODUCTION

We spend more of our time in communicating than doing anything else. A large part of each day is spent in talking and listening and otherwise in reading, writing, gesturing, drawing etc. All these activities are forms of communication. In every business organization, the basic aim of human group is to achieve certain objective. This objective can be effectively achieved when every individual working in the organization is connected with the work of other individuals. In order to have proper connection or coordination among various working groups, the exchange of ideas is very important which is possible only through communication. According to Sherlekar and Sherlekar, “Communication pours life into an organization”.

Communication is the basic ingredient for the existence of any business organization. It is the basic vehicles through which the activities or functions of the management are carried out. Communication is derived from Latin word ‘communis’ which means ‘common’. It means common among two or more than two people in equal measures. If a person effects communication, he has established a common ground of understanding. Communication is sharing of thoughts among two or more than two people in such a manner that the listener is receiving them in the same spirit with which they are being told. Thus communication involves imparting a common idea and covers all types of behavior resulting there from.

According to Peter Little, “Communication is the process by which information transmitted between individuals and/or organization so that an understanding response results”.

No organization can think of its existence without effective communication. Communication is a managerial skills required for leading and motivating the employees at work. A manager spend more than 60 percent of his time in communication with others like in conferences or meetings, giving direction or receiving information that can be in writing or orally. A manager who is good in communication can easily get the subordinates’ cooperation for achieving the objective of the organization. Haimann considers communication as vital to all managerial functions. Communication is the process of passing information and understanding from one person to another. It is the process of imparting ideas and making oneself understand by others. Communication in its broad sense means both the act of communicating something and the manner of communication such as letter, notice or circular. Thus, the above discussion clearly reveals the importance of business communication in any organization. According to William Scott,“Administrative Communication is a process which involves the transmission and accurate replication of ideas ensured by feedback for the purpose of eliciting actions which will accomplish organizational goal”.

1.2 WHAT IS BUSINESS COMMUNICATION?

Business communication is a specialized branch of general communication that is specifically concerned with business activities. Generally, when communication takes place between or among parties regarding business-related functions, it can be termed as business communication. But the process, methods, types, principles etc. remain almost same with those of general communication.

Business communication can be of two types internal and external. When communication occurs within the same organization, it is called internal business communication and it's related to maintaining and improving the morale of employees, procedures and prescribing methods, directing the workers, keeping the management informed and announcing policies and organizational changes. On the other hand, when communication occurs between and among people belonging to different business organizations, it is called external business communication. External communication is related to selling and obtaining goods and services, maintaining liaison with concerned parties, reporting to different parties etc.

1.3 COMMUNICATION PROCESS

Communication has been defined as a continuous process in which the exchange of ideas and information takes place among different persons. The transmission of sender's ideas to the receiver and the receiver's feedback or reaction to the sender constitutes the communication cycle. A purpose as message should be expressed or conveyed before communication. The message is encoded, is passed through a medium to receiver, who retranslates the message initiated by a sender. The following diagram-1.1 depicts the communication cycle:

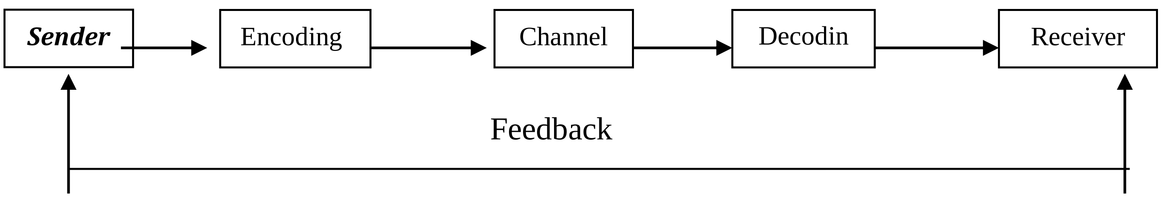


Diagram- 1.1 The Communication Cycle

1 **Sender:**He is the person who sends his ideas or message to another person, as a manager wants to inform his subordinate about a work plan. Here the manager acts as a sender.

2 **Message:** It is the subject matter of communication. It is the actual physical product which sender encodes. It means that whatever sender wants to convey is

a message. For example- an individual speaks, write, gesture, paint, etc. The message includes codes and symbols to transfer some meaning. The message includes opinions, feelings, views, attitude, orders, suggestions etc. For example- the work plan to be explained by the manager is in the shape of a message.

3 **Encoding:**Whatever the sender is communicating is necessarily thought of. Communicating the idea or thinking with the help of symbols, words, actions or diagrams is called encoding. It is conversion of communication message to symbolic form. For example, a manager receives an order to supply some material. The manager wants to communicate this message to subordinates (This mental state is an idea). When this idea is expressed in words this situation is known as encoding. For example, 5000 units of 'X' product are to be produced in the month of January.

4 **Media or Channel:** The channel is the medium through which the message travels. A person who wants to send a message has to make use of some medium for communication. The channel will be formal or informal is decided by the sender. The receiver must be considered while selecting a channel. Some people respond better to formal letters or communications than informal words. The channel, which is officially recognized by organization, is formal channel of communication. There can be many media of communication, like the face to face conversation, writing letters, through messenger, through telephone, through symbols etc. For example-if message were to be sent to some distant place quickly it would be proper to use telephone as a medium of communication.

5 **Receiver:** He is the person to whom message is sent. The communication process is incomplete without the existence of receiver of the message. The effectiveness of communication depends upon the knowledge of the receiver, which means how quickly he understands the feeling of the sender. It is the receiver who receives and tries to understand the message. If the message does not reach the receiver, communication cannot be said to have taken place.

6 **Decoding:** The sender sends his idea briefly in the form of symbols or diagrams. Understanding it correctly is called decoding. The receiver's past experience, education, perception, expectation and mutuality of meaning affects his ability to understand the message. For example- a telegram carries a long message in the form of a few words and when the receiver tries to understand the message in detail on the basis of his experience and qualification, his efforts are called decoding.

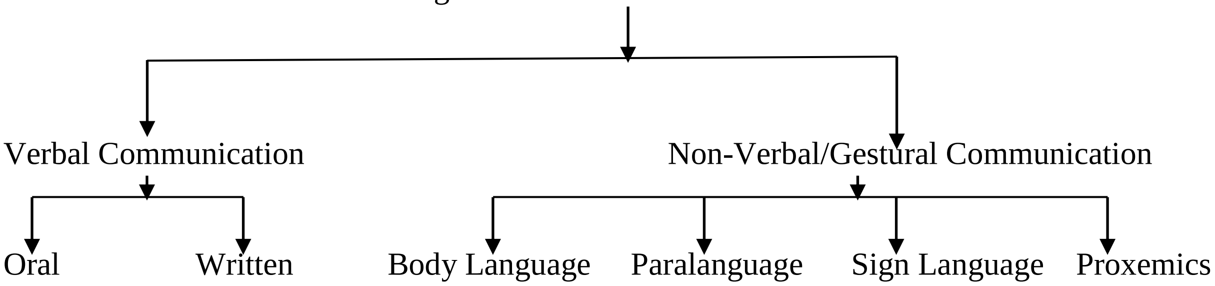
7 **Feedback:** It checks on how successful the receiver has been in transferring the messages as originally intended. After receiving the message, the receiver will take necessary action and send feedback information to the communicator. It is a reversal of the communication process in which a reaction to the sender's message is expressed. The receiver becomes the sender and the feedback goes through the same steps as the original communication. After having got the feedback by the sender the process of communication is completed. Early feedback will enable the sender to know whether his message has been properly understood and carried out or not.

The process of communication is repeated time and again because the work continues unabated in a business organization and no work can be accomplished without completing the process of communication.

1.4 MEDIA OF COMMUNICATION

Communication channel, formal or informal, requires some subject matter for communication (message, idea, suggestion, complaint etc.) in the form of words, signs or diagrams, which are called media of communication. In the organization, the managing director wants to issue directions to different departmental heads then he can convene a meeting, summon them to his room, talk to them over the telephone, or send them a memo. All these are the media through which the managing director can communicate. The decision regarding the choice of media is dependent upon the nature and urgency of the message and on the other side on the emotional and intellectual level of the receiver. For communication to be effective the sender has to be very careful and judicious in choice of media. The media of communication can be divided as follows (diagram-1.2):

Diagram- 1.2 MEDIA OF COMMUNICATION



1.4.1 Verbal Communication

The communication through words, writing speaking and listening constitute verbal communication.

1 **Oral Communication:** Communication with the help of spoken words is known as oral communication. Oral communication may take place in the form of face-to-face conversation and through mechanical devices which include conversation over the telephone, radio broadcasts, interviews, group discussions, meetings, conferences and seminars, announcements over the public address system, speeches, etc. When the communication is oral the sender can ask questions, describe or can make the receiver understand something that is not clear. There are various forms of oral communication depending upon the situation. These are personal instructions, lectures, meetings and conferences, interviews, social and cultural affairs, union channels etc.

2 **Written Communication:**When information is exchanged in the written form, it is called as written communication. It includes personal letters, circulars, memos, telegrams, annual reports, forms and questionnaires, manuals, magazines, newspapers, bulletins, complaint procedures, policy manuals, house journals, trade journals, correspondence, agenda forms, notice board, posters, etc. The limitations of oral communication like the presence of both the parties,

lack of proof in the context of future, etc., can be overcome by written communication.

1.4.2 Non Verbal Communication

It uses gestures for exchange of feeling or information. In this messages are conveyed through body movements, facial expression or gesticulation. For example, saying 'yes' or 'no' by the movement of neck. An efficient manager can quickly get the feedback with the help of facial expressions. If there is face to face conversation between two persons, they can better understand the feelings, attitude and emotions of each other. The gestures taken by the listener can help the communicator to know their reactions.Gestural communication is very important to motivate the subordinates, as for instance, handshake with the subordinate or a pat on the back of the subordinate. In this we are concerned with body movements, space, time, voice tone/pitch, general characteristics of environment, colour, layout/design, and any other kinds of visual and/or audio signals that the communicator may devise. The different forms of gestural communication are gestural news at television, indication by umpire in sports, to accept honour by waving hands.

Forms of Non Verbal Communication:

1) **Body Language:** It is reflection of our thoughts, feelings and our position in the organization. Body language works through facial expression, eye contact, gestures, head position, body shape, posture and appearance. Like, if an individual slouches or jiggles his feet, he gives the impression of being indifferent, uninterested or distressed. This example shows that body language adds intensity to the process of communication. A resourceful manager should make effective use of it. This results in improving the overall atmosphere and looks of the organization.
2) **Para Language:** It means 'Like' language. It is concerned with the manner in which a speaker conveys his meanings through words. It tells a lot about a speaker's educational background, national regional background, his mental

state and his place in the organization. Like the word stress makes speech convincing. Proper words stress gives words intended meaning.

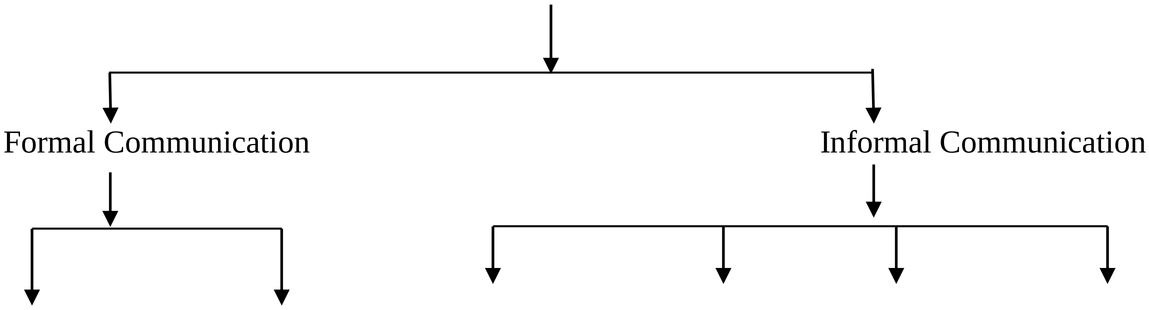
3) **Sign Language:** Signs i.e. visual and audio/sound signals have been in use since time immemorial. Visual signals like pictures, posters, photographs, cartoons, maps, diagrams, drawings and lights, etc economize on verbal communication. These make communication interesting and motivate the receiver of the message. Drumbeats, alarm signals like sirens/hooters, buzzers, bell ringing are the most commonly used sound signals. These sound signals are important in time management.

4) **Proxemics:** It is study of space language. The distance between the people tells about their relations. Social space is best used for formal/official purposes. For instance the people who begin conversation and those who are seated at the front are usually considered as the leaders of the group. People seated around a round/oval table will most likely communicate in the form of conference.

1.5 Communication Networks

A proper pattern is followed to carry out activities in the business. The board of directors takes the policy decisions, managing directors executes the policy, the departmental managers issue instructions, supervisors give orders and clerks and operatives actually perform the task. All these parties are connected through some channels of communication. The sum total of these channels is known as communication networks. It includes as depicted in diagram 1.3 shown below:

Diagram-1.3: COMMUNICATION NETWORKS OR CHANNELS OF COMMUNICATION



Vertical Horizontal Free-Flow Circular Chain Wheel

Downward Upward

1.5.1 Formal Communication

It refers to official lines of communication, which follows chain of command. It is the path of communication, which is institutionally determined by the organization. In this exchange of ideas and information is done under the planned organizational structure. It makes it possible for the information to reach the desired place without any hindrance, at a little cost and in a proper way.

1.5.2 Informal Communication

It refers to communication among people through informal contacts. In this case the position and status of parties have no relevance. The communication is entirely based upon the informal relationships like friendship, membership of the same club, same place of birth etc. In this communication the superiors will get such information which is not possible to collect through the formal channels. Such communication includes comments, suggestions etc. It takes place through gesticulation, moving of head, smiling and by remaining quite. It is also called as 'Grapevine Communication' because there is no definite channel of communication.

1.6 IMPORTANCE OF BUSINESS COMMUNICATION

Communication is as important to the organization as blood is to the body. Communication is a medium through which works being done in the organization can be explained, change can be affected, a feeling of cooperation can be aroused by establishing uniformity among the works of various people working in the organization, clear human relation can be established and finally the objective of the organization are realized. No business can develop in the absence of effective internal and external communication. The top hierarchy in an organization spends most of the time in communication while the people at the lower level spend comparatively less time in communication process. The importance of communication in management can be understood through the following points:

- **Basis of decision making:** In the absence of communication it is not possible for the top management to take any decision. Much information has to be collected for decision making and for giving final shape to any idea. The information connected with the taking of decision can be obtained only through communication. With effective communication it can be ascertained as to what was said? What was done? What is being done? And what is to be done?
- **Effective communication promotes spirit of cooperation and coordination:** An atmosphere of mutual trust and confidence between employer and employee can be possible with the existence of effective communication. Through this the management can collect required information related to limitation and potential of employees and the employees can be well aware of what is expected from them. In this way, mutual understanding can be built between employer and employee. This leads to job satisfaction to employees and good return to employers. Thus, the work can be accomplished only when there is coordination and cooperation among the people working in the organization.
- **Effective Control:** Communication has an important place in the process of controlling. The managers get information about the work performance through communication on the basis of which they can improve upon the irregularities well in time. On the basis of the information received the future plans can also be amended.
- **Basis of Motivation:** An efficient system of communication helps the managers in changing the point of view of the subordinates, raising their morale and presenting a basis of satisfaction. In any organization the

differences emerge out of the wrongly defined objectives and ignorance of facts. A timely communication can settle the disputes among various sides and reduce the possible difference of opinion. In this way everybody gets greatly attached with the enterprise and the work goes on smoothly.

- **Establishment of Effective Leadership:**In order to be a successful leader a manager must have the knowledge of the art of communication. In other words, leadership cannot be imagined without effective communication. A manager can be an efficient leader by improving upon his art of communication. A good communication system brings the employees close to one another and removes their difference of opinion.
- **Basis of organizational image:** Business communication also help in improving relationship with outside parties like the government authorities, foreign trade officials, licensing and custom authorities, bankers and financial institutions, income tax and sales officials, transporters, distributors, retailers and customers. With the help of communication the enterprise increases its reputation by giving information about its progress to the outside parties. The enterprise discharges its social responsibilities by informing the entire human community as to what improvement is being done to preserve their interests and this results in achieving their confidence. Thus, communication gives information about the level of work performance of the organization.
- **Business activity has become extremely complex:** For the success of a big industrial unit, the work is performed by different functional department like production, planning, sales, stores, advertising, finance, accounts etc. There will be no coordination among these departments if there is no communication. Example- A project manager have made a plan to work on a new project, but later on realize that no finance and man power are available to work on it. This situation arises because of lack of communication among different departmental heads.

- **High weightage in job and promotion***:* The communication skills vary with the nature of job. Effective communication is required in the area of personnel, public relation, marketing, sales etc. Editors, writers, teachers, advocates, researchers also need highly developed ability to communicate. Executives are required to make speeches, brochures, pamphlets and give interviews to media in order to improve organizational image. The successes of the individual to write highly persuasive letters and to produce very concise reports increase the chances of promotion. It is believed that communication skills of the employees are given due weightage at the time of their appointment as well as promotion.

The above-mentioned facts make it clear that communication is the key to the success of a business enterprise. Success is automatic for an enterprise whose employees are acquainted with the art of communication. Good communication is the foundation of sound management.

1.7 BARRIERS OF BUSINESS COMMUNICATION

Communication has a special place in every organization. It is the process of transmitting information to those who need it, by those who have it. If the receiver receives the information transmitted by the sender in wrong sense, then it proves to be barrier in communication. Barriers or obstacles in communication cause breakdowns, distortions and inaccurate information. The barriers can be in the form of wrong use of language or haste on the part of the receiver in understanding the information received or some other reason. These barriers nullify the importance of communication and as a result of these the enterprise may have to face serious consequences. For achieving perfection in communication there is need of overcoming these barriers. The main barriers to communication are discussed below:

1) **Language or Semantic Barrier:**There is always a possibility of misunderstanding the feelings of the sender of the message or getting a wrong meaning to it. The receiver in the light of his experience explains the words,

signs, and figures used in the communication, which creates doubtful situations. This happens because the information is not sent in simple language. The chief language related or semantic barriers are as follows:

a) **Faulty Translation:** A manager receives much information from his superiors and subordinates and he translates it for all the employees according to their level of understanding. Hence, the information has to be moulded according to the understanding or environment of the receiver. If there is a little carelessness in this process, the faulty translation can be a barrier in the communication.

b) **Unclarified Assumption:** It has been observed that sometimes a sender takes it for granted that the receiver knows some basic things and, therefore, it is enough to tell him about the major subject matter. This point of view of the sender is correct to some extent with reference to the daily communication, but it is absolutely wrong in case of some special message. Special messages should be made absolutely clear; otherwise there is a possibility of some wrong action in the absence of clarification.

c) **Interpretation of Words:** Because of the obscurity of language there is always a possibility of wrong interpretation of the messages. This barrier is created because of wrong choice of words, uncivil words, the wrong sequence of sentences and frequent repetitions. A word has variety of meanings and there is possibility that the receiver do not assign the same meaning to a word as the transmitter had intended. This may lead to miscommunication. For example- the word ‘run’ has 110 meanings i.e. 71 meanings as a verb, another 35 as a noun and 4 more as an adjective.

d) **Use of Technical Language:** Generally, it has been seen that the people working in an enterprise are connected with some special technical groups who have their separate technical language. This technical group includes industrial engineers, production development manager, quality controller, etc. Their communication is not so simple as to be understood by everybody. This leads to bypassing instructions, which means that sender and receiver of the message attribute different meanings to the same word or use different words for the same meanings. Hence, technical language can be a barrier in communication.

e) **Denotations and Connotations:** It is believed that the words with denotative or connotative meaning are barriers to communication. Denotative meaning of the word informs and names objects without indicating any positive or negative qualities. The words like table, book, accounts, meetings are denotative. The connotative meanings lead to qualitative judgements and personal reactions. Like the words honest, competent, cheap, sincere are connotative. So whenever possible an individual should choose the words with positive rather than negative connotations.

2) **Organizational Barriers:**So far as communication is concerned organizational structure greatly affects the capability of the employees. Some major organizational hindrances in the way of communication are as follows:

a) **Organizational Policies:** Organizational policies determine the relationship among all the persons working in the enterprise. For example, it can be the policy of the organization that communication will be in the written form. In such a situation anything that could be conveyed in a few words shall have to be communicated in the written form. Consequently, things get delayed.

b) **Organizational Rules:** These become barriers in communication by determining the subject matter, medium, etc., of communication. Troubled by the definite rules the senders do not send some of the messages.

c) **Status Relationship:** In organizations all the employees are divided into many categories on the basis of their level. The formal division acts as barrier in communication especially when the communication moves from the bottom to the top. For example, when a lower level employee has to send his message to his superior at the top level there is a lurking fear in his mind that the communication may not be faulty, and because of this fear he cannot convey himself clearly and in time. It delays taking of decisions.

d) **Complexity in Organizational Structure:** The greater number of managerial levels in an organization makes it more complex. It results in delay in communication and information gets changed before it reaches the receiver. In other words, negative things or criticism are concealed. Thus, the more the number of managerial levels in the organization, the more ineffective the communication becomes.

e) **Organizational Facilities:** It means making available sufficient stationery, telephone, translator, etc. where these facilities are sufficient in an organization, the communication will be timely, clear and in accordance with necessity. In the absence of these facilities communication becomes meaningless.

3) **Situational Barriers:** Barriers may arise due to specific situations i.e. physical conditions like noise or insignificant light or information overload etc. The situational barriers are as follows:

a) **Noise:**In factories oral communication is difficult due to loud noise of machines. This also causes interference in communication by telephone or loudspeaker system. Noise also includes physical interference like illegible handwriting, smudged copies of duplicate type script, poor telephone connection, etc.

b) **Time and distance:** Use of telephone and computer technology has made the communication faster and this overcomes the space barriers. However, mechanical breakdowns sometimes make these barriers effective. Sometimes the distance between the receiver and sender becomes a barrier. Faulty seating arrangements in room make communication ineffective because nobody can have eye contacts with each other.

c) **The other types of situational barriers are:** When there is a notice or a number of persons are speaking simultaneously then communication cannot be effective. If the executive is overloaded with information and does not have time to organize the information, he will not be able to communicate effectively.

4) **Personal Barriers:** The barriers, which are directly connected with the sender and the receiver, are called as personal barriers. They are divided into two parts:

Barrier Related to Superiors: These barriers are as follows:

- **Attitude of Superiors:** The attitude of the superiors means the importance they give to communication. It means whether the superiors want to send their ideas to others or not. The attitude of the executives or superiors directly affects the flow of communication.
- **FearofPosition:** Everybody desires to have higher position in there organization. In this hope they always try to conceal their weaknesses by not communicating their ideas. There is always fear of position in their mind, that in case the reality comes to light they may have to move to lower level.
- **Lack of Confidence in Subordinates:** The superiors always think that the lower level employees are less capable, and therefore, they ignore the information or suggestions sent by them. In order to increase their own importance, the superiors ignore the communication from their subordinates. Consequently, the self-confidence of the employees is lowered.

- **Shortage of Time:** The executives are overburdened with excessive work, so it is not possible for them to organize the information. Thus due to shortage of time they do not pay much attention to communication.
- **Lack of Attention:** In some circumstances, the superiors do not pay attention to importance and utility of communication. As a result of this the flow of communication gets impeded. Consequently the work performance gets affected and due to delay in activities the enterprise has to face much inconvenience.

Barriers Related to Subordinates: Subordinates related barriers are the following:

- **Unwillingness to Communicate:** Sometimes the subordinates do not want to send any information to their superiors. They prefer to conceal the information if they feel that the information can have negative effect on their position. If it is necessary to send the information they always prefer to send it in modified or amended form so as to make it acceptable to the superior. Thus, by not clarifying the facts, the subordinates become a hindrance in communication.
- **Lack of Proper Incentive:** Lack of incentive to the subordinates creates a hindrance in communication. It is because of the fact that their suggestions or ideas are not given any importance. If at any occasion the superiors ignore the subordinates, they prefer not to exchange any information in future.

5) **Different Comprehension of Reality:**Reality is not a fixed concept. it is complex, finite and continually changing. Every individual has limited sensory perception and a unique mental filter. The reality of an object, an event or a person is not identical to two persons. On the basis of different evaluations individuals comprehend the reality in different way. This leads to miscommunication. The point of different comprehensions are:

- **Abstracting:** It is a process of focussing attention on some details and omitting others. It helps in saving time, space and money. But sometimes we believe that whatever we know or say about an object or event is worth knowing or saying about it and less we know, the more sure we feel that we know it all. We can overcome these barriers, if we make our abstract as fairly representative of the whole situation as possible. We should realize that the others can pick different ideas and facts from the same situations and we should be mentally prepared to consider what they have to say about it.
- **Slanting:** It means giving a particular slant to reality. We are aware of different aspects but we deliberately select a few and make them representative of the whole. If an individual is accustomed to reality, we consider him a drunkard and tend to forget that he is our good friend and a kind-hearted man. This happens because we are not objective in our observations and assessments. To avoid this we should not make judgement on the basis of fraction of facts.
- **Inferring:** It means the drawing inferences from the observations. Whatever an individual feel, taste, hear, see, smell or immediately verify, constitute fact? And our statements and conclusions beyond these facts are called as inferences. These inferences should be reliable and based upon verifiable facts. The experts of one field i.e. marketing, advertisers, architects, engineers, designers etc. always draw the verifiable observation about his field, but a non-expert always draw inferences without the verifiable facts, thus, wrong inferences can surely be barrier to communication. Thus to avoid this barrier, the inferences should be based upon verifiable facts.

6) **Psychological Barriers:** Importance of communication depends on the mental condition of both the parties. A mentally disturb party can be a hindrance in

communication. Following are the psychological barriers in the way of communication:

a) **Premature Evaluation:** Sometimes the receiver of information tries to dig out meaning without much thinking at the time of receiving or even before receiving information, which can be wrong. This type of evaluation is a hindrance in the exchange of information and the enthusiasm of the sender gets dampened.

b) **Poor Retention of Information:** It means that with every transfer of information its reality gets reduced. According to some researchers, in oral communication there is a loss of 30 percent in every transfer of information. This happens due to carelessness of human nature and limited memory.

c) **Attitude and Opinion:** Individual's attitude and opinions often act as a barrier to communication. If an information is in consonance with our opinion we tend to accept it favourably otherwise we do not favourably react to that. If the new policy is in the employee's favour, they welcome it, otherwise they reject it. Similarly, different people have different attitudes and opinions and as such their interpretations of the same thing will be dissimilar.

d) **Emotions:** Some people are emotional by nature and loss their mental balance quickly and easily. If a superior happens to get agitated quickly, his communication, howsoever, argumentative, is likely to be rejected. Similarly, if the receiver of the message is mentally upset or disturbed he will find unfavourable meaning to it. Thus, a person in different emotional states is more likely to give different meanings to the same cues or information.

e) **Closed Mind:** If the listener has closed mind, he will always evaluate the things from his own point of view and will not be receptive to new ideas. Such a person is not open to conviction and persuasion. Thus it is very difficult to communicate with him. Therefore, it is rightly said that we see what we want to see and hear what we want to hear.

7) **Other Barriers:** Other barriers to communication are explained below:

- **Source:** The source from where the message emanates is very important. People with predetermined and preoccupied attitudes are prejudices towards some persons who they wish to contact. It these (senders) are the sources of message, they may behave in a hostile manner towards the other people (receiver). The receiver may read into the message something more or something less, than what is apparent. Hence source of communication is important in an organization to pass on essential and required communication.
- **Cultural Barriers:** Cultural differences often cause communication problems. The same category of words, phrases, symbols, actions, colours mean different things to people of different countries/cultural backgrounds. For example, in Western countries black colour is associated with death and mourning while in the far East white is the colour of mourning. In United States people love to be called by their first name while in Britain people are more formal and like to be addressed by their title or last name.
- **Distortion:** If the messages are not received properly or they are not properly translated, due to several distractions of the speakers, say his behaviour, makes the receiver not to receive the message fully, thus, cause barriers to communication.

Language is the most important tool of communication. Thus, for occupying a higher position, there is need for effective communication. The communication can be effective only after overcoming above barriers.

1.8 MEASURES TO OVERCOME BARRIERS IN BUSINESS COMMUNICATION

In view of the importance of business communication, it is essential to curb the barriers of communication. Following are some of the important ways to remove these barriers:

1. **Clarity of Ideas:** The sender of the message should be clear in his mind about the message that he wants to communicate. The purpose of the message and the sequence of the ideas to be conveyed should be clear in his mind. As far as possible the message should be brief and priority should be given to the language of the level of the receiver. Instead of using technical words, attempt should be made to use commonly understandable words and sentences.

2. **Positive Attitude:** There should be change in the attitude of superiors and subordinates so that open communication is possible all the times. To achieve the organizational objective, the superiors should from time to time inform the policies and programmes of the concern to the subordinates and should also remain in touch with subordinates regarding their problems, suggestions and emotions.

3. **Active Listening:** Active or 'participative' listening is as important as any other element in the process of communication. It shows that communication is a joint responsibility of both the sender and the receiver.

4. **Consistency of Message:** The information sent to the receiver should not be self-contradictory. It should be in accordance with the objectives, policies, programmes and procedures of the enterprise. Whenever a new message is to be sent in the place of the old one then changes should be described otherwise the message can be misleading.

5. **Free Flow of Information:** The system of communication should be so designed that shorter lines of information flow are there. The information can be vertically and horizontally flowed. To speed up communication proper delegation and decentralization of authority should be encouraged.

6. **Completeness of Message:** The message should be complete in every respect. The message should be sent in time; otherwise it would lose its significance. While sending the message it should be checked that no important thing is left out, otherwise the message can be misunderstood. Incomplete message delays work performance and increases cost.

7. **Environment of Mutual Confidence:** Every individual working in the organization performs communication. Therefore, it can be made more effective with the help of mutual confidence with cooperation.

8. **Eliminate Noise:** Every possible effort must be made to eliminate the elements of noise that distorts communication at the transmission stage. It becomes especially important in the wake of modern technological advancement. Anything going wrong with the equipment or any disturbance in the transmission line is bound to defeat the very purpose of communication.

9. **Selection of Proper Channel:** The medium of communication is proper as far as nature of the message and the aim of receiver are concerned. Choosing a method thoughtfully helps to make the communication effective. Besides formal communication, it is necessary that informal communication is given due importance.

10. **Completeness:** One must also endeavour to send a complete message that furnishes all necessary facts and figures. Incomplete communication annoys the receiver as a result of which proper feedback will not be possible. The message should be so organized that the receiver should not be left with any doubt related to any aspect of message.

11. **Conciseness:** Completeness does not mean inclusion of unnecessary details or diversions. An effective communication is concise and crisp. The sender should be clear headed and properly focused in his vision.

12. **Feedback:** It means making efforts to know whether the receiver has properly understood the message or not. The feedback information can be flowed upward and downward. The reaction of the sender can be understood better in face to face communication. But in respect of the written or some other form of communication the sender should adopt some appropriate method of getting the feedback.

13. **Open Mind:** The parties to communication must have open minds. The information should not be withheld for personal interest or prejudice. The information should be interpreted without any bias. The parties should be receptive to new ideas that they come across.

14. **Proper use of Body Language:** Proper use of body language is of paramount importance, especially in oral communication. No oral communication can be successful if we do not take care of our body language. There should be proper eye contact with the person to whom we are speaking. The movement of our hand and feet must be graceful. Every listener observes carefully how we walk and how we talk. Holding head straight on our shoulders shows confidence. In fact, our overall appearance can really make our communication effective.

15. **Simple Organizational Structure:** Communication can be effective when the rules and procedures in the organization are simple. There should be few levels of management so that the flow of communication moves on unimpeded.

16. **Communication Skills:** An individual should have the necessary skill to share information with the superiors, subordinates and peers. This will help in improving interpersonal relationship in the organization and finally result in greater productivity.

17. **Flexibility:** A good system should be flexible enough to adjust to the changing requirements. The new techniques should be absorbed without

much resistance. Use of wide range of media such as oral and written messages, face-to-face contacts, telephonic calls, group meetings, etc., should be encouraged without any hesitation.

1.9 CHECK YOUR PROGRESS

Multiple Choice Questions:

1) The most important goal of business communication is -------.
   a. Favourable relationship between sender and receiver
   b. Organisational Goodwill
   c. Receiver Response
   d. Receiver Understanding

2) Downward communication flows from ---------- to ------------- .
   a. Upper to Lower
   b. Lower to Upper
   c. Horizontal
   d. Diagonal

3) Horizontal communication takes place between ----------- .
   a. Superior to Subordinate
   b. Subordinate to Superior
   c. Employees with same status
   d. None of these

4) Appeals and Representations are used in ---------- communication.
   a. Horizontal
   b. Downward
   c. Upward
   d. Grapevine

5) The study of communication through touch is --------- .
   a. Chronemics

b. Haptics
c. Proxemics
d. Semantic

1.10 SUMMARY

The above analysis makes it clear that communication is an art of transferring ideas, facts and feelings, etc from one person to another and making them understandable. In means that if we tell something to somebody else but cannot make him understand this message, the process of communication is incomplete. In order to complete the process of communication, it is enough to understand the message rather than believe in them and agree with them. As communication is a pre-requisite of congenial climate necessary for the overall advancement and productivity, the manager must update himself with the latest innovations in the field of communication technology. The speed and accuracy of communication is very crucial for the success of organization in modern world. The above description makes it clear that an effective communication is the key to success of the organization. There are many impediments in the way of communication. An efficient manager can easily accomplish the objectives of the organization by clearly understanding the obstacles in communication and their solutions. One cannot get rid of the communication process just for the fear of these barriers but they need to be circumvented.

1.11 KEYWORDS

- **Internal Communication:** The sharing of information within organisation for business purpose is known as internal communication.
- **External Communication:** The sharing of information with the people and organisations external to the business for business purpose is known as external communication.

- **Verbal Communication:** It is the act of sharing information between individuals by the use of speech. Any interaction that makes use of spoken words is considered as verbal communication.
- **Non-verbal Communication:** It is the transmission of messages or signals through a nonverbal platform such as eye contact, facial expressions, gestures, posture, and the distance between two individuals.

1.12 SELF-ASSESSMENT TEST

1. Define communication. Why communication has assumed importance in modern industrial organizations?
2. "Good communication is the foundation of sound management" Comment.
3. What are the various channels of communication? Write detailed notes on the importance, advantages and limitations of them.
4. What do you mean by 'media' of communication? Broadly discuss the relative merits and demerits of each.
5. "The single most significant characteristic of the human race is the ability to communicate". Discuss.
6. What are the common barriers to communication in an organization? Explain with examples.
7. Describe the instances of communication breakdown in an organization. How each might be avoided?
8. Explain how does wrong choice of channel of communication act as a barrier to communication?

1.13 ANSWER TO CHECK YOUR PROGRESS

Answer to Multiple Choice Questions

1. d Receiver Understanding
2. a Upper to Lower

3. c Employees with same status
4. c Upward
5. b Haptics

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Subject: **Business Communication**	
Course Code: **MBA - 106**	Author: **Dr. Karam Pal**
Lesson No.**2**	Vetter: **Prof. Harbhajan Bansal**
Principles for Effective Communication	

STRUCTURE

2.0 LEARNING OBJECTIVES

After going through this lesson, you will be able to:

- Generate the thoughtful ideas in the consciousness of students with regard to the essentials of business communication.

2.1 INTRODUCTION

Human communication, at least the verbal part of it, is far from being a natural function; that is, it is not the sort of thing we would do if left to nature's devices, as we would many of our other activities. Our hands, for example, would perform their natural functions of picking up and handling things whether we grew up with jungle animals or with civilized people. Likewise, our mouths would take in food and our teeth and jaws would chew it in either event. And most of our other body parts would function naturally without instruction from other human beings. However, we cannot say the same about the major organs used in communication. Our vocal apparatus would not make words if we were not taught to make them. Neither would our brains know them nor do our hands write them without instruction. Clearly, communication is a function that we must learn. It was originated by human beings, and it must be acquired from human beings. It may be clear from the definition of communication discussed in the earlier lessons that two-way communication takes place when the receiver provides feedback to the sender. For instance, giving an instruction to a subordinate and receiving its acceptance is an example of two-way communication. In case of one-way communication, feedback is absent. Here the sender communicates without expecting or getting feedback from the receiver. A policy statement from the chief executive is an example of one way communication. One-way communication takes less time than two-way communication. In certain situations, one-way communication is more effective to get work from the subordinates.

A conventional analysis of communication begins with a definition of the term. Many such definitions exist, so we would have no difficulty finding one suitable for our use. But our approach is not conventional. We do not use words to define words, for, as we will see, such definitions are dangerous. Instead, we use an operational definition. By operational definition we mean one that demonstrates how something works. The following pages present an operational definition in the form of a model.

In this presentation of the model, we strive to look with scientific diligence into the phenomenon of human communication. We take the event involving one human being communicating with another. We choose a face-to-face oral communication event because this is the communication situation with which we are best acquainted. Later in the chapter, we adapt the model to written communication. Our plan is to take the communication event and place it under the microscope of our minds. Our goal is to show how the process works and how it does not work.

In developing our model, we must incline heavily on the theoretical aspects, as we are not dealing with a subject that has received total factual support. The theoretical material presents authoritative thinking on the subject: and research is constantly producing facts that lend support to this thinking. Regardless of its factual base, this presentation gives us a meaningful understanding of communication and provides us with principles that we can successfully apply to real-life communication.

2.2 THE COMMUNICATION ENVIRONMENT

The study of the communication process logically is preceded by analysis of the environment in which communication occurs. This is the sensory environment, in which we find ourselves every moment. It is made up of all the signs existing in the world of reality that surrounds us. Your sensory environment consists of all the signs your senses can detect. More specifically, it is all you can see, taste, smell, hear, or feel in that part of the world that surrounds you.

By 'world of reality' or 'real world' we mean that what actually exists. It contrasts with the world that exists only in people's minds i.e. world of imagination. Of course, one may argue that what exists in the mind also is real that, right or wrong, the content of a mind exists in that mind. For our purpose, however, we must allow this variation in our definition. It is important to distinguish between what actually is in the world around a communicator and what the communicator says or thinks it is. Often the two are not the same.

By signs we mean everything from the real world that can act as a stimulus to us. In other words, it is anything that our sensory receptors can detect. It is what our eyes can see, our ears can hear, our nostrils can smell, our tongues can taste, and our flesh can touch. It may be a spoken word, the sound of objects crashing together, a printed word, the aroma of a flower, or the movement of a bird. Thus, an individual sign is a portion of the real world that can create a response within us.

From the preceding comment we can deduce the meaning of sensory receptors: those body organs that we use to detect the signs in the real world. Specifically, the term refers to our eyes, noses, ears, mouths, and flesh with its ability to detect surface and temperature differences.

1. **Sign Detection:** Our sensory receptors continuously pick up some of the infinite number of signs existing in our communication environment. Stated another way, the signs around us continuously produce responses within us through our receptors. Perhaps this phenomenon can best be explained by an example. At this very moment, you are looking at this printed page. On it is the words (signs) that your eyes are picking up. We hope that these are the primary signs you are receiving, but there are others. Probably you are picking up some of them from time to time. Perhaps there are various noises around you -- voices from another room, the ticking of a clock, a radio playing in the distance, a roommate's movements and sounds. From time to time you may become aware of being hot or cold, or your back may itch, or your sitting position may become uncomfortable. Thus, as you read these pages your sensory receptors are continuously picking up signs from all these parts of the reality that surrounds you.
2. **Sensory Limitations:** The number and types of signs we can detect from the real world, however, are limited by our sensory abilities. In short, the human sensory receptors are not capable of detecting all the signs that we know exist in the real world. For example, our eyes can detect only a small part of the total spectrum of wavelengths; and the ability to detect within these

wavelengths varies from person to person. We can see only a fraction of the distance a hawk can see. Our ears can pick up only a narrow band of the vast range of air vibrations, and people's ability to pick up sounds within these ranges varies. As we all know, dogs and birds can hear much that we cannot. Likewise, we can smell only the stronger odours around us, while dogs and most other animals do a much better job of smelling and so. Clearly, our senses are limited and can detect only a small portion of the reality surrounding us.

3. **Selective Perception:** Although incapable of detecting all that exists in the real world, our sensory receptors select some signs and ignore others. Place yourself, for example, in a room full of talking people, and notice how it is possible to tune in on one conversation and ignore others. Or notice how you are able to focus your vision on one minute object and then expand your view to a much broader picture. All of us have this ability to varying extents, and we can make use of it with all of our senses.
4. **Varying Alertness and Perception:** Our detection or non-detection of signs also depends on our receptiveness to signs. There are times when we are keenly alert to our communication environment and times when we are less alert. Certainly you have experienced occasions when you were sleepy, in a daze, or just daydreaming. During such times, you missed many of the signs in your communication environment. When you are asleep, you detect almost none.

2.3 ESSENTIALS OF BUSINESS COMMUNICATION

To this point we have seen how each of us lives in an environment of signs and how these signs are with us throughout each day. We have also seen how our ability to detect these signs varies, how we can tune them in or tune them out, and how our alertness to them varies across time. With this knowledge of the communication environment as a foundation, we are now ready to describe the essentials of business communication.

The main purpose of all communication in an organization is the general welfare of the organization. Effective communication is needed at all stages in order to ensure this welfare. At the planning stage, information is needed on the various aspects of the enterprise, the feasibility of the project being undertaken, finances involved, man-power required, marketing conditions, publicity campaigns, etc. At the execution stage, orders are issued to the employees to start work, the workers associated with the project are constantly motivated and kept involved, a sense of discipline is cultivated among them and their morale is kept high. All this requires constant two way communication between the managers and the employees. At the assessment stage, the manager is again required to communicate with various sources, both internal and external, to assess the success of the project, and if a need is felt, to envisage modifications in the future plans. In view of this elaborated and complex commercial structure, communication can be used for any or more of the following objectives:

1. **Information:**

   One of the most important objectives of communication is passing or receiving information about a particular fact or circumstance. It can be done either through spoken or written language or by using other system of signs or signals. Managers need complete, accurate and precise information to plan and organize; employees need it to translate planning into reality. These information can be of two types:

   External Information: Information on the following aspects is vital for the existence and welfare of any organization:

   - Information about its products: (i) consumer response to its products in comparison to competing products with reference to quality as well as price, (ii) whether they are being produced in conformity with the latest trends.

- Information about the availability of credit: the nature of the various financial institutions and the terms and conditions on which credit is offered by them.
- Information about the availability of raw materials: how better quality raw materials can be procured on easier terms, or if cheaper substitutes are available.
- Information about the Government rules and regulations: what kind of effect the rules and regulations of the Government and the changing political scene can have on the product policy of the organization.
- Information about the advertising media: their efficiency, suitability, relative merits and the expenses involved.
- Information about the latest development in the fields of science and technology: how innovations can be used to modernize the production techniques either to improve the quality of the products or to effect economy in labour, time, money, etc.

Internal Information: Internally, information should be freely given to the employees on the following points:

- Information on job assignments and procedures governing them: Information about the precise nature of every employee's job, its scope and the procedures governing it should be readily available with every employee as well as in the files of the organization.
- Information on status and decision-making powers: The exact designation of the officers and their decision-making powers enjoyed by them should be clearly defined.
- General information on the policies and activities of the organization: If the employees are kept well informed about the policies of the organization and other related aspects, it inculcates a sense of belonging

and gives them greater job satisfaction. It also helps them to acquire self-confidence.

2. **Advice:**

Giving advice is another important objective of communication. Information is always factual and objective. But advice, since is involves personal opinions, is likely to be subjective. Information is neutral in itself. When it is offered to a person, he may use it as he likes. But advice is given to him either to influence his opinion or his behaviour. I may prove helpful, but it may also lead to disaster.

Importance of Advice:

Commercial activities in the modern world have become extremely complex. Each individual activity needs specialized handling, which cannot be expected from people working single-handed. However competent a businessperson may be, he cannot have specialized knowledge of all branches like fiancé, taxation, publicity, engineering, public relations, etc. If he wants to run his business successfully, he will have to seek expert advice quite frequently.

Within the organization, the supervisory staff is required to advise the junior employees. Supervisors are usually persons of long standing and have a great deal of experience at their command. Being in close contact with their superiors (usually the board of directors) they are well familiar with the policies and functioning of the organization. They are, therefore, in an excellent position to guide, counsel or advise their subordinate staff.

Advice Flows Horizontally or Downwards:

Advice by its very nature flows horizontally or downwards. Expert advice from outside flows horizontally. The boards of directors advising one another on some policy matter are also engaged in a kind of horizontal communication. But advice soon starts flowing down to the management personnel, the supervisory staff and the subordinate staff or the operatives.

How to Make Advice Effective: While offering advice, the advisor should keep the following points in mind:

- Advice should be both man-oriented and work-oriented, i.e., it should be related to a specific piece of work, and should be given in such a way that it suits the individual needs of the recipient. It means that while explaining the complexities and subtleties of a job, the adviser ought to keep in mind the understanding power of the person he is advising.
- Advice should not be given to a person to make him feel conscious of his inferior knowledge or skill. If the adviser assumes a patronizing tone, the other person may resent it. So the adviser ought to be very friendly in his attitude.
- The only justified motive of giving advice is the betterment of the worker. The adviser should genuinely feel this motive. And he should give this very feeling to the worker. He should so mould his tone and phrase his language that he makes the other persons feel absolutely at ease.
- If offered in a right tone, advice can often promote better understanding between the adviser and his subordinates. It can prove that the adviser is taking personal interest in his subordinate staff and is, therefore, interested in their welfare.
- If the subordinate staff is given freedom to react, advice can become a two-way channel of communication. It may perhaps bring about some excellent suggestions for the improvement of the organization's functioning.

3. **Counselling:**

Counselling is very similar to advice. Only, counsel is objective and impersonal. The counsellor is a man of greater skill or knowledge on some specific subject and offers his counsel without any personal interest or involvement. Advice has a personal touch about it; counsel is almost professional. Advice is often unsought and is unwelcome; counsel is eagerly sought.

A number of large business houses now have their counselling departments, which offer the employees advice on domestic or personal problems. Even an efficient employee may become tardy and indifferent if he is facing some personal problems at home. This may adversely affect the working of the organization. It may also infect other employees and lower their morale. Such employees are encouraged to consult the counselling department, which has on its staff a panel of doctors, psychologists and social workers. These experts hold a series of sittings with the employees and thrash out their problems. The employees are restored to their mental and physical health and the conditions in the organization are brought back to the normal.

4. Order:

Order is an authoritative communication.It is a directive to somebody, always a subordinate, to do something, to modify or alter the course of something he is already doing, or not to do something. Whatever be the nature and size of an organization, orders are absolutely necessary for it. The downward flow of information is dominated by orders.

Types of Orders: Keeping different aspects of orders in mind, we can classify orders in various ways:

a) Written and Oral Orders:

Written orders are usually given in the following cases:

- The order is of a highly responsible nature. It is essential to keep a record of it and to make it absolutely specific.
- The task is repetitive in nature. It is cumbersome and inconvenient to issue oral orders every time the task is to be done.
- The person being ordered is remotely situated and it is not possible to give him oral orders.

Oral orders are given in the following cases:

- The job is required to be done immediately.
- It is ordinary job and there is no need of maintaining any written record.
- There is a kind of permanent superior-subordinate relationship between the giver and the receiver of the order and the order-giver does not feel the need of entering into the cumbersome process of issuing written orders.

b) General and Specific Orders:

If orders are related to one particular activity, they are specific. If there are a number of activities having operational similarities, general orders may be issued to cover all of them. Again, in case it is not possible to foresee all the attendant situations connected with an activity, it may become necessary to issue general orders.

c) Procedural and Operational Orders:

Procedural orders specify procedures to be adopted. They are general by nature. Operational orders are more closely related to the job in hand. They specify how a particular job is to be done.

d) Mandatory and Discretionary Orders:

Mandatory orders have to be obeyed. Discretionary orders are usually in the nature of recommendations. They suggest what is desirable, what should be done. But it is up to the receiver to see their feasibility and to decide whether he ought to carry them out or not. The Head Office may issue discretionary orders to the branch manager, for the branch manager, being present on the spot, knows better whether the orders are to be carried out or not.

Characteristics of an Effective Orders:

- It must be clear and complete so that the person who receives the order knows exactly what to do, how to do and when to do it.

- Its execution should be possible, that is, the person who has to execute it has the materials, tools, equipment, time and ability to execute it. If any hurdles are likely to be experienced, the order should specify how they are to be overcome.
- It should be given in a friendly way so that it is not resented and is not carried out reluctantly.

5. Instructions:

Instruction is a particular type of order in which the subordinate is not only ordered to do a job but is also given guidance on how to do it. If the accounts officer asks one of his clerks to prepare a voucher, he has issued an order. If he shows the clerk how to prepare a voucher and then asks him to prepare more, he has issued instructions.

6. Suggestion:

It would be wrong to presume that the best ideas on a subject come only from the supervisory staff or the directors. The lower staff, in fact being actually in touch with the operative aspect, is capable of giving some positive suggestions on procedural and operational aspects.

Suggestion enjoys one great advantage over other means of communication like advice or order. Advice comes from an expert; order comes from a higher authority. In either case, the recipient of the communicator, is slightly conscious of his inferiority and may resent it. Accepting a suggestion is at his discretion, so a suggestion is usually welcome.

Suggestion is supposed to be a very mild and subtle form of communication. Still, since it flows horizontally or vertically upwards, it may hurt someone's ego to recognize its utility and readily accept it. But enlightened executives should set aside the ridiculous notions of false self-importance and welcome positive, constructive suggestions with an open mind.

These days, progressive houses make a provision for suggestion boxes, which are placed at some convenient place in the office or the factory. Workers are encouraged to drop their suggestions into these boxes. Sometimes these suggestions have to be written on specially prepared cards. If an employee does not want to reveal his name, there is a provision for it. These suggestion boxes are opened at regular intervals, the suggestions received are scrutinized and the employees offering the best suggestions are awarded prizes.

7. **Persuasion:**

Persuasion may be defined as an effort to influence the attitudes, feelings, or beliefs of others, or to influence actions based on those attitudes, feelings, or beliefs. Persuasion is an important objective of communication. Buyers have often to be persuaded to buy a particular article available with the seller in place of the one they actually wanted to buy. In the office of the factory, the lazy, the incompetent and the disgruntled workers have to be persuaded to do their work.

Human nature is not amenable to coercion or repression. Whenever force is applied to command a particular action, it breeds resentment and indignation. It is better to use persuasion than compulsion. But even persuasion seeks to change beliefs and attitudes, which people do not like at all. So in order to be successful, persuasion has to be indirect and suggestive. The buyers and the workers should be so manipulated that they change their mind without getting conscious of the change, or if they are conscious, they believe that the change is to their advantage. Persuasion is an art, which has to be learnt with great care.

The Art of Persuasion:

- Persuasion needs conviction on your part. You should be genuinely convinced that the alternative course of action being suggested by you is in the interest of the organization as well as in the receiver's interest. You must not try to persuade others from a purely selfish motive.

- Do not impose yourself on the receiver of your communication. Do not overwhelm him with arguments. Give indirect hints and subtle suggestions. Gently channelize his thinking in such a way that he adopts the point of view or the course of action suggested by you as if he had arrived at it as a result of his own thinking.
- If the other person is docile and has a flexible mind, he will be easily persuaded. But if he is headstrong, a self-opinionated person, try to meet him half-way. Concede a few points to him in the beginning. Then gradually bring him round on the other points.
- Bring yourself to the level of the other person. Try to look at the issue from his point of view and mould your arguments accordingly.Of the numerous arguments available with you, select those that may have special appeal to him.

Steps of Art of Persuasion:

The art of persuasion consists of four important steps:

- **Analysing the Situation:**This is the preparatory step. The communicator analyses the situation to find out why the need of persuasion has arisen and what will be the advantages and disadvantages of the new course of action being suggested. He also studies the psychology of the man to be persuaded in order to plan a suitable strategy.
- **Preparing the Receiver:** It is natural that people resent being persuaded to change their views or behaviour. The receiver has to be prepared for it. This can be done by putting him in a pleasant frame of mind. He may be complimented on some of his outstanding qualities and achievements. An appeal may be madeto hisadaptabilityandopen-mindedness.Thepoints on which the communicator agrees with him may be mentioned first, so that a kind of meeting ground for the

communicator and the receiver is prepared. It is also necessary that the communicator discusses the whole issue from the receiver's point of view.

- **Delivering the Message:** The third step is to deliver the message. The message should be delivered stage by stage, with the help of forceful arguments, beginning with those parts of the message, which are easier to accept, and delaying the unpleasant parts as much as possible.
- **Prompting Action:** Prompting action is but a logical consummation of the first three steps. If the first steps have been taken carefully, the receiver of the message will be easily persuaded to adopt a different course of action (or hold a different view).

8. Education:

Education is a very conscious process of communication. It involves both teaching and learning and extends over considerably long periods. The main purpose of education is to widen knowledge as well as to improve skills. It is carried on at three levels:

- At the Management Level
- At the Level of Employees
- At the Level of Outside Public

Education for the Management: Knowledge is multiplying fast. Each new day brings with it innovations, which if suitably applied can revolutionize the working of an organization.Managers are required to keep themselves abreast of the latest innovations. In other words, they have to be educated. Their education can take place through books, lectures, seminars, case studies, study tours, etc. Junior managers have to be educated to assume responsibility when they succeed to higher positions.

Education for the Employees: Just as the managers are required to learn about innovations in the field of commerce and technology, when these innovations are introduced in the office or the factory, the employees have to be educated to use them. Such a programme of education is called reorientation. Employees can be educated through talks, demonstrations, bulletins and house organs.

Education for the Outside Public: The outside needs knowledge on the new products being introduced into the market, the relative merits of the various brands already existing, the availability of the substitutes, complementary and supplementary products, comparative prices, concessions and discounts, if any. This useful knowledge is offered through advertisements, specially sponsored features in the newspapers, information talks and articles.

9. Warning:

If employees do not abide by the norms of the organization, or violate the rules and regulations, it may become necessary to warn them. Tardiness, negligence, defiance, tempering with the records, mishandling equipment, lack of regularity and punctuality, gossiping, pilfering office stationery and material, spreading rumours, misleading new employees are some of the actions that call for a reprimand or a warning. Warning is a forceful means of communication, for it demands immediate action. But in order to retain its effectiveness, it should be used sparingly and discreetly. While issuing warnings, the following points should be kept in mind:

- Some warnings are general. 'No smoking', 'No talking', 'Beware of the dog' are general warnings. They are not aimed at any particular person, nor are they likely to hurt anybody's feelings. Such warnings are usually given in the form of notices. They are almost akin to information.
- More often, warnings are given to particular persons. They involve disciplinary action in the form of reprimand. Reprimands are very demoralizing; they may also evoke resentment. Before reprimanding an employee, it is very important to ascertain the truth of the charges levelled against him. Reprimand should never spring from personal

prejudices. It should be as fair and dispassionate as possible. And it should never be accompanied with a display of rage.

- Reprimand should not be administered to a person in the presence of others. It will make him feel humiliated and nobody likes to be humiliated. The worker should be summoned in the privacy of the supervisor's room and dispassionately talked to. He should be given an opportunity to explain himself. If his arguments fail to convince the supervisor, he should, without losing temper, clearly tell the worker what is expected of him.
- It is also useful to investigate the causes of the worker's undesirable behaviour. He may be burdened by some domestic or personal problems. Or he may be nursing some personal grudge against the supervisor or the organization. If the supervisor can succeed in talking him out of his problems, the warning given to him will become constructive.
- The aim of giving a warning should be the betterment of the organization. It should not be used to cause disruption. It is very important to be judicious in the choice of words used in administering warning and reprimands.

10. Raising Morale:

Moral stands for mental health. It is the sum of several qualities like courage, fortitude, resolution and confidence. High morale and efficient performance go hand in hand. It acts as a kind of lubricant among people, binds them with a sense of togetherness and impels them to work in cooperation with one another in the best interest of their organization.

Factors Conducive to the Creation of a High Morale:

- Every worker gets work suited to his physical and intellectual calibre. He feels his work is important and it is appreciated by the authorities.

He is free to do his work as he likes. He is encouraged to give suggestions.

- The atmosphere in the premises is congenial. The superiors are efficient and their attitude is constructive. They enjoy the worker's respect.
- Promotional avenues are available to the workers.
- Genuine grievances of the workers are promptly removed.

11. Motivation:

Motivation energizes and activities a person and channelize his behaviour towards the attainment of desired goals. Motivation and behaviour are intimately related to each other. In case of order and persuasion, the communicator enjoys an upper hand. But in motivation he keeps himself in the background. He does not order his employees to work; he motivates them so that they work willingly and eagerly. A motivated worker does not need much supervision. He does his work as if it were his own, as if his own interests were closely tied up with the successful performance and completion of the work entrusted to him. An office or factory that enjoys the support of motivated workers shows much better results than another office or factory in which workers are commanded to work.

Offering monetary incentives is perhaps the most effective form of motivation. People working on contract basis are always motivated to work, for their earning increase in proportion to their work. People work reluctantly during the office hours but willingly stay back to work overtime. However, it may not be always possible or even desirable, to offer monetary incentives. Such a practice is likely to set unhealthy precedents with the implication that whenever such motives are absent, the workers will just refuse to work.

Though earning money may be the most important motive for working harder, it is not the only motive. Other factors like job satisfaction, prestige, a sense of belonging to a great organization can also induce or motivate workers to work sincerely and efficiently. Motivation as a form of communication deals with these factors.

Human minds are not identical and are not stimulated to the same extent by the forces. It is for the supervisor to clearly understand all the motivating forces, analyse the psychological needs of the individual workers and to use proper motivation to make all his workers work in cooperation.

The following points deserve consideration in discussing motivation as a form of communication:

- Workers should be invited to give suggestions and to participate in the decision-making process, if a suggestion coming from a junior employee is accepted, he will feel motivated to work hard and prove that his suggestion was really good.
- If clear achievement goals are set before the workers so that they know what they are working for, they will work hard to achieve these goals.
- Apart from the satisfaction of their basic human needs like food, clothing and shelter, all human beings yearn for security, healthy social relationships and a dignified and respectable existence. They would definitely feel motivated to work in an organization capable of offering them these things. The management should take effective steps to offer the workers security of work and a congenial atmosphere in which they can work in harmony with their colleagues.
- Example, they say, is better than precept. If the supervisory staff is so sincere and competent that it can command the respect and confidence of the workers, the latter will feel motivated to work harder.

2.4 ESSENTIALS OF EFFECTIVE COMMUNICATION

In any business environment, adherence to the 7 C's and the 4 S's helps the sender in transmitting his message with ease and accuracy. Let us first take a look at the 7 C's:

1. **Credibility:**

   Builds trust: If the sender can establish his credibility, the receiver has no problems in accepting his statement. Establishing credibility is not the outcome of a one-shot statement.It is a long-drawn out process in which the receiver through constant interaction with the sender understands his credible nature and is willing to accept his statements as being truthful and honest.

2. **Courtesy:**

   Improves relationships: Once the credibility of the sender has been established, attempts should be made at being courteous in expression. In the business world, almost everything starts with and ends in courtesy. Much can be accomplished if tact, diplomacy and appreciation of people are woven in the message.

   Example

   (a) Jane: "You can never do things right. Try working on this project. If you are lucky you may not have to redo it."

   (b) Jane: "This is an interesting project. Do you think you would be able to do it? I know last time something went wrong with the project, but everyone makes mistakes. Suppose we sat down and discussed it threadbare I'm sure you would be able to do wonders".

The two statements convey totally different impressions. While the first statement is more accusative, the second is more tactfully and appreciative of the efforts put in by the receiver at an earlier stage. The crux of the message in both the statements is the same: You want an individual within an organization to undertake a project. The manner in which it is stated brings about a difference in approach. Further, expressions that might hurt or cause mental pain to the receiver should, as far as possible, be ignored. For this it becomes essential that the "I" attitude be discarded in favour of the "you" attitude. Development of interest in the "you" will perforce make the other individual also see the point of view of the other. At the time of emphasizing the "you-attitude", only the positive and pleasant "you-issues" should be considered. If it is being used as a corrective measure, then the results are not going to be very positive or encouraging.

3. **Clarity:**

   Makes comprehension easier: Absolute clarity of ideas adds much to the meaning of the message. The first stage is clarity in the mind of the sender. The next stage is the transmission of the message in a manner, which makes it simple language, and easy sentence constructions, which are not difficult for the receiver to grasp, should be used.

4. **Correctness:**

   Builds confidence: At the time of encoding, the sender should ensure that his knowledge of the receiver is comprehensive. The level of knowledge, educational background and status of the decoder help the encoder in formulating his message. In case there is any discrepancy between the usage and comprehension of terms, miscommunication can arise. If the sender decides to back up his communication with facts and figures, there should be accuracy in stating the same. A situation in which the listener is forced to check the presented facts and figures should not arise. Finally, the usage of terms should be non-discriminatory, e.g., the general concept is that women should be addressed for their physical appearance whereas men for their mental abilities. This, however, is a stereotype and at the time of addressing or praising members of both the sexes, the attributes assigned should be the same. Similarly for occupational references. In the business world almost all professions are treated with respect. Addressing one individual for competence in his profession but neglecting the other on this score because of a so-called 'inferior' profession alienates the listener from the sender.

5. **Consistency:**

   Introduces stability. The approach to communication should, as far as possible, be consistent. There should not be too many ups and downs that might lead to confusion in the mind of the receiver. If a certain stand has been taken, it should be observed without there being situations in which the sender is left groping for the actual content or meaning. If the sender desires to bring about a change in his understanding of the situation, he should ensure that the shift is gradual and not hard for the receiver to comprehend.

6. **Concreteness:**

   Reinforces confidence. Concrete and specific expressions are to be preferred in favour of vague and abstract expressions. In continuation of the point on correctness, the facts and figures presented should be specific. Abstractions or abstract statements can cloud the mind of the sender. Instead of stating: "There has been a tremendous escalation in the sales figure", suppose the sender made the following statement: "There has been an escalation in the sales figures by almost 50% as compared to last year". The receiver is more apt to listen and comprehend the factual details.

7. **Conciseness:**

   Saves time. The message to be communicated should be as brief and concise as possible. Weighty language definitely sounds impressive but people would be suitably impressed into doing precisely nothing. As far as possible, only simple and brief statements should be made. Excessive information can also sway the receiver into either a wrong direction or into inaction. Quantum of information should be just right, neither too much nor too little, e.g.In most cases it has been seen that the date of the policy …Usually the policy date…

   In the first example, the statement is rather long and convoluted. However, the second example gives it the appearance of being crisp, concise and to the point.

Seven C's Of Business Communication	
C's	Relevance
Credibility Courtesy Clarity Correctness Consistency Concreteness Conciseness	Build Trust Improves Relationship Makes Comprehension Easier Builds Confidence Induces Stability Reinforces Confidence Saves Time

4 S's of Business Communication:

1. **Shortness:**

   Economizes. "Brevity is the soul of wit", it is said. The same can be said about communication. If the message can be made brief, and verbosity done away with, then transmission and comprehension of messages is going to be faster and more effective. Flooding messages with high sounding words does not create an impact. Many people harbour a misconception that they can actually impress the receiver, if they carry on their expeditious travails. Little do they realize how much they have lost as the receiver has spent a major chunk of his time in trying to decipher the actual meaning of the message.
2. **Simplicity:**

   Impresses. Simplicity both in the usage of words and ideas reveals clarity in the thinking process. It is normally a tendency that when an individual is himself confused that he tries to use equally confusing strategies to lead the receiver in a maze. Reveal clarity in the thinking process by using simple terminology and equally simple concepts.
3. **Strength:**

   Convinces. The strength of a message emanates from the credibility of the sender. If the sender himself believes in a message that he is about to transmit, there is bound to be strength and conviction in whatever he tries to state. Half-hearted statements or utterances that the sender himself does not believe in add a touch of falsehood to the entire communication process.

4. **Sincerity:**

   Appeals. A sincere approach to an issue is clearly evident to the receiver. If the sender is genuine, it will be reflected in the manner in which he communicates. Suppose there is a small element of deceit involved in the interaction or on the part of the sender. If the receiver is keen and observed, he would be able to sense the make-believe situation and, business transactions, even if going full swing, would not materialize.

2.5 CHECK YOUR PROGRESS

Fill In the Blanks:

1. The study of the communication process logically is preceded by **---------** of the **------------------** in which communication occurs.
2. Information is always **-------------** and **-----------------**.
3. **-------------** by its very nature flows **-----------------** or downwards.
4. **--------------** is an authoritative communication.
5. **------------------** is a forceful means of communication which demands **------------------------------**.

2.6 SUMMARY

“She's so cold and uncommunicative. She never shows any emotion. Why does he talklike that? I wish he would get straight to the point instead of beating around the bush that way. He's so direct and brash. Doesn't he know that it's rude to keep people waiting like this? He's an hour late! She talks so much. I get tired just listening to her talk…”

We often hear remarks like the above made by people around us. In fact, we may even have made some of these remarks ourselves. Sometimes these remarks are justifiable; at other times they may not be so. But what actually triggers such remarks? Usually we make such remarks about other people when they display behaviors that we consider inappropriate or unacceptable in our culture. But what is deemed acceptable in our culture may be considered strange or totally inappropriate in other cultures. So when the target of the above remarks are people who come from cultures different from ours, there may actually be no justification at all for making such remarks because the behaviors displayed may be perfectly acceptable in their cultures.

With more and more companies going global in today's changing business environment, it is not at all uncommon to walk into an office and to find ourselves looking at a multinational multi-cultural workforce. In fact, this is becoming the norm of these days. Gone are the days when developing intercultural communication skills were relevant only to business executives who had to cross national borders for overseas assignments. Today, you don't even have to leave your own country to find yourself in face-to-face contact with people whose cultures are markedly different from yours. So, in order to succeed at the workplace today, it is important for you to develop effective inter-cultural communication skills.

Indispensable to Human Behavior or the art of dealing or interacting with people is communication. When one relates with people, he has to communicate with them, either through verbal or non-verbal language, or both. Verbally, one communicates by using words, figures and symbols. Non-verbally, he communicates through gestures, facial expressions and other forms of body language. Clarity is one of the essential ingredients to effective communication. Thus, care in the proper choice of words is crucial towards enhancing mutual understanding, rapport and support.

Positive Thinking is equally important in communicating and relating with people. A person who strives to communicate positive thoughts and actions is readily able to maintain Smooth Interpersonal Relationships (SIR) and easily gains the respect and esteem of those around him.

Thus, these were the various spices which must be added to make each and every element of the communication process is of its utmost importance and with the absence of any of these elements the communication can't be effective or we can say that the absence of any of the above elements makes the communication process same as a handicap person living his life in the absence of any important part of the body.

2.7 KEYWORDS

- **Suggestion:**Suggestion is the psychological process by which one person guides the thoughts, feelings, or behaviour of another person.
- **Order:**A communication, written, oral, or by signal, which conveys instructions from a superior to a subordinate that must be obeyed.
- **Advice:**An opinion that someone offers you about what you should do or how you should act in a particular situation.

2.8 Self-Assessment Test

1. What do you think can be the major objectives of communication? Briefly explain any two of them.
2. Do you agree that the basic objective of all human communication is to obtain an understanding response? How can this be applied to the objectives of business communication?
3. If you are appointed the manager of a business organization with declining business, what objectives of communication will you use to check the decline in business?
4. Discuss and illustrate with suitable examples the effective skills required in communication.

2.9 Answer to Check Your Progress

1. Analysis and Environment
2. Factual and Objective.

3. Advice and horizontally
4. Order
5. Warning and immediate action.

2.10 REFERENCES/SUGGESTED READINGS

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Subject: Business Communication	
Course Code: MBA 106	Author:Dr. Pallavi
Lesson no:03	Vetter Dr. Shammi Nagpal
Dimensions And Network Of Communication	

STRUCTURE

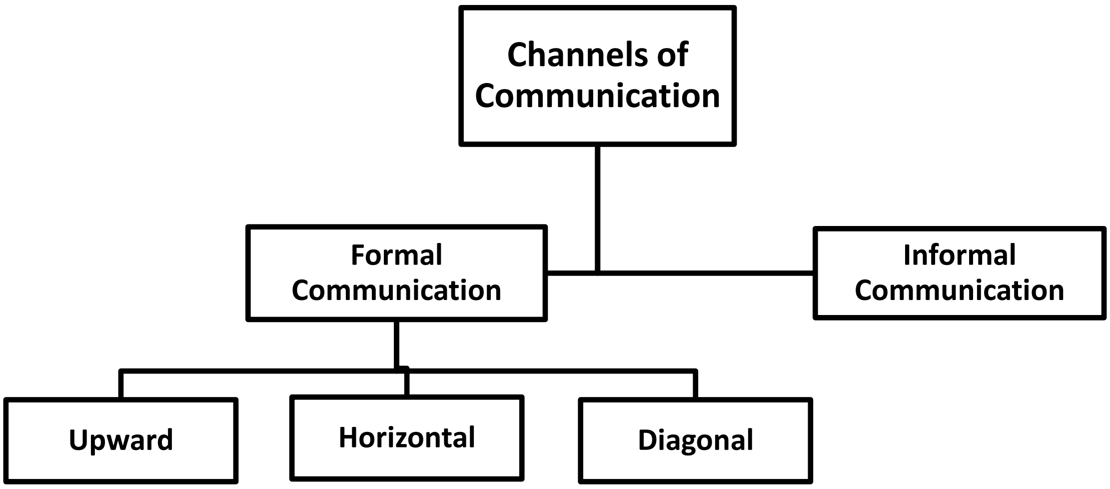
3.0 Learning Objectives

- To develop knowledge, skills, and judgment around human communication.
- To facilitate their ability to work, collaboratively with others.

- To develop skills, including communication, competencies such as managing conflict, understanding small group processes.
- Active listening , appropriate self-disclosures will enhance their abilities to be good and learned on the entrepreneurs
- To be able to communicate effectively orally and in writing.

3.1 Introduction to Dimensions of Communication Network

According to Newman and Summer "Communication is an exchange of fact's, ideas, opinions or emotions by two or more persons". The specific communication undertaken by the business firm is known as business communication. In short, we can define business communication as a process in which two or more elements of a system interact in order to achieve a desired outcome or goal.



Organizational members connect into a various number of groups and as members of the group, they interact with each other in a specific manner .The path along which they interact is called the communication network. It is a type of pattern in which information flows between the members of the group for the entrepreneur, the art of communication is a key to inform, inspire and engage in nature of employees and customers. Communication is where change begins. Culture is where movements are born .When you focus solely on the how to, of communication and neglect the foundation you miss an opportunity to create a culture of communication.

Another important aspect of communication network is that it also indicates the form of single-channel and multiple channels of communication to regulate the flow of information and ensure that information reaches the desired destination. It indicates the times through which information flows between peoples.

Types of Communication Network

Here are the most frequent followed networks in any organization.

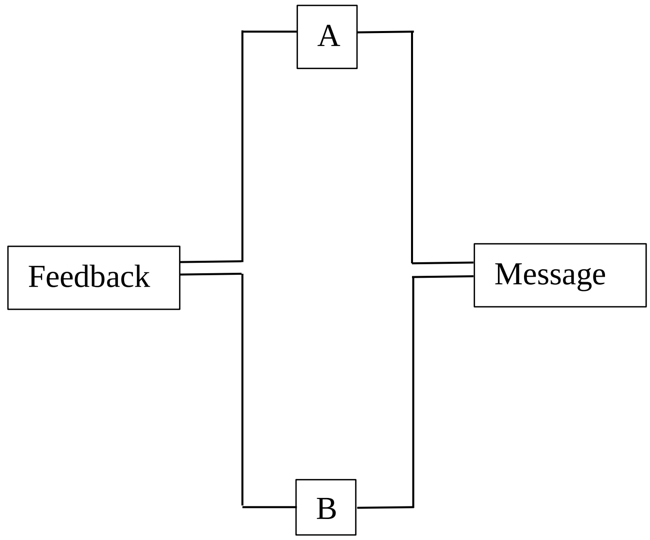
(a) Vertical Network:

The vertical network is usually between the superior and subordinate and vice versa. It is a two way communication, the immediate feedback is possible in this type of communication network. It is formal network.

Superior

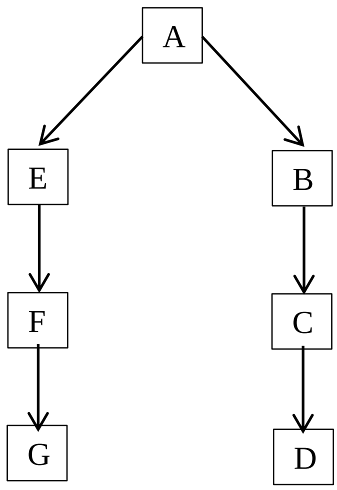
Subordinate Vertical Network

(b) Circuit Network Under this network, two persons communicate with each other. Say Mr. 'A' sends message to Mr. 'B', communicates the feedback message to Mr. 'A' so communication takes the form of a circuit. Therefore it is known as circuit network. It is similar to vertical network but in circuit network 'A' and 'B' are not necessarily superior and subordinates.



(c) Chain Network

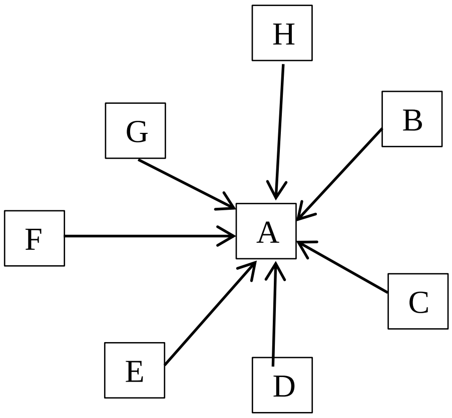
This network follows the organizational hierarchy and chain of command. All subordinates receive commands or instructions from their superior. B,C, D and E, F, G are the subordinates to A in the organizational hierarchy and receive command from 'A' which follows the way shown in the diagram.



Chain of Command

(d) Wheel Network :

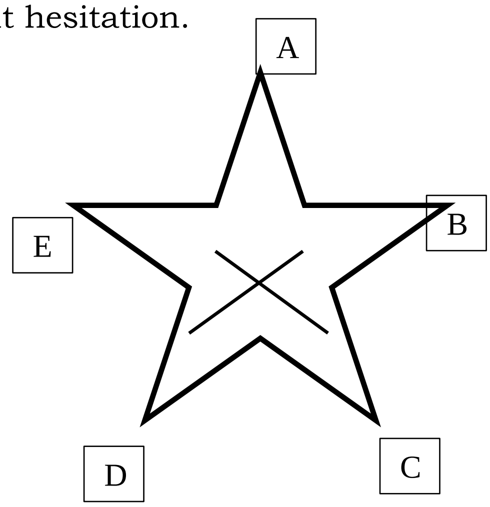
Here all the subordinates receive commands from one superior. This is highly centralized type of communication, network where each subordinate receives commands or instructions from a single authority or superior 'A' and wants the immediate feedback.



Wheel Network

(e) Star Network :

Under star Communication network all members of the group communicate with each other and exchange information. This network is a must for group communication or where team work is involved. Here the members communicate with each other without hesitation.



Star Network

The effectiveness of the above networks of communication channels dependsupon their users the managers to all levels, their subordinates and othermembers of the organization and above all the seriousness with in which allthese human resources make use of the facilities provided to them by theorganization to accomplish its objective.

Flow of Information with in formal organistion

(a) Downward Communication

(b) Upward Communication

(c) Horizontal Communication

(d) Diagonal Communication

3.1.1 Downward Communication-As it is clear by its name, in downward communication an information flows from the top officials. The information may be an instruction, appraisal or announcement. Both oral and written media are used for downward communication. The main means of downward communication are memos, notices, circulars, jobs sheets and employees' handbooks. Generally, the downward communication is used by the top level managers to convey their strategies. Objectives, instructions, policies etc. to their sub- ordinates. It is also known as downstream communication. As a result of it, employees working in the firm get more strengthened and encouraged. The main elements of downward communication have been depicted here.

Orders
Instructions
Directives
Policies
Procedures
Budgets
Counseling
Lectures
Awards

Downward flow of Communication

Some advantages of the Downward communication are as follows:

- **Training of Sub-ordinates:**

Downward communication plays an important role here, the top officials tell the subordinates about the policies and objectives of the organization, they also communicate to employees about the rules, programmes, procedures, strategies, products, view – points as well as important issues.

- Better Control: The rights and powers of the top officials are defined in a clear manner under downward communication. It helps in the establishment of a better control system by informing the sub- ordinates about their performance as well as achievements and by explaining their job's nature.
- Motivating Employees:-It provides motivation to the workers to uplift their performance and to strengthen the structure of the organization. Subordinates feel motivated to work if purpose and significance of their job is explained to them through this communication. Motivation can also be increased by educating employees to improve their knowledge and skills.

➢ **Some disadvantages of downward communication are as follows**

- **Distortion of Messages:-** In downward communication , information is passed through various levels. As a result, due to filtering and colouring of information, the actual meaning of message gets lost.
- **Delay-** Downward communication is very long. Because of long chain of authorities, the delay occurs in transmission of message. This delay reduces the significance of the message.
- **Exercise Work Load-** In big organizations, overloading of the message results in delusion of real contents of the message.
- **Misuse of Authority-**Sub-ordinates do not get any opportunity to participate in decision – making process and their feedback is not given due importance.

3.1.2Upward Communication- An upward communication is just opposite to the downward communication. In it , an information flows from the subordinates to the top management with the help of open door policy , complaint and suggestion boxes , direct contacts, reports etc. The top management itself organizes special programmes to know the ideas and problems of the sub-ordinates.

Reports
Suggestions
Grievance
Complaints
Proposals
Requests
Clarifications

Upward flow of Communication

➢ **Upward flow of communication**

Advantages It has the following advantages

- **Provides feedback:** As a result of upward communication, it becomes easier for the management to receive a valuable feedback from the sub-ordinates. Moreover, superiors can come to know about the attitude of the employees toward their work, firm and its policies. It helps the management to evaluate the effectiveness of its plans and policies.
- **An outlet of tension-** Many a times, the sub-ordinates do not feel satisfied with the policies of the organization and it creates tension
- **Co-operation and co-ordination-** As the top management and the sub-ordinates communicate their ideas to each other under upward communication, so, an environment of co-operation takes place in the organization. This also creates harmony and natural understanding.
- **Valuable suggestions**-Through upward communication, employees get opportunities to convey their constructive and innovative suggestions to top level management and when these valuable suggestions get implemented in

the firm, employees get rewards. Due to this ,the efficiency of the organisation also gets increased

- **Increase in loyalty:**When the sub-ordinates feel that the management pays proper attention to their ideas and suggestions, they become more loyal and dedicated towards the organization
- **Disadvantages:**
  - **Concealments:-** Sometimes, employees feel hesitation in reflecting their problems to the superiors. Normally, immediate bosses also conceal the complainants of employees from top management because they fear loss of their power and position.
  - **Delay and distortions:-** Often employees put unpleasant facts before managers which they don't want to hear. In this case, employees communicate with their superiors only about what they like to hear irrespective of the fact whether it is true or false and because of this, information gets distorted before it reaches to the top level management.
  - **Hesitation of employees:-** Often sub-ordinates hesitate to convey their feelings to the superiors because of inferiority complex or fear of their immediate boss.
  - **Poor listening:-** The managers do not pay attention to the employees' suggestions and ideas. They do not listen to them patiently and sympathetically.
  - **In appropriate means:-** Sometimes, employees become very bold and directly communicate their problems to their immediate bosses. It makes top authorities suspicious.

3.1.3 Horizontal communication:- A horizontal communication takes place among the various persons and departments working at an equal level in theorganisation . It is also known as lateral communication. Downward and upward communication is known as vertical communication. It can be made through both spoken as well as written words. Immediate feedback is received under it and clarifications are made on the spot. The horizontal communication is necessary for the smooth functioning of a firm.

Inter departmental memos

Inter personal dialogues

Line and staff parleys

Telephone conversation

Union management meetings

Horizontal flow of Communication

- **Advantages:**
  - **Promotes co-operation and co-ordination:-** Horizontal communication promotes understanding and coordination among various departments.
  - **Faster communication:-** it reduces unwanted delay in transmission ofinformation and avoids counter - productive activities. It is very effective because it doesn't contain any status barriers in the firm and it protects communication against gossips and rumours.
  - **Solves Inter-Departmental problems:-**This communication is to solve inter and intra departmental differences without any interference of top authority and management. It creates mutual trust.
- **Disadvantages:-** Various persons involved in horizontal communication may havedifferent approaches.
  - Different approaches. It may affect their efficiency and productivity adversely.
  - **Lack of motivation:** lack of motivation among employees to work and co-operate with others may be one of the major problems of communication.

- **Physical Barriers:-** These are like noise in the channels and distances among employees or departments are obvious barriers in this communication.

3.1.4 Diagonal communication

Diagonal communication is that communication in which employees interact with each other i.e. lower level employees communicate with higher level employees beyond their hierarchical status. It is also known as cross wise communication.

➢ **Advantages:-**

- **Promotes co-ordination -** It promotes co-ordination among different persons and departments of the organisation. Hence, it results in smooth functioning.
- **Boosts Morale:-**It boosts the morale of different employees and executives by providing them opportunity to interact with each other and also to solve their problems.

➢ **Disadvantages:-**

- There are chances of spreading rumours in this communication can result in spreading of rumours. Therefore this communication is not realiable and long lasting.
- Creates conflicts:- In this communication,one can make contact with superiors of the departments by passing all middle levels. As a result, there are chances of conflicts among superiors of different departments.

Thus, an organisation can adopt anyone of these as per its requirements.

3.2 New communication network

Introduction

Unheard of just an year ago, these internal organizational networksare taking the computing world by storm. A survey (wilder, 1996) showed that more than 50% of companies polled intended to haveinternets in place by June(1996). communication networks.In the rush to join the network frenzy, many organizations may havefailed to Both types of networks internet andintranet are rapidly gaining acceptance in the corporate world. Butwhat does business really know about these new gain basic understanding of the implications of networkedelectronic communication.

Understanding new communication networks

It is essential to think internets and the intranet as communication media. After all, although businesses are selling goods one the web, this selling is done by information exchange between two or more parties. To really understand the business potential of the internet and the web type interface used for intranets. Once business understand and the implications of new communication networks, it is then possible to determine how best to use them for their own specific purposes. The following outline the main features of the internet.

3.2.1 What is internet?

The internet is an electronic communication medium that emerged from the ARPANET in the late 1960. It was established primarily for the exchange of military and scientific information, but electronic mail quickly emerged as the most popular feature. Until the late, access to the internet was available only to Government employees and to people associated with academic institutions. The internet changed dramatically in early 1990, when commercial e-mail providers were given access to the network. Since that time, the internet has been growing exponentially. It is often described as a network of networks linking businesses, universities and individuals. The links enable sending and receipt of electronic mail and provide access from any point or any network to any other. A wide variety of information is stored on host computers, in databases, or as text, graphics audio or video files, accessible to either authorized uses or the world at large. There are six main services or functions available to internet users: email, news and mailing lists, inter active multiuser services, file transfers, browsing via the World Wide Web and directory e-services and indexing. However, it is important to note that access to email does not necessarily imply access to the internet, as many corporations have their own internal email systems running on local area networks. Email, news and mailing list are all message based. But as much of the traffic over the internet arises from the direct transfer of files from site to site, file transfer mechanism are needed. At present, the most sophisticated means of accessing the internet is through the world - wide web. The web is navigated by means of hypertext links embedded with in home pages, or starting points, found at each site.

3.2.2 What is Intranet?

The popularity and success of the web interface is seen in the rapid adoption of business intranets. The difference between the internet and intranet is that the internet provides unrestricted access to any users worldwide, whereas access to an intranet is restricted by the organization operating it. Intranets maybe accessible by some suppliers and customers, in addition to employees in various locations, but an internet cannot be assessed by the general public. The popularity of intranets should not come as a surprise. They can be established relatively cheaply and quickly and they enable all users in an organisation to access information in the same format, regardless off the platform used to access the network. The essential characteristics of new electronic communication technologies as well informed?

3.2.2.1 Exhibit high level basic characteristics.

3.2.2.2 Facilitate individual or organizational ability to communicate both more easily and more cheaply across time and geographic space.3

3.2.2.3 Allow greater precision and more rapid communication with targeted groups.

3.2.2.4 Enable and facilitate indexing and recording of communication events and content.

3.2.2.5 Allow more selective control over participation in and access to a communication event or network.

These properties are all reflected to verifying degrees in the services and features of intranets and the internet.

Recommendations for assessing and adapting new communication networks.

To determine whether investment in additional network activities are desirable for their organization.

- Determine reasons for using new communication network measurable objectives should be drawn up, and regular progress assessments should be implemented. The implications of running parallel or similar services on and off the internet should be considered before offering internet services.
- Identify the technologies required to exact business objectives for those businesses whose communication needs are primarily internal, an internet presence. Is not necessary, but an internet maybe invaluable. For those with limited external communication LANS or WANS may suffice. But for those wanting to make or maintain contact with a wide base of clients and suppliers, the internet is likely to be the medium of choice. The challenge for businesses is to understand the nature of their communications (e.g. one sender to one receiver, one sender tomany receivers, public or private access before selecting to the communication technologies they will adopt.

Internal and external communication technologies and their uses

- Identify the characteristics of users in target markets for NCN activities
- Businesses must access their overall information systems infrastructure and ensure the qualified employees are put in place to manage corporate information technology.
- Match user characteristics and business objectives, existing networks, if necessary.If target network users are primary individuals who access an internet site by modem, but the light is graphics laden and accessible only by the latest version of browser software. It is essential to understand how consumers will be accessing a site, and to offer them options that will facilitate their use of the site.
- Ensure that a network management team is in place and has the necessary skills to operate an intranet or internet site

- A network management plan should be established to address such issues as a network security, maintenance and technology upgrades.
- Be prepared to deal with distraction impacts of introducing new technologies management at all levels must understand the nature of new communication networks and their implications at both the technological and organisational levels, businesses must be prepared to make structural adaptations and to expect undergo cultural changes if there new communication strategies are to succeed. .
- Be inspirational to communicate Make your purpose evident in your marketing company communications, investor relations and social media. Inspiration is shared through visual and verbal language. Character is defined when your team , customers and stakes holders experience your language in action.
- Being aspirational communicate vision : Your team wants to follow a positive , powerful and courageous leader, embracing the art of communication empowers you to fulfill your purpose.
- Be relational to communicate culture **:** Experience will prove that trust in your leadership is based on the authenticity of the relationships you have with your team. When you communicate with the goal of building relationships, you discover that culture is character in action. Itis also called walking the talk. Your confident authentic leadership will be the inspiration for your team, investors and customers.

Main Things to Remember- New communication networks are expected to have multiple implications for businesses, ranging from changes in organizational culture and structure to the adoption of new communication patterns inside and outside the organization , to the decreasing importance of geographic location in doing business, to increased access to shared knowledge and experience. Business must always seek to understand new technologies before they implement them, taking care to establish that the technologies are in fact significantly different from that went before , if they are offered as new thatwill change the ways businesses operate, with these suggestions in hand, organizations should be better equipped to evaluate and implement new communication technologies.

Formal Communication

Informal communication every employee in organization occupies a pre-determined position and status in the hierarchy of the organization. This flow of communication is expressed by the clause “Through Proper Channel” to perform particular job. As a result every employee has to follow a pre-determined pattern for communicating a message to the other persons. This communication may be in the form of suggestions, orders, instructions etc. This type of communication is known as formal communication. Formal message are well designed to meet the needs, challenges and goals of the organization.

Definition :

According to Thill and Bovee, “Formal Communication is that flow of information which follows an official chain of command.” Thus, it is clear that formal communication flows through an official chain or pattern.

Characteristics

(a) Internal as well as external

In its internal form, a corporate communication is made among the employees within the organization through letters, reports, memos etc. whereas external corporate communication refers to the communication made with the persons or groups outside a corporation through letters, reports etc.

(b) Organizational Chart

When a message is conveyed in a formal way, it has to be conveyed according to the organizational chart.These messages may be in the form of reports, orders etc. which move up and down in the hierarchical system.

Visitor → Peon → Personal Secretary → Manager

(c) Principle of 'Proper Channel'-Principle is based upon a well-defined system of command under formal corporate communication all the messages are conveyed and received through a proper channel established by the organization.

(d) Formal Relationship

Another important characteristic of formal corporate communication is that in it, both the sender and the receiver of the message have purely formal and professional relationship.

(e) Official language

While making a formal corporate communication, an official language is used and a definite format is followed. For example, while writing an application, the lines like 'with due respect' are used.

As a formal corporate communication is a verbal communication, so, it can be made in both the written as well as oral form.

Informal Communication

Takes place outside the formally prescribed and planned network but sometimes, the information that flows in informal communication network is not planned. Informal communication is free from all formal relations. It has not set rules and regulations. It does not have beginning or end. So, it is also known as grapevine.

Definition :

According to Thill and Bovee, "The informal communication network carries information along the organisation's unofficial lines of activity and power."

Characteristics of Informal Communication

(a) Both Internal as well as external - In internal informal communication, a communication takes place among the employees of the organization whereas an external informal communication is made with the suppliers, customers etc.

(b) No Proper Channel

This communication flows at a very fast speed because it has no formal lines of communication. People interact in informal group which enables them to pass the message at a very fast speed.

(c) Personal Relations

An informal communication takes place only when there is a personal relation and intimacy among the persons involved in communication.

(d) Informal Language

Due to personal relations and intimacy, the messages are effectively communicated.

(e) More Emphasis on Oral Channel

For emphasis, the oral channels are used in order to make it more effective.

Advantages :

- **Speedy Communication :**
  Communication travels at a faster speed because there is no formal line of communication.
- **Multi-Dimensional :**
  The communication may go to any extent. All limits with regard to direction and degree of communication are self-imposed.
- **Dynamic :**
  This system reacts quickly because information channels have their say in the group and are developed within the organization.

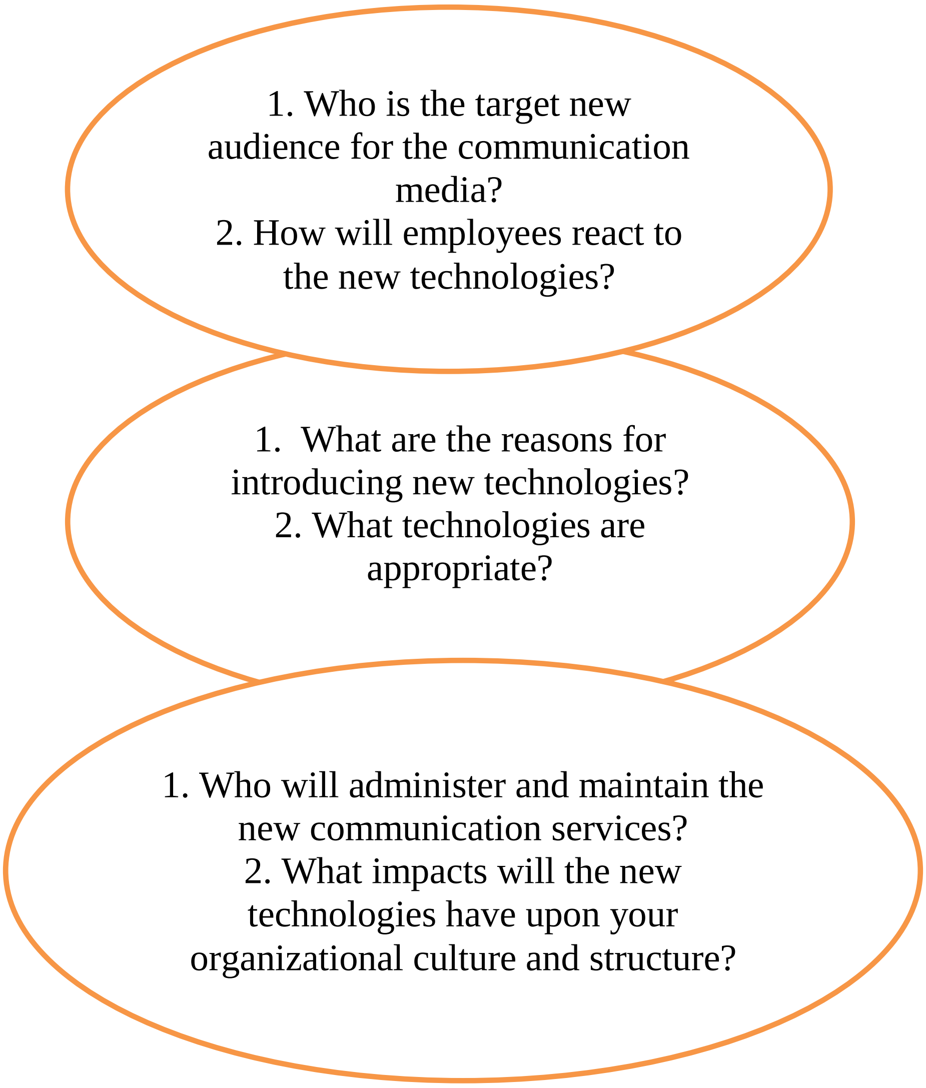
- **Supplementary to Formal Channels :**

  There are various instances where top management has used informal channels of communication to clarify its point of view to the employees which otherwise were creating confusion or were not appealing to the employees.

- **Social Relations :**

  It is born out of community meals, parties, social occasions, etc. therefore it is free from all formalities

Organizational issues



3.3 Grapevine

Grapevine communication is one of the oldest and informal form of communication. Grapevine satisfies the social needs of members of an organization and fulfills the gap of formal communication network. Grapevine does not follow any set pattern and it may operate horizontally, vertically and even diagonally. Grapevine is more people oriented than issue oriented. For example, a casual conversation between a manager and a supervisor at the time of a tea party which has neither beginning nor end. It is a mean of passing an information unofficially.

Definition

According to Dumler and Skinner; “Grapevine is an informal communication that cuts across formal channels of communication and carries a variety of facts, opinions, rumours and other information.

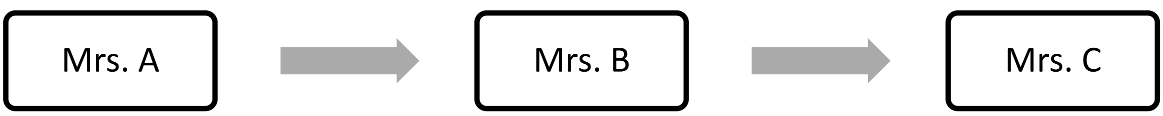
Types of Grapevine

In this type of conversation, an information or message spreads from the person to another, from the second one to the third one and so on.

(a) Single Strand Grapevine

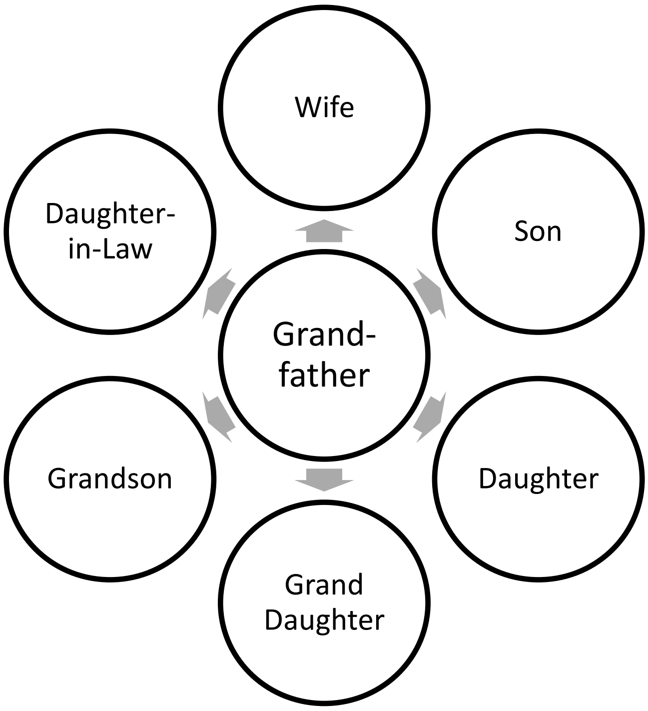
In this type, a message spreads in the form of a single strand i.e. from one person to the second one, from second one to the third one and so on. In this chain, message moves from a long line of senders to the ultimate receivers. The operation of this type of grapevine can be better understood with the help of the following example. Suppose, Mrs. A goes to the market and there she comes to know about a saree sale. Now, she returns home and rings up her friend Mrs. B and tells her about the sale Mrs. B conveys this message to her friend Mrs C . Diagram shows it clearly.

(b) Gossip Grapevine



A single person conveys a message to a number of other persons on a non-selection, without addressing a particular person. In this type of chain, the flow of information is not related to the job.

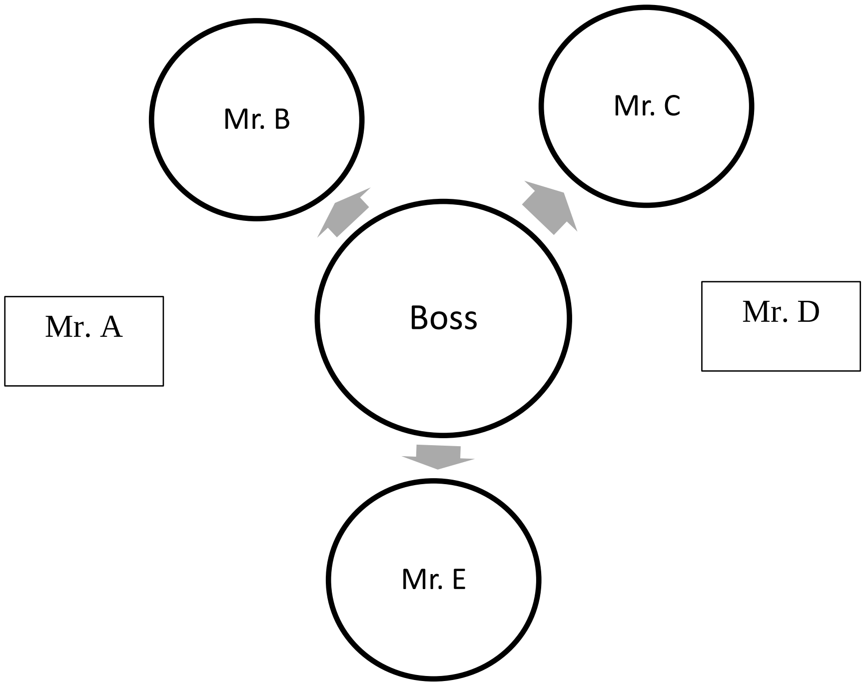
Suppose, on old man hears an announcement about pulse polio drops to be given on the coming Sunday. He comes home and tells all the other family members about it. In this way, the message is conveyed to many persons by a single person.



c) Probability Grapevine

In probability grapevine communication, a message is conveyed on random basis. This chain flows according to the laws of probability wherein an interesting message is suddenly passed on. Some people get the information on the spot whereas the others do not.

Suppose, there are five employees in an office say Mr. A, Mr. B, Mr. C, Mr. D and Mr. E, On a particular day, Mr. A and Mr. D are not present. On that very day, the boss declares that the office will remain closed the next day, but being absent, Mr. A and Mr. D fail to receive this message.I t is also known as free flow as most of the rumors or ideal talks is spread by random, free flow or haphazard network, which includes a number of people who are not necessarily linked by any organizational thread.



(d) Cluster Grapevine

This type of grapevine operates like a nuclear explosion. Individuals pass on the information to a few individuals, on whom they have full confidence and trust. Suppose, the general manager of a company conveys a message to his regional sales managers. The regional Sales Manager, conveys the same message to his departmental sales managers. In this way, the message spreads from one person to various groups. This process has been depicted in the following diagram

Thus, we find that a grapevine communication may operate in various ways. Its operation mainly depends upon the nature of the message and organizational needs.

Importance of the Grapevine

A grapevine is very important and necessary for an organization. The importance and necessity of grapevine becomes clear from the following facts

Satisfaction of Emotional Needs

Man is a social animal. He wants to share his views, emotions and ideas with others. These personal interests and needs give birth to grapevine communication. This strengthens employee's group identity, and It is an expression of their freedom of speech which is not possible in a formal network.

Facilitates Motivation and Teamwork

Being open communication, it helps in motivating the employees and creates harmony among them.

Source of Accurate Information

The grapevine contains useful and valid information. Information on grapevine may be incomplete but it is quite accurate.

Quick Transmission

The information flows faster through grapevine than formal channels because it cuts across organizational line and deals directly with the concerned people.

Helpful for formal channels of communication

Formal channels of communication impose a restriction on free flow of communication and take more time to pass through different level of communication. So, the formal channels rely upon grapevine communication in a situation when a message is to be spread quickly.

Sources of Feedback of Management

Grapevine enables the management to know what subordinates think about organization and its various activities. It raises the morale of employees.

Provides Platform for Expression

Through grapevine, people get an outlet for their imaginations, suggestions and complaints. Thus, grapevine provides safety and support to the emotions of the sub ordinates. **Promotes Alertness among Sub-ordinates and Managers**

Because of the speedy transfer of information, grapevine enables an individual to get prepared to face the policy changes in advance.

Helpful in Planning

The grapevine reveals information concerning various issues and problems being discussed by the employees and the effect of various policies and procedures on employees. **Increase in the Efficiency of Employees**

Grapevine facilitates circulation of desired important information in a speedy way to a large group of sub-ordinates.

Thus, grapevine bears a great importance for both the managers and the employees.

Advantages of F.C.

- **Maintenance of Authority of Executions**

  If a formal communication system is efficient the responsibilities of sub ordinates can be fixed easily.
- **Clear and Effective Communication -**There is no ambiguity in this regard. This well-defined system helps in carrying out clear and effective communication within the organization.
- **Orderly Flow of Information**

  This flow is according to the rules of the companion.
- **Wider Scope**

  Easy contact in established departments of Branches and centers
- **Filtering of Communication**

  Objectionable matter, if any, is deleted by different authorities.
- **No overlapping of work**

In this work is systematically divided among various departments. Hence, there is no chance of duplication or overlapping.

3.4 Check your Progress

1. Communication is the task of imparting____________.

2. The whole concept of achieving success begins with how you___________.

3. is the flow of message through a written medium.

4. is an exchange of facts ,ideas.

5. barrier is a crucial to effective communication

3.5 Summary

A corporate organization is a part of society which consists of small groups whereas communication in the process which holds these groups to gather and enables these to perform various functions. A corporate communication may be formal as well as informal. These are the channels of communication through which messages flow from the sender to the receiver. Communication includes two important functions. Firstly, it enables people to inter change important ideas and information in the organization and secondly, it assists in differentiating members of the organization from members. Communication is not just words. It is a mixture of tone and body language. You can effectively utilize your voice tone and body language to convey your message across. It is often advised to establish eye to eye contact wherever possible rather than other forms of indirect communication. Not only for this, sometime you s may send wrong message. Only one word can also make you lose money or harm people in business communication.Communication works subconsciously in grasping the nuances of the language and helps us overcome the mother tongue and the regional language hurdles.

3.6 Keywords

1. Communication Network- It is a collection of methods that users employ to pass on valuable information.It is the sum of all the means and methods that an organization employs to communicate.

2. Formal Communication- The flow of communication is expressed by the clause through proper channel to perform a particular job.

3. Informal communication – It is free from all formal relations of the sender and the receiver

4. **Grapevine**- It satisfies the social needs of members of an organization and fulfills the gap of formal communication network

3.7 Self- Assessment Test

1. What do you mean by communication network?
2. What is a formal communication?
3. What is informal communication?
4. Explain the definition Grapevine?

3.8 Answers to Your Progress

1. Information
2. Behave, think, work
3. Transmission
4. Communication
5. linguistics

3.9 References/Suggested Readings

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Subject: Business Communication	
Course Code: MBA 106	**Author:** Dr.Pallavi
Lesson no: 04	**Vetter Dr.Shammi Nagpal**
VERBAL AND NON - VERBAL COMMUNICATION	

STRUCTURE

4.0 Learning Objectives

- To be able to develop their communication skills through knowledge of personal phenomena involved in the communication process.
- To be able to use different techniques in oral, written and known verbal communication.

- Students will recognize and formulate effective written and oral communication, giving appropriate consideration to theaudience , context and format.
- To analyze arguments so as to construct ones that are well supported , well -reasoned and are controlled by thesis or exploratory question
- To make use of the process of writing to enhance intellectual discovery and unravel complexities of thought.

4.1 Introduction

Communication is a process through which a person exchanges his ideas and opinions with others. Every individual spends most of his time in communicating and interacting with others. A businessman is required to communicate with various parties in the business activity. Be it general communication or business communication, the desired results cannot be obtained unless and a particular process is adopted for it. The term communication has been derived from the Latin word “communis” or “communicare” which means ‘to make common’. It is also defined as sharing of information, options, thought and ideas which create mutual understanding between individuals or employees working in the organization.

4.2. Verbal Communication

This term gains special importance in business as the whole business activity is completely based on communication. It is a two way process because under it a businessman interacts with others in order to convey his opinions and to receive theirs. Thus, this type of specific communication undertaken by a businessman or business firm is known as “business communication”.

Definition :

In words of J.C. Sherblom, “Business Communication is a dynamic, bi-directional, multiply influenced and transformational process”. It becomes clear that business communication refers to exchange of ideas and information among various parts of an organization by the means of different modes and media.

Basic forms of Communication :

There are various forms and means used in communication. These means are also known as methods, channels, media or mediums of communication.

- **Verbal Communication** : When the communication is made through words, it is known as verbal communication. Thus, this communication process involves the proper usage of words denoting a similar set of symbols and signs between the sender and the recipient. That it why it is observed that most of the formal communication in an organization takes place in a verbal form. So, verbal communication can be studied in two forms namely 'Oral Communication' and 'Written Communication'.

4.2.1 Oral commumication

The term 'Oral' refers to the things which are related to mouth. The communication which employs speech is known as oral communication. Thus, in oral communication, the sender and the recipient exchange their thoughts, opinions and ideas by interacting with each other through spoken words or speech either in face to face talk or with any electrical or mechanical device. That is why the communication has become so conversational in nature. Oral communication can be divided mainly in the following two forms.

- **Face to Face Communications :** It includes both formal and informal communication. Lectures, meetings, conferences, interviews, seminars etc. are various types of face to face communication.
- **Mechanical or Electronic Communication :** The communication is made through a mechanical or electronic device like radio, television, telephone etc. This type of communication is more interesting because of the absence of body language.

Advantages of Communication :

1. **Economical :** By using the means of oral communication like telephone, radio etc. the communication can be made quickly at a very low cost.
2. **Immediate Response :** The speaker can have an immediate response from the buyer by observing his body gestures or from his way of talking.
3. **More Effective :** A message conveyed through spoken words stays in the minds of the listeners for a pretty long time. This is an effective form of communication which leaves behind an impression on the receiver.
4. **Flexible :** It provides an opportunity to speaker to make himself correct and clear by changing histone, pitch, signs etc. The message, ideas, manner of speaking etc. can be changed according to the response of the listeners.
5. **Motivation :** Through oral communication, a direct contact is established between the employer and the employees. It builds a healthy atmosphere in the organization which makes the employees feel important and motivates them to work harder.
6. **Removal of Doubts :** If a listener has any doubt about the message, he can immediately ask the speaker to remove it or to clarify it.
7. **Increase in Productivity :** This saved time can be devoted to some other productive activities and consequently, the productivity of the organization can be increased.
8. **Helpful in Addressing Large Crowd :** It proves to be more helpful than all other types of communication.

➢ **Disadvantages**

1. **Unsuitable for lengthy messages :** It is not suitable in a situation when the message to be conveyed is quite lengthy. This is because that the listeners may not be able to understand it in a collective sense.
2. **Not fit for legal purposes :** It has no proof of message conveyed.
3. **Difficult to Remember :** It’s difficult to remember as something can be forgotten.

4. **Expensive Method :** When less important information is sent to distant places through telephone, etc. oral communication proves costly.
5. **Lack of Clarity :** Something wrong can be uttered in a hurry which can lead to negative results.
6. **Misuse of Time :** Here the parties involved in communication waste their time in useless talks.
7. **Presence of Both the Parties Necessary-**Here it is essential for the sender and the receiver to be present face to face.

4.2.2 Written Communication :A message is conveyed with the help of words in a written or printed form and it requires conscious efforts. In the modern business world, most of the communication is made in a written form through letters, reports, newspapers, journals etc. The main reason of using written communication by a business organization is that it facilitates in keeping a proof and record of communication. That's why the written messages are indispensable.

- **Advantages**

1. **Accuracy :** A written message functions as a permanent record and reference of communication.
2. **Legal Validity :** An important advantages of a written communication is that being permanent in nature, it can be used as an authentic proof in legal matters.
3. **Suitable for all types of messages :** It proves to be suitable for all types of messages be these short or lengthy in size and simple or technical in nature.
4. **Accountability :** Here if any dispute regarding the communication takes place, then the writer or the sender can be easily held responsible for it.
5. **Economical :** In the cases when a message is to be sent at distant places, it proves to be more economical as compared to the oral communication.
6. **Easy Retention :** It can be retained in the memory for a pretty longtime because written communication is pretty longtime because written communication is permanent.

7. **Reliable :** It is prepared quite carefully which makes it more reliable.

8. **Presence of both parties is not necessary :** Here the sender and the reader to be present at the same time it not necessary.

➢ **Disadvantages**

1. **Unfit for uneducated persons :** It has no significance for the uneducated persons. They can be made to understand orally.

2. **Lack of Secrecy :** Here nothing can remain secret.

3. **Wastage of Time :** Because of the organizational compulsions it is essential to send less important facts in writing, it shall be the wastage of time, labour and money.

4. **No Quick Information about Feed Back :** in it the reactions of the receiver are not known immediately. It becomes difficult to bring an immediate change in the message.

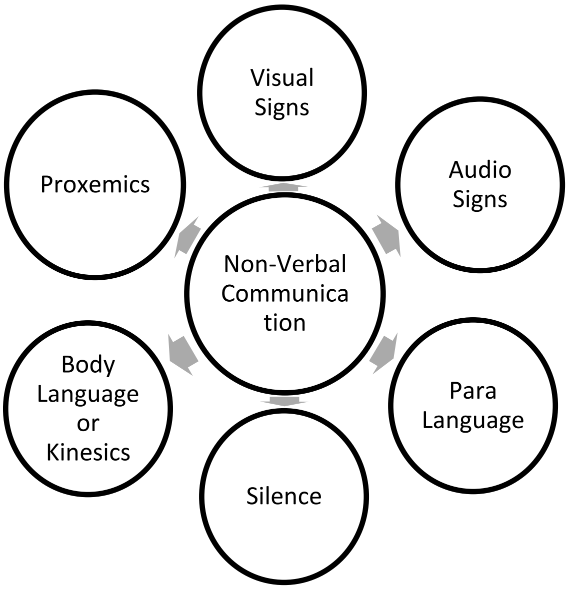
4.3 Non-Verbal Communication

This type of communication is known as 'Non-Verbal Communication' because there is an absence of words. It is more universal i.e. it is generally understood all over the world in same sense as against verbal communication but signs and symbols have the same meaning in almost every part of the world. Today, in the twenty first century human civilization has made tremendous progress. Opinion, feelings or messages can be expressed in gestures, signals in no time.

According to Charles Darwin :

"The power of communication between the members of the same tribe by means of language has been of paramount importance in the development of man, and the course of language is much aided by the expressive movements of the face and the body."

Various forms of Non-verbal communication :



4.3.1 Visual Signs : We see a number of visual signs which convey the same meaning to all of us eg. traffic signals, sign boards, pictographs etc. It helps in entertainment and immediate response.

4.3.2 Audio Signs : These signals involves sounds of sirens, bells, rings etc.

4.3.3 Body Language : it expresses internal feelings very clearly. Effect of motions, ideas, thoughts, attitudes and feelings is reflected in human behavior.

4.3.4 Proxemics : It involves mainly space language, time language, surrounding etc.

4.3.5 Para Language : Here the word 'Para' means 'like", intonation of voice, manner of speaking etc. are included. It is used to bring a special effect in the communication.

4.3.6 Silence : When a person speaks something and the other person responds by being silent, it conveys the message that the latter does not agree with the former.

Let's study these in detail :

4.3.7 Kinesics or Body Language : Nature has gifted human beings with the body that has a surprising versatility of expressions. It keeps on communicating endlessly, round the cloc, with an infinite variety of abstract signals, that too without getting tired. Body language gives listeners important clues about thoughts and feelings of a speaker, confirming or contradicting the words he / she speaks. We achieve complete communication when our body works with our ideas. Body language should be taken in a broader perspective of personal appearance and grooming, posture, gestures, facial expressions, eye contact, paralinguistic aspects of speech and ace (proxemics) and touch. Some important aspects are as follows :

4.3.7.1 Appearance and Dress : Appearance and dress are part and parcel of the message that we transmit to the listeners. The first impression is a lasting impression and the first thing we communicate about ourselves is through our appearance. Right from your hair style to your footwear, appearance speaks a lot about you. Well groomed people are generally regarded as people with skills, intelligence and professionalism.

4.3.7.2 Posture : Posture plays an important role in communication and it can be positive or negative according to the situation. Good posture is a natural alignment of the body gait appears confident if a person walks straight and squared shouldered with stomach in. Not only this, holding the head awkwardly puts a lot of strain on the neck and shoulders, extending the tension throughout the body, while an unnatural posture makes the body a mass of stresses resulting in an undue strain on our vocal cords. Similarly leaning away from the speaker most likely shows opposition, while leaning forward means that a person is open, honest and interested. A slumped posture presents a person in low spirits while an erect posture shows his / her high spirits, energy and confidence. with sincere and determined efforts one can get rid of inappropriate traits and develop the right way of walking sitting and standing.

4.3.7.3 Gestures : Gestures refer to the movements made by hands, arms, shoulders, head and torso. Sincere and meaningful gestures not only drive a point home but also add greater value to what is being said. Gestures clarify ideas and reinforce them; Too many gestures make a person look theatrical. For example, hand movements should be used to add emphasis to what is being said without waving arms around all over the place. Playing with earrings, wrist watch, jumbling with rings, crocking knuckles not only distracts the listener but also indicates hesitation, nervousness or lack of confidence.

4**.3.7.4 Dr. Alan Hirsch of St. Luke's Medical Centre, Chicago,** explained when "blood rushes to the nose when people lie. This extra blood may make the noise itchy". People who stretch the truth tend to either scratch their nose or touch it more often. Conscious effort and practice is required to develop the right gestures.

4.3.7.5 Facial Expressions : Face is the index of the mind; it conveys warmth and sincerity and is the most expressive part of our body. Expressions that cross our face send out signals which can be encouraging as well as discouraging. A smile stands for friendliness, a frown for discontent, raised eyebrows for disbelief, tightened jaw muscles for antagonism, etc. facial expressions are subtle as the face rarely sends a single message; rather it communicates a series of messages anxiety, recognition, hesitation and pleasure. Facial expression should be encouraging. Let your expressions be natural and you should be careful enough not to display negative signs such as consistent frowning. At the same tiome, expressions should match the content of the verbal message.

4.3.7.6 Eye Contact : Eyes are considered to be the window of the soul; hence, eye contact is a direct and powerful form of bio-verbal communication. Eyes are a rich source of feedback as a speaker at the listeners to find how they are reacting – are they bored, asleep or interested ? The listeners may search for truthfulness, intelligence, attitude and feelings of the speaker. Maintaining eye contact with only one part of the audience may thistle a feeling of neglect amongst the rest. Consistent eye contact indicates that the person is thinking positively of the speaker. If a person looks at the speaker but makes the arms crossed chest signal, the eye contact could be indicative that something is bothering the person. Fiddling with something while looking at the speaker but makes the arms-crossed, chest signal, the eye contact could be indicative that something is bothered the person. Fiddling with something while looking at the speaker means that the attention is somewhere else. The attention invariably wonders if a person is not being convinced by what the speaker is saying. So, we should be able to analyze the situation, particularly in the professional world and should make pleasant eye contact with the listeners to show that we are confident, concerned and interested.

4.3.7.8 Touch : Touch is an important element of body language. It goes beyond and forges a bond that is more on an emotional and spiritual level than on the physical one children instinctively seek physical contact whenever they are disturbed. As one grows older, one tends to suppress this desire possibly due to fear of social embarrassment. Touch can also convey negative feeling if it is used unwillingly.

4.3.7.9 The voice of Silence : Silence can be a very effective means of communication. The age old saying 'Speech is silver; silence is gold,' undoubtedly refers to the superiority of silence over verbal communication. A well timed silence has more eloquence than speech. In face to face communication, it can communicate a number of messages. However, with the help of a right posture and proper facial expressions, silence can be highly effective.

4.3.7.10 Cultural variations in Body Language : These aspects of body language are an integral part of oral interaction and we should try to develop them for effective communication. Social status, age, occupation and ethnic back ground also influence non-verbal signs. We should know the variations that could cause failure in communication. In a country like India, there can be regional cultural variations too. For example, it has been observed that North Indians like to talk in a more informal to than the people of the parts of the country. A handshake, an embrace, a kiss on cheek and lips in public may be a traditional form of greeting in many western countries but in Asian countries such as India such gestures are frowned upon. Therefore, one can see that it is not safe to assume that gestures used with all innocence in one country are accepted in the same manner throughout the world.

4.4 Check Your Progress

1. Two forms of communication

2signs are forms of non- verbal communication.

3.is an important element of body language.

4 A hand shake is a form of in a foreign country.

5. Another name of body language is .

4.5 Summary

We find that there are a number of differences between verbal and non- verbal communication but it must be kept into mind that an effective communication is possible if a combination of both of these is used. Body language refers to a language in which body movements and gestures are used to convey an idea or information. Every person uses the body language in a way that is acceptable to the society.

4.6 Keywords

1.Verbal Communication- When the communication is made through words it is known as verbal communication

2.Non- Verbal Communication – In this communication there is an absence of words.

3 .Kinesics-When our body works with our ideas, that reflects complete communication means body language.

4.7 Self -Assessment Test

1. What is meant by business communication?
2. Why verbal communication is important?
3. Explain difference between verbal and non – verbal communication?

4.8 Answers To Check Your Progress

1. Verbal
2. Written

3. Audio /visual
4. Touch
5. Greeting

4.9 References/ Suggested Readings

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Subject: Business Communication	
Course Code: MBA 106	**Author:** Dr.Pallavi
Lesson no: 05	**Vetter Dr. Shammi Nagpal**
CROSS CULTURAL COMMUNICATION	

STRUCTURE

5.0 Learning Objectives

1. To develop an awareness of other cultural identities and appreciation for others.

2. To be able to recognize cultural variations in communication styles.
3. To understand how categories of cultural values might underlie different behaviors.
4. To become more aware of culture shock and how we can become adaptable in inter-cultural interactions.

5.1 Introduction

International Communication

It is a global form of personal or national communication. There is a difference in the style of thinking, acting and behavior of people belonging to different cultural background. The deep feeling of the people of a country towards their culture is known as 'Cultural Sensitiveness'. The first step in learning to communicate with people from other cultures is to become aware of what culture means. Actually, sometimes it become the root cause of international differences which function as a barrier in international communication.

Culture refers to the behavioral characteristics of a group.

Definition

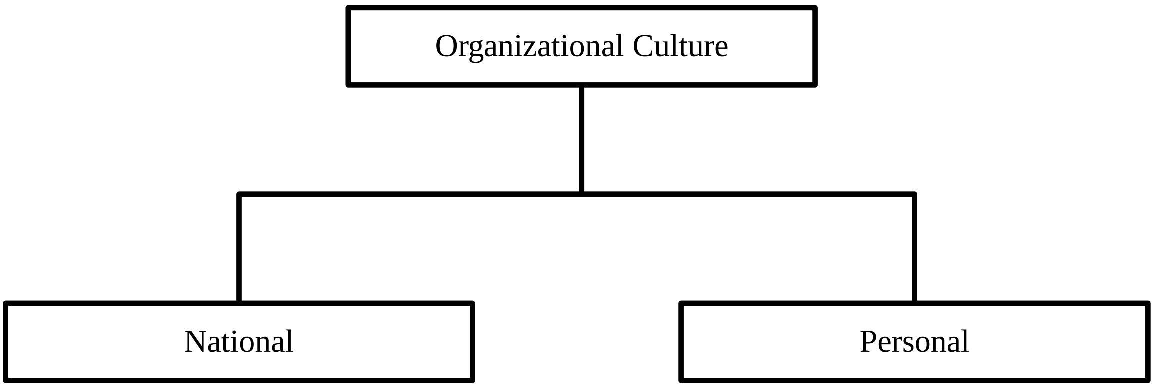
According to Lesikar,

"Culture is a way of life of a group of people – the stereotyped patterns of learning behavior, which are handed down from one generation to the next through means of language and imitation".

The increasing use of information technology has made the world a global village where the people of various countries need to communicate with each other. Now, communication is not considered just a regional or national concept rather it has assumed an international form. Cultural sensitiveness depends on values, beliefs and practices by different persons. Cultural sensitiveness affects our response to people and situations. It is just an extension of the personal or national communicative. The main difference between the two is associated to the difference between the cultures of the countries involved in communication with each other.

5.2 Effect on Business Communication

Every single aspect is affected by cultural sensitiveness. It is interlinked with National and Personal Culture.



We can understand this effect easily by making a study of various aspects of communication process separately as given here-under-

5.2.1. Speaking

Speaking plays an important role in communication. In various countries, people speak out their messages in different ways. It is due to their cultural sensitiveness. For example most of the people in USA speak very fast but it is not considered good in India. In India, we see most of the Indians speak in a loud voice whereas Chinese people like to express their ideas in a low voice.

5.2.2 Listening

Listening habits are also affected by cultural sensitiveness. In the western countries, a careful listening is considered an essential element of communication process.

5.2.3 Appearance

The appearance of the persons involved in communication also has a deep impact on its effectiveness. The cultural sensitiveness of various persons affects their appearance. While communicating with persons belonging to some other culture, one has to be very careful about his looks, dress etc.

5.2.4 Message

The content of a message carries a great influence of the cultural sensitiveness of the persons to whom it is to be conveyed. For example, while preparing a business message for European countries, it is advisable to add an element of long-run existence to it because it leads to an increase in the credibility of message.

5.2.5 Feedback

A communication process is considered incomplete unless and until feedback is received. Cultural sensitiveness also affects the time taken for giving a feedback. Most of the African people take much time in responding to a message. Hurry for them always creates a suspicion about the messages.

5.2.6 Gestures

Gesture of a person also affects business communication. Various cultures treat gestures in different ways. For example, a free movement of body's made at the time of communication in America itis acceptable but in India, it is considered odd.

- Thus, we find that most of the people like to make communication under the norms determined by their cultures. It is equally applicable to business communication also. So, while communicating with the persons of the other countries, proper attention should be paid to their cultural sensitiveness.

5.3. Important Culture Differences

Culture differences play an important role in the understanding of a message. They carry a favourable effect on communication and a message is accepted as well as understood in the desired sense.

Some differences are mentioned here

Social and Religious Values

The cultural differences are mainly based on social and religious values. Some societies and religions consider the attainment of self-realization as the ultimate target of human life and consequently, all the activities as well as communication made by the people associated to these societies and religions are affected by these values. Some societies believe in the principle of 'eat, drink and be merry'.

Place in Society

In the western countries, women are treated as equal to men whereas the women in India were given a very high place in the ancient times, their status sank low in the middle age but at present, the women are regaining their high position. But in the Arabian countries, still the women are still subject to various social restrictions.

Punctuality

Punctuality refers to the treatment of time by various cultures. This concept is treated differently in different cultures. If a person reaches late in a meeting or function in America, then it is not as a good behaviour but it is not so in India.

Customs Related to Decision Making

Various cultures have different customs related to decision making. In America, most of the business decisions are taken by high officials whereas the decisions in Japan are made on collective basis. Thus, the customs related to decision making also functions as an important base.

Space Language

Space language also depicts the cultural difference. The space language is influenced by the culture of a country to a great extent. In American culture, it is considered better to keep a proper distance while communicating with a person where as in India, it is considered as a symbol of neglect.

Kinesics

Kinesics is also known as 'Body Language'. Various body movements have different meanings in different cultures. Mainly, the postures, gestures, facial expressions, eye contact etc. are included under body language. All these forms are used in different ways under different cultures.

Civilized Behaviour

A civilized behavior can be defined as a behavior which has a social acceptance. This behavior is determined by the social values. For example, drinking wine in a business meeting is not considered civilized in India whereas it is a common practice in England.

So, these differences affect the cultural sensitiveness to a great extent.

5.3.1 Suggestions for Adaptation to Global Business

The adaptation according to the global business is not an easy task but it has become indispensable for almost every businessman because now a days, the business activities have crossed the national boundaries. We must make a study of the problems that a businessman may be confronted with them while making business communication at international level.

5.3.1.1 Problem of Cultural Variations

The main problem in global business arises due to the cultural variations. Moreover, while communicating at international level, a businessman may have to deal with various types of persons. Some of the persons may have a tendency of creating problems.

5.3.1.2 Problem of Generalization

Although a culture represents the characteristics of the persons living in a country, yet it cannot be said that all these persons will have these characteristics in equal volume.

5.3.1.3 Problem of Language

Different languages are spoken in different countries. It causes a great hurdle for a businessman. Most of the companies use English language but in case, when English is not understood by the people of the other country, the use of a translator is suggested.

For Oral Communication

- **Planning of Presentation :**
  - While communicating orally at the international level, a speaker should make proper planning of his presentation. For this, he must pay proper attention to every aspect of communication.
- **Noise Free Environment :**
  - 'Noise' refers to various barriers in the path of effective presentation. A speaker must make an effort to create a noise free environment, so that, the listener may understand him clearly.
- **Clarity in language and voice :**
  - This clarity can be having a command over language and by paying proper attention to the volume, tone as well as pitch of voice.
- **Feed- back :**
  - A feedback is very much necessary for evaluation of the communication. Speaker should try to find out whether the audience have understood him or not.
- **Listening :**
  - Listening and speaking bear equal importance in an oral communication. A speaker should encourage the audience to present their own ideas.

A contrast between Effective and Ineffective Communication :

Sr. No.	**Effective Listening**	**Ineffective Listening**
1.	Remaining silent.	Talking while speaker is speaking.
2.	Listening patiently.	Losing patience during conversations.
3.	Putting speaker at ease through encouraging gestures.	Giving negative signals to show your disinterest.
4.	Maintaining eye contact with the speaker.	Looking here and there but not at the speaker.
5.	Giving positive signals (nodding, etc.) to show your understanding.	Looking at the speaker passively.
6.	Empathizing with the speaker.	Considering yourself too important to share speaker's ideas.
7.	Asking questions at an appropriate time.	Interrupting whenever you disagree.
8.	Staying focused on the context.	Getting distracted or letting the mind wonder.

Suggestions for Written Communication

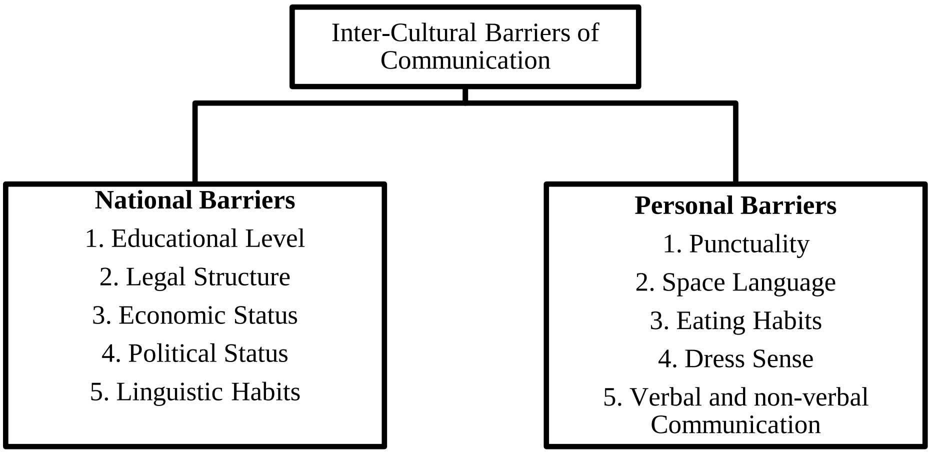
- **Appropriate Style :**
- While making written communication at international level, an appropriate style must be followed. An appropriate style refers to the use of suitable vocabulary and sentence form.
- **Suitable tone :**

- A suitable tone must be used in a global business message. It means that the writer must be fully aware about the position of the person with whom the communication is to be made.
- **You approach :**
- To create a good impression on the readers, a writer should make use of 'you approach'. This approach implies that the receiver must be given the maximum importance in a business message.
- **Bias free :**
- In order to adapt written communication to the global business it must be made in a unbiased manner. It must not give under favour to the persons belonging to a particular race, sex, age-group etc.

Thus, by paying proper attention, to the above given suggestions, the problems of international communication can be removed

5.3.2 Inter-cultural Barriers

A single communication technique cannot be suitable for all cultures. These barriers may develop due to national and personal factors.



(A) National Barriers

These barriers operate at national level.

5.3.1. Educational Level

The education level of the people of the various countries is an important barrier. Sometimes, the difference in the educational level leads to mis-communication. For example, a person living in America may have a better knowledge of various managerial techniques as compared to a person living in Bangladesh.

5.3.2 Legal Structure

The legal systems of some countries insist on communication through a proper channel. Similarly, a particular format has to be adopted for written communication.

5.3.3 Economic Status

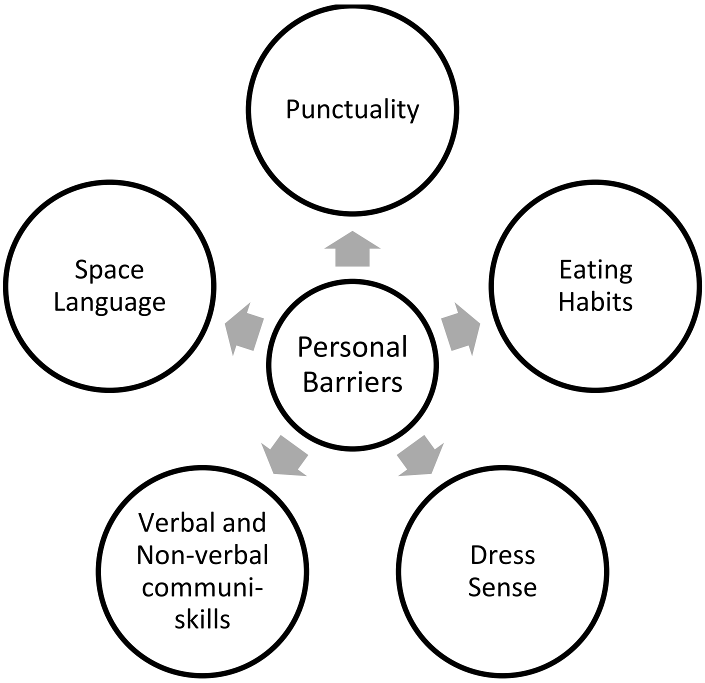
The countries of the whole world, can be classified into developed, developing and underdeveloped categories. It functions as a major barrier in international communication because a developed country is always more influential.

5.3.4 Political Status

In this way, it functions as a barrier in effective communication because an effective communication is not possible until and unless the various parties indulged in communication get a chance to express their views freely.

5.3.5 Linguistic Habits

Here different words are understood in different senses in various countries. As a result, sometimes, it becomes the major cause.



5.3.3 What is a Culture Context?

A culture is an association of customs and beliefswhich reflect the behaviour of an individual. We are unaware of our own culture, when we come into contact, we understand it accordingly.

It can be categorized into two parts.

5.3.31. High Context Culture

Japanese, Arabic, Latin America, culture etc. are the examples of high context culture etc. are the examples of high context culture. Here, most of the information is taken from the context of a message.

5.3.3.2 Low Context Culture

German, Scan dinavian are the examples of low context culture.. Information is not taken from the context of a message and it is explicitly spelled out.

The variations here are

1. **Stable**

Conditions in the concept of culture may be stable or may be changed slowly or rapidly.

2. Complex

Norms for collecting information differ in cultures.

3. Composition

Some cultures are made up of many different subcultures whereas others tend to be more homogeneous.

4. Acceptance

Some cultures are very strict and some are friendly and relaxed.

Important Guidelines for writing in International Situations

There are various categories which we have to consider while writing in international situations and how we handle these categories at depends upon.

The subject and purpose of message

Relationship between writer and reader

- The customs of the persons to whom the message is addressed.

Means of communication

It shows how international communication is conducted.

Business Letters

They serve the same purpose and objective and follow the same organizational conditions that a person would write within his / her country. Your word choice should also reflect the relation between you and the receiver. In many cultures people use a more elaborate, old-fashioned style and you should gear your letters to their expectations. No need to carry formality to extremes or you will sound fake. If you correspond frequently with people in foreign countries, your letter head should include the name of your country and cable or telex information.

Some important tips

1. Use short, precise words that say exactly what you mean.

2. Stay away from slang, jargon and abbreviations.

3. Help the readers follow your train of thought by using transitional devices. Precede related points with expressions like in addition, hence, therefore and first, second, third.

A Precise Structure

As you write, you should follow the structure

- **Opening:** Include your mailing address, the full date, and the recipient's name, company and address. Skip one line between your address, the date, and your recipient's information. Don't add your address if you're using letter head that already contains it.
- **Salutation :** Address the recipient using "Dear", along with their title and last name, such as "Dear Mr. Collins". If you don't know the recipient's gender, use their full name, such as "Dear Radhe Sharma". Finally, be sure to add, Colon to the end of the salutation.
- **Body :** In the first paragraph, introduce yourself and the main point of letter. Following paragraphs should go into the details of your main point, while your final paragraph should restate the letter's purpose and provide a call to action, if necessary.
- **Closing :** Recommended formal closings include "Sincerely" for a more personal closing, consider using "Best regards". Regardless of what you choose, add a comma to the end of it.
- **Signature :** Skip four lines after the closing and type your name. Skip another line and type your job title and company name. In the submission of a hard copy, sign your name in the empty space using blue or black ink.

1.Enclosures : If you are including document with this letter, list them here.

For example : Letters from Latin America look different, Instead of using letter head stationery, Latin American companies use a cover page with their printed seal in the center. Their letters appear to be longer because they use much wider margins.

In the letters you receive, you will notice that people in other countries use different techniques for their correspondence. If you are aware of some of these practices, you will be able to concentrate on the message without passing judgement on the writers.

2. Memos and Reports -Memos and reports are decided into following categories :

(a) Memos and reports which are written to and from subsidiaries or joint venture.

(b) Memos and reports which are written to clients or other outsiders.

As memo or report is written for an external audience, formal or impersonal style is be used. A preliminary draft can be prepared to meet the requirement of successful memos or reports.

3. Other Documents -For different transactions, number of documents are required. These documents include price quotation, bills of loading, letters of credit, shipping documents collection documents etc. These documents are easy to fill the data required and are easily available in a company's files.

4. Bias-free photos and illustration -While presenting international communication a pserson should choose bias-free photos and illustrations. However, suggestion made on the diversity is always welcomed.

5. Information Technology-Technology has made a revolutionary change in the field of communication. The modern forms are word processing, fax, e-mail, video conferencing, internet etc.

Important Guidelines for Presenting in International Situations

The customs of the persons to whom the message is addressed. Oral presentation is rewarding if done well in any organization.

Studies have shown that people in present day appreciate more listening than reading when viewing a presentation. Sometimes misunderstanding may arise in oral presentation. To overcome follow these :

1. **Be Open Minded -**While engaging oral presentation, a person should be open minded. Treat the person as an individual, not a representative of different culture.

2. **Be Alert -**There is a difference in the values, expectations and beliefs of people belonging to different cultural background. Thus, a person shall expect him or her to have different value, expectations and beliefs while engaging oral presentation.

3. **Rehearse the speech out loud -**When you recite your speech, you can work out exact wording and possibly discover areas within the topic that need more research. Time yourself. If possible, ask someone to listen and give you feedback. Ask the person to note any signs of nervousness.

4. **Arrive early -**To reduce stress, many professionals carry vital supplies in their briefcase, including their own markers, masking tape, and even an extra bulb for a projector. Greet people as they arrive making eye contact and starting to establish rapport. Write down a few names in your notes, especially key people, so you can address people by name, if needed.

5. **Be aware -**Be aware from the unintentional meanings that may appear in your message. Clear your objective of oral presentation by giving examples.

6. **Don't let questions disagrees from your main point -**If someone in the audience asks a question that is unrelated to your topic, or strays too far from the scope of your presentation, tactfully ask the person to "hold that question" until the end of your presentation. If you have time later, respond to the question. Also, if you not know the answer to a question, admit it, and establish how you will following up with the person.

7. Be Patient Listen the presentation carefully and if you do not understand it, ask the respected person to repeat it.

8. End with a summary of your main points-Your closing is an opportunity to reestablish your key points and show how they logically lead to your conclusion. Do not throw in new points or re-argue your prior points during your conclusion.

9. Be Agreed - After the presentation is ended, you and the other person should be agreed at one point.

At last, it can be said that speeches are beneficial to deal with personal conversations. **5.4 Check Your Progress**

1.is considered an essential element of communication process.

2. The of a message carries a great influence.

3. A behaviour has a social acceptance.

4.is known as body language.

5.is a system of common beliefs, attitudes and values.

5.5 Summary-

As long as the meaning of international communication is concerned, it may be defined as communication that takes place among various persons and organizations at international level. It is just an extension of the personal or national communication. It is well said that international communication is a global form.

5.6 Keywords

1. **International Communication -** It is a global form of personal or national communication.
2. **Cultural Sensitiveness -** The deep feeling of the people of a country towards their culture.

3. **Culture -** It is a system of common symbols, beliefs,attitudes, values which determine the behavior of the people of a specific group.

5.7 Self -Assessment Test

1. Give modern definition of culture?
2. What is culture sensitiveness?
3. What are the essential approaches you need to learn about other culture?

5.8 Answers To Check Your Progress

1. A modern definition is that culture is," the shared ways in which groups of people understand and interpret the world."
2. Culture sensitiveness means the faith in one's own culture and differences with other culture.
3. Learn as much as possible, the language, cultural background and history.

- Develop general skills that will help you adapt to any culture.

5.9 References/ Suggested Readings

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- Hofstede, G.(1982). Culture's Consequences, Newbury Park, CA; Sage.

Subject: **Business Communication**	
Course Code: **MBA - 106**	Author: **Prof. Anil Kumar**
Lesson No.**6**	Vetter: **Dr. B. S. Bodla**
Essentials of Effective Business Correspondence	

STRUCTURE

6.0 LEARNING OBJECTIVES

After going through this lesson, you will be able to:

- Understanding of agency correspondence, thereby enabling them to draft various agency related letters.

6.1 INTRODUCTION

Manufactures often appoint agents and/or franchisees to sell their products and services. With the growth of their business and expansion of their markets, manufacturers generally prefer agents and franchisees to new branches for economic reasons. It is easier and economically more viable to give agency or operate through a franchisee than to establish a branch and look customers in a new area. An agent is a person who represent a company or another person in an area. The company or person who appoints an agent is called the principal of that agent. Thus a principal appoints an agent to act for him. The agency is the agent's office or job that is to sell the goods or services for a commission. The agent and principal enter in to an agreement that is called agency agreement. The agency agreement govern the rate of commission, targets to be met during a fixed period, territory within which the agent has to operate, guarantee of payment/collection against credit sales and so on.

Agency can yield the best results only when there is perfect understanding and complete co-operation between a principle and his agent. Both the parties have, therefore, to be in continuous correspondence with each other. The correspondence between the principal and his agent includes a wide variety of letters on different occasions, such as:

- Offer of agency by the principal
- Agent's reply to the offer of agency by the principal
- Advertisement for appointment of agencies by the principal
- Application for agency by a prospective agent
- Principal's reply to the application for agency
- Announcement by the agent regarding obtaining agency
- Cancellation of agency and public notice by the principal

6.2 WHAT IS AGENCY CORRESPONDENCE

Agency correspondence is the correspondence between the principal and the agent. The application for an agency, the appointment of an agency, its tenure and renewal, facilities provided by the agent, the support he receives from the principal, etc., form the subject matter of agency correspondence. In business, middleman or agents play a very important role. They are helpful in stimulates sales. Manufacturers and merchants dealing with their customer through advertisement may not have a personal touch with the customers. In order to stimulate sales, it becomes necessary to seek the help of agents. It is not possible for the merchants and manufacturer to open a branch at every place. So, they appoints an agent for the distribution of goods and services at distant places to stimulate sales. The appointed agent should be a man of great influence in the region to be represented by him. He should also be a man of experience and one who conversant with details of commodity he is expected to distribute. He must have a good organisation of disciplined workers who should not only capable of managing the business and accelerating the sales, but must also have business acumen and zeal to work for the cause. An agent possessing experience must also have certain minimum qualification, for he would have to come into contact with people belonging to different strata of the society in the course of pursuing his business. In short, an agent should be an assets to the business. It should be the duty of every producer or manufacturer to search for and find a such person to whom he could trust the agency. The following are the some examples of agencies:

1. **Commission Agent:** He is an agent who buy or sell on the behalf of principle. He tries to dispose of goods at best possible rates and terms and receive a commission at a fixed rate.
2. **Broker:** He does not buy or sell goods, but he negotiates and contract of sales or purchases, on behalf of his principle. He receives a commission at fixed rate which is called brokerage.
3. **Commercial Traveller:** He is representative of his principle. He travels in a specified area and takes orders, making contracts for sale and making a close touch with the needs of the parties. He generally make his tour in his area. He gets salary and allowances. If he works for more than one firm, he

gets a commission on the basis of orders secured by him. An commission traveller try to collect orders and send them to the principle for execution.

4. **Local Agent:** He represents one or more firms for a particular area of district. In his area, he approaches the buyers and tries to secure orders. After securing order, the order sent to the firm for whom he obtained the demand. After taking the order, buyer and seller come to direct dealing. If any dispute arises, the local agent has to render his services. All the expenses are met by the agent by dealing in the interest of firm pay by the principle. The principle also pays a commission to the agent on the basis of sales secured by him.

6.3 ESSENTIALS OF AGENCY CORRESPONDENCE

Many of the letters relating to agency share the features of sales letters. The objective of both is the same “to sell”. A principal looking for agents sells his image and his product through the agent. In the same way a prospective agent, while applying for appointment, sells his image and standing in the market. The relationship between principal and agent is built up on mutual trust and shared benefits. Both use persuasive approach and ‘you-attitude’ in their correspondence. They say the best possible thing in their favour. Needless to say mutual appreciation and adjustment are indispensable for the agency related correspondence. Like all other kinds of sales letter, agency letters end on a positive, forward-looking note.The following points must be included while writing a application of seeking an agency to the principle:

1. **Potential Market:** The application should clearly state the potentiality of the market, where he can push up the sales of the principle as well as the sales that can be expected.
2. **Ability and Experience:** He can well state the advantages he ca offer to the principle, his business locations, show rooms, retail shops under his command

etc. Besides these, he can also shows his personal experience and his ability to push up sales with guarantee.

3. **Terms and Conditions:** The way in which he intends to deal with the principle and the commission he expects may be informed.
4. **Status (Reference):** If the applicant is new to his principle it is always good to give references of tradesman or bankers so as to enable the principle to enquire of the agent's credit worthiness and status.
5. **Mutual Benefits:** Finally,expressing a hope for mutual benefits, the applicant can finish his application and sent to the principle.

What we have discussed above is a letter or application from an agent to his principle. Now, when the principle writes to an agency, the following points may be included:

1. **Potential Market:**After a careful study, the principle may come to a decision to appoint an agent in a particular area. He may collect statistical data, on the basis of which, he comes to a conclusion, or he may even visit the place to have a spot study.
2. **Merit of his Product:** After having decided to appoint an agent he may proceed further. Special merits and advantages of his products are clearly shown in the letter. He may compare his products with other goods. He gives a fine description of his products.
3. **Facility Offered:** Liberal Terms are mentioned on the expectation of the best sale proceeds. Advantages offered such as regular advertisement, maintenance of show-room, salary or commission or both etc., are stated in his offer. Conditions and period of service expected are informed.

After having mentioned, the above point, the letter may be concluded with a hope of mutual benefits.

When an agent has been appointed, the principle must respect the agent's personal knowledge of area. He will possess more knowledge than the principle, in respect of his own area, because of the close contact with the customers. The principle should support his activities by advertising, supplying information as soon as possible changes take place in his product and so on. The agent letters and suggestions should be given due respect and importance. Care should be taken that a non-cooperative nature does not arise between agent and principle.

6.4 HINTS FOR DRAFTING AGENCY RELATED LETTERS

1. Offer of Agency by the Principle

- Mention the recommendation on which you are offering agency.
- Refer to the potential market for your goods.
- Explain the merits of your goods – brand name; quality; variety; reasonable price; popularity of the goods elsewhere, etc.
- Persuade the addressee to handle your products.
- Mention the remuneration and other terms of agency – stocking, payment of advance, additional commission, area of operation, etc.

2. Agent reply to offer of Agency by the principle

- Thank the correspondent for the offer of agency.
- Explain the market conditions – either favourable for the products in question or unfavourable, as the case may be.

  (a) If you accept the offer, communicate your decision; and if you have any suggestions regarding the terms of offer, put them down clearly.

  (b)If you cannot accept the offer, say so in a courteous manner, and in all cases, with reason.
- If the offer is accepted, assure the correspondent your full co-operation in a mutually rewarding relationship.

3. Application for Agency by a prospective Agent

- At the outset-
  - Point out that there is a good scope for the sale of the manufacture's goods in a particular area or region and that you are prepared to act as an agent to

push his goods in that market, in case the application is made on your own initiative.

- OrRefer to the advertisement made by the manufacturer, if your application is made in response to it.
- OrMention the source from which you got the information that the manufacturer is willing to appoint an agent, if you are applying on the basis of such information.

➢ Emphasize your ability to sell the goods by referring to your-

- Business standing and experience,
- Knowledge of local business environment and conditions,
- Business contacts,
- Capacity of offer special facilities like show-rooms display windows, central situation of a building owned by you, delivery vans etc.

➢ Mention the terms on which you are ready to accept the agency or ask the manufacturer to state his terms for granting the agency.

➢ Give suitable Trade and/or Bank references, if you want the manufacturer to know more about you.

➢ Mention the security deposit you are prepared to offer in case you are willing to keep a large quantity of stocks.

➢ State any other ground that might support your claims.

4. Principal's Reply to the Application for Agency

➢ Acknowledge, with thanks, the correspondent's letter.

➢ Appreciate his interest in your products and also business standing.

➢ Inform whether you are prepared to grant the agency applied for.

➢ If the agency is granted, mention the terms of agency, either in the form of accepting the terms offered by the applicant (with change, if necessary) or by giving your own terms.

5. A Letter Announcing the Cancellation of an Agency

- Regretting the need for cancellation, mention the name of agent whose agency has been terminated.
- Request the correspondent not to deal with the agent in any manner in regard to business with you.
- Caution him of non-responsibility on your part if the correspondent deals with the agent for business with your firm.
- Express your concern for the inconvenience caused to the customers.
- Request them to send their orders directly to you until an alternative arrangement is made.

6.5 SOME SAMPLE LETTERS

Some agency related letters are:

1. <u>Offer of Agency by the Principle</u>

Mysore Silks (P) Ltd.

125, M. G .Road, Bangalore.

Phone: 98125-45669

October 11, 2005

Messrs, K K Jain & Sons

167, Sector 17

Chandigarh-160017

Dear Sir

Mr. S Sharma, the Sales manager of Padam Textiles (P) Ltd., was kind enough to recommend you as a firm of highly reliable, reputed and progressive agents in the states of Punjab and Haryana. In view of his recommendation we wish to offer you the Agency for our products in the state of Punjab and Haryana.

Mysore Silks have always been trend setters and fashion creators. Our innovative designs have been catching the imagination of all kinds of customers. Besides, our products are priced to suit all budgets. Priced at Rs. 225 to Rs. 2000 and above, our sarees are within the reach of most people and satisfy even the most critical buyer in respect of quality, designs, color combinations, variety and durability.

In view of the immense popularity our silk sarees, blouse pieces and other varieties of cloth enjoy in southern states, we are sure that our products will find a responsive market in Punjab and Haryana as well. You only have to organize an impressive launching of our silks.

We wish you to work for us as a Sole Agent for the whole of Punjab and Haryana. You will be supplied with adequate stock periodically and your requirements between two regular supplies will be met with promptly. We appreciate the difficulties you may have to face in the initial stages of introduction and offer you the highest rate of 17% commission on net sales. Our interior decorators will be at your disposal to complete your window dressing jobs at places of your choice. We will also be taking up show- windows in important cities and your suggestions in selecting appropriate places will greatly facilitate our work.

We are sure our business relations will be mutually beneficial and we hope you will be happy to represent our company in your areas.

Sincerely yours,

[Click **here** and type your name]

[Click **here** and type job title]

2. <u>Agent Reply to offer of agency by the Principle</u>

Messrs, K K Jain & Sons

167, Sector 17

Chandigarh-160017

October 14, 2005

Mysore Silks (P) Ltd.

125, M. G .Road,

Bangalore.

Dear Sir

Re:Sole agency for Punjab and Haryana

We thank you for your offer of sole agency for the states of Punjab and Haryana. It is really nice of Mr. Sharma to have recommended our name and we are thankful to him for the confidence he and his company have reposed in us.

We are aware of the popularity enjoyed by your silk products in southern states and are rather surprised you have overlooked the potential of our states so long. Though rather late, your decision to tape this market is a sound one and we visualize a long, mutually beneficial relationship with you.

Notwithstanding the superior quality and popularity of your products, you will concede that overcoming inherent customer resistance is initially difficult. Two major factors may be mentioned here. People are universally sceptical about the genuineness of silk. Secondly, there appears to be some preference for polyester-blended fabrics. However, we are confident that it will not take us very long to please the elite customers in the cities and towns of Punjab and Haryana.

Your terms of agency are acceptable to us, and we await your instructions to complete other formalities.

Meanwhile, please send us samples of the full range of your products. We would also like to suggest that you launch a special advertising campaign immediately to run through the entire Diwali festival when people have a natural desire to buy something new to wear.

Sincerely yours,

[Click **here** and type your name]

[Click **here** and type job title]

3. Application For an Agency

Messrs, K K Jain & Sons

167, Sector 17

Chandigarh-160017

October 17, 2005

Mysore Silks (P) Ltd.

125, M. G .Road,

Bangalore.

Dear Sir

Re:Sole agency for Punjab and Haryana

Mr. S Sharma, Sales Manager, Padam Textiles (P) Ltd. has informed us that you are looking for sole agents for your silk products for Punjab and Haryana. We would be pleased to represent you as your sole agents in these two states.

We have been in the field of wholesale distribution for the last fifteen years and have earned a name for satisfactorily representing manufacturers and promoting the sale of their goods in our territory. Our specialization is sarees, and we can give you an impressive launching. You can consider these markets, wherein we wish to represent you, as a gateway for your entry into the northern regions. With our rich experience in the textile line and our business contacts throughout these two states, your products will have no difficulty in being successfully introduced to our customers. A special advertising campaign by you would help us to overcome whatever problems may have to be faced in the initial stages.

On our part, we will exhibit your products in all our showrooms and show windows which are situated at strategic places in the important cities of Punjab and Haryana. Our traveling salesmen have a wide knowledge of the customers and the market in the line of textiles of all types and varieties. We would, therefore assure your confidently of large sales of your products throughout the year.

We propose the following terms:

a) Goods will be supplied to us F.O.R. Chandigarh.
b) You will draw on us for each consignment a bill for 3 months.
c) Our commission – 7.5% on invoice price, del credere, if you approve 3%.
d) Every new design developed by you will be supplied to usimmediately.
e) Expenses on any special advertising campaign for your goods shall be shared by us equally.
f) Since it is a sole Agency, we would insist that you do not entertain any direct orders.

For our standing and credit, you may refer to:

1. Mr. S Sharma, Sales Manager, Padam Textiles (P) Ltd., Mohali.
2. The Krishna Mills Ltd., Ludhiana.
3. Bank of India, Main Branch, Chandigarh.

We feel we are the right people to represent you in our territory. An effective distribution system is the life breath of a manufacturing unit, and that is precisely what we are offering you.

We await your decision in this matter.

Sincerely yours,

[Click **here** and type your name]

[Click **here** and type job title]

4. Principle's reply to the application for an Agency – Granting the Agency

Mysore Silks (P) Ltd.

125, M. G .Road, Bangalore.

Phone: 94161-01689

October 21, 2005

Messrs, K K Jain & Sons

167, Sector 17

Chandigarh-160017

Dear Sir

Many thanks for your letter of 17th October. We appreciate your interest in developing a market for our goods. We have also received reports from your references and are now pleased to grant you the sole agency for our products in the states or Punjab and Haryana.

Your terms of agency are acceptable to us except that the del cruder commission would be 2.5% and not 3% since it is at 2.5% that we pay to our other agents. Further we shall not turn down direct orders from the customers but we shall execute them only after referring them to you and obtaining your approval.

The agency will be for a period of three years to start with and can be renewed thereafter.

Kindly complete the enclosed agreement bond and return it promptly along with a cheque/draft for Rs. 50,000 as security deposit which will earn you interest at 11% p.a.

Sincerely yours,

[Click **here** and type your name]

[Click **here** and type job title]

Encls. : Agreement bond in duplicate

5. Principle's reply to the application for an Agency – Refusal to Grant the Agency

Mysore Silks (P) Ltd.

125, M. G .Road, Bangalore.

Phone: 94161-01689

October 21, 2005

Messrs, K K Jain & Sons

167, Sector 17

Chandigarh-160017

Dear Sir

While thanking you for your letter of October 21, 2005, offering your agency services for the Punjab and Haryana area, we regret to state that we are not in a position to accept your offer at present, as we have already given Agency to two firms at Ludhiana and Panipat, which cover the Punjab and Haryana areas respectively.

However, as we have plan to re-allocate the areas in the near future, we shall be glad to correspond with you the moment a final decision is taken in this regard.

Sincerely yours,

[Click **here** and type your name]

[Click **here** and type job title]

6. A Letter Announcing the Cancellation of an Agency

Mysore Silks (P) Ltd.

125, M. G .Road, Bangalore.

Phone: 94161-01689

January 14, 2021

Messrs, Chabbildas & Sons

107, Palika Bazar,

Chandigarh-160017

Dear Sir

We regret to inform you that due to unavoidable circumstances it has become necessary for us to withdraw our agency arrangements with Messrs, K K Jain & Sons, of Chandigarh for the North region. We request you, therefore, not to deal with them in any manner in connection with booking orders, or obtaining any receipts from them for your recent remittances, if any.

We shall soon be writing to you about fresh arrangements. Meanwhile send your orders direct to us. We will execute your orders and attend to your other communication so promptly that your will not feel the absence of a regular agency system.

We earnestly seek your cooperation in this matter.

Sincerely yours,

[Click **here** and type your name]

[Click **here** and type job title]

6.6 SUMMARY

Agency correspondence is the correspondence between the principal and the agent. The application for an agency, the appointment of an agency, its tenure and renewal, facilities provided by the agent, the support he receives from the principal, etc., form the subject matter of agency correspondence. In business, middleman or agents play a very important role. Manufactures often appoint agents and/or franchisees to sell their products and services.An agent is a person who represent a company or another person in an area. The agent can be a commission agent, broker, commission traveller and local agent. The company or person who appoints an agent is called the principal of that agent. Thus a principal appoints an agent to act for him. The agency is the agent's office or job that is to sell the goods or services for a commission. The agent and principal enter in to an agreement that is called agency agreement.Agency can yield the best results only when there is perfect understanding and complete cooperation between a principle and his agent. Both the parties have, therefore, to be in continuous correspondence with each other. The correspondence between the principal and his agent includes a wide variety of letters on different occasions, such asoffer letter of agency by principle, reply letter on offer letter of principle by agent, cancellation letter of agent, and so on.

6.7 CHECK YOUR PROGRESS

Fill in the Blanks:

1. An **-----------** is a person who represent a company or another person in an area.
2. An agent should be an **---------------** to the business.
3. **------------------** represents one or more firms for a particular area of district.
4. **-------------** does not buy or sell goods, but he negotiates and contract of sales or purchases, on behalf of his principle.
5. The relationship between principal and agent is built up on **------------** and shared benefits.

6.8 KEYWORDS

- **Agent:** An agent is a person who represent a company or another person in an area.
- **Principle:** The company or person who appoints an agent is called the principal of that agent. Thus a principal appoints an agent to act for him.
- **Agency Correspondence:**Agency correspondence is the correspondence between the principal and the agent.
- **Agency:** The agency is the agent's office or job that is to sell the goods or services for a commission.

- **Agency Agreement:** The agent and principal enter in to an agreement that is called agency agreement. The agency agreement govern the rate of commission, targets to be met during a fixed period, territory within which the agent has to operate, guarantee of payment/collection against credit sales and so on.

6.9 SELF-ASSESSMENT TEST

1. Answer the following question in brief:
    a) Why do manufacturers prefer appointing agents to opening new branches?
    b) What facts would you include in your application for an agency?
    c) What facts should be included in a letter offering an agency?
2. Draft a letter to the Calico Mills, Ahmedabad, requesting them to appoint you their sole agents for their Cali-bar suiting for Madhya Pradesh. Include in your letter all those details which you think will induce them to give you the agency.
3. Write a tactful letter to an applicant for an agency, pointing out that you are already represented adequately in his district but stating that his application will be filed for reference.
4. The Hindustan Electric Company, Bangalore, is the sole agents for southern India for “Clear Tone” Television in the important towns of southern province. You have a small business of your own in your district, and you desire to be appointed as subagents for your district. Write a letter to the Hindustan Electric Company applying for the agency.
5. Write the Hindustan Electric Company’s reply to the above letter stating the terms on which the agency would be given to you.
6. The Typewriter Company, London, who are trying to find an agent in India, have been advised to approach to Mr. M N Sinha, Patna. They write accordingly to Mr. M N Sinha, setting out the terms and conditions on which

they are prepared to appoint him their sole agent for India and emphasizing the chief points in favour of their typewriters. Draft the letter.

7. In his reply to the Typewriter Company, Mr. M N Sinha asks for a trial consignment pending the final acceptance by him of their offer of the sole agency. He also gives forwarding instructions regarding the consignment. Draft the reply.
8. Without making invidious comparisons, inform one of your agents that his sales are very much lower than those of other agents in neighbouring districts. In a frank and friendly fashion ask him if he can account for this. Write a defensive reply to the above letter but avoid any attempt to repudiate any responsibility.
9. Draw your agent's attention tactfully to a decline in his sales and insist on forwarding reports more regularly. Point out that this is also in his own interest.
10. Draw your principal's attention to certain delays in the forwarding of goods. Point out the serious effect this may have on your sales and ask him to take up the matter with his forwarding agents.
11. You have been acting as agents for Premier Book Company, New Delhi, for over three years. Your Principal have written to you expressing dissatisfaction with the volume of business done by you for them and threatening to terminate your agency. Draft a reply giving suitable explanation and satisfactory assurance.
12. Your agent in Karnataka has not been able to push the sales of the Ritewel pens manufacture by you. Write a letter to him terminating his agency.
13. The Indian Industries Syndicate, Limited, Bombay, write to an England firm, manufacturing transistors, offering themselves as the sole agents of the firm in India. Draft the letter.

14. You have been offered the sole agency for the whole of Maharashtra for a popular brand of instant coffee. You are willing to act as agents but are not satisfied with the terms and conditions offered. Draft a suitable letter.

6.10 ANSWER TO CHECK YOUR PROGRESS

1. Agent
2. Assets
3. Local agent
4. Broker
5. Mutual trust

6.11 REFERENCES/SUGGESTED READINGS

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4. Effective Business Communication *by* Herta A. Murphy and Charrles E. Peck. Tata McGraw Hill Publishing Company Limited., New Delhi.

5. Essentials of Business Communication *by* Pettett and Lesikar. Tata McGraw Hill Publishing Company Limited., New Delhi.

6. Business Communication *by* Pettett and Lesikar. Tata McGraw Hill Publishing Company Limited., New Delhi.

Subject: **Business Communication**	
Course Code: **MBA - 106**	Author: **Dr. Karam Pal**
Lesson No.- **7**	Vetter: **Prof. Harbhajan Bansal**
Business Letter	

STRUCTURE

7.0 LEARNING OBJECTIVES

After going through this lesson, you will be able to:

- To understand how to communicate clearly and effectively through business correspondence letters.

- To know the basic skills necessary to write various types of commercial or business letters.

7.1 INTRODUCTION

A business letter differs from other kinds of writing activities in several ways. First, it is usually addressed to only one specific person. Therefore, it is important for the writer to think about the reader with a you-viewpoint or a you-attitude. Second, every business letter can become a legal document or contract, so it is critical to maintain an appropriate service attitude. It is also important to have a good strategy or heuristic. There are three basic types of strategies for business letters: the good news or neutral letter, the bad news or problem-solving letter, and the sales letter. The heuristics in each of these three types can be very important to the outcome or success. For each type of letter, there are some characteristic strategies, which will allow the writer to achieve the best results with specific cases. Look at the format for letters in the examples provided in the text content, particularly the use of block form and semi-block form. Let us elaborate the brief outline of the different parts of the formal letter in terms of: the letterhead block with address and date; the inside address block, presented as on the envelope; the salutation, with the various problems of gender and identity address; the body (block form, no indentation, single-space within / double-space between paragraphs) usually in three paragraphs on a single page; the signature block, with legible signature and the addendum (p.s., enc., cc:).

7.2 WHAT IS BUSINESS LETTER

A business letter is a type of correspondence between companies or between companies and individuals, such as customers, clients, contractors or other outside parties.The business letters are formal paper communication between, to or from businesses and generally sent through post offices or currier services. The business letters differ from personal letters in that they are more formal in tone and writing style. However, the tone and style can vary greatly depending on the type of business letter. Business letters can have many types of content like to request direct information or action from another party, to order supplies from a supplier, to point out a mistake by the letter's recipient, to reply directly to a request, to apologize for a wrong, or to convey goodwill. It is a formal document which have a defined structure. It is sometimes useful because it produces a permanent written record, and may be taken more seriously by the recipient than other forms of communication.

7.3 TYPES OF BUSINESS LETTER

Most people who have an occupation have to write business letters. Some write many letters each day and other only write few letters over the course of career. Followings are the main types or categories of business letters:

1. **Business Apology Letter:** The business apology letter is write when you or company have made a mistake, behaved poorly, missed a scheduled event or in other circumstances where you or company have messed up and needs to apologize. The apologies can be given to vendors, customers, and employees.
2. **Appreciation Letter:** Appreciation letters are write to express thanks and gratitude towards people for their good deeds. The main purpose of appreciation letters is to sincerely recognize what people have done for you and their positive impact on your work life. These types of communication letters are written by senior management to the junior management for the conveyance of gratitude in order to congratulate them on a job well done or in order to motivate them.
3. **Sales Letter:**This is the most common form of a business letter that is used in almost every field. The sales letter serves as an introduction for the customer about the product and/or the company. A typical Sales letter starts off with a line or statement which captures the interest of the reader who is more often than not a target customer or a prospect. The purpose of a sales letter is to ensure that the reader takes an action and that is why strong calls to action are included in it.

4. **Order Letter:**Order letters are sent by consumers or businesses to a manufacturer, retailer or wholesaler to order goods or services. These letters must contain specific information such as model number, name of the product, the quantity desired and expected price. Payment is sometimes included with the letter.
5. **Complaint Letters:** Complaint letters are the types of Business letters written by one party to another party or entity to convey disappointment about a certain issue. Complaints are indicators that something has went wrong and that has been indicated by a formal business letter. If applicable, complaint letter is followed by an acknowledgment letter and then an apology letter.
6. **Adjustment Letters:** Adjustment letters are the ones that are sent to the customers as a response to their claim or complaint. The adjustment can be either in customers' favour in which case, the letter should begin accordingly and if it is not in the favour of the customer, the tone should be kept factual with a message that you understand the complaint.
7. **Circular Letters:**These types of business letters are sent to a closed group or selected people with the purpose of being circulated widely. The purpose of circular letters is to either convey customers about the sale or news or intimate about important information about newly launched or built facilities. Circular letters are also used to reach new and prospect customers to let them know about the new information and new developments.
8. **Acknowledgement Letters:** A letter sent for acknowledgment or recognition or receipt of material or letter from the other party is called an acknowledgment letter. The acknowledgment can be of receipt of goods and services, receipt of any other letter or of general inquiries. These letters act as simple receipts. Businesses send them to let others know that they have received a prior communication, but action may or may not have taken place.

9. **Candidate Rejection Letter:**The candidate rejection letter is written for the individual or job applicants who was not selected for the job. The main purpose of this type of letter is to inform the job applicants about their rejection for the job.
10. **Employment Verification Letter:** Employment verification letters are often requested by landlords and lenders to confirm that a person is employed at a company or not.
11. **Letter of Inquiry:** These types of business letters are sent for inquiry about certain information. The primary purpose is to know about something or if someone has any query which needs to be answered. The inquiry letter is to be kept short and to the point with directly addressing the inquiry.
12. **Reference Letter:** A reference letter is a positive endorsement of a person's skills and attributes, written by someone familiar with their work, character, and accomplishments. Reference letters are needed when applying for jobs, internships, volunteer positions, colleges, and graduate school programs.
13. **Letter of Resignation:** When an employee plans to leave his job, a letter of resignation is usually sent to his immediate manager giving him notice and letting him know when the last day of employment will be. In many cases, the employee also will detail his reason for leaving the company. It is also known as letter of recommendation.
14. **Follow-up Letter:** Follow-up letters are usually sent after some type of initial communication. This could be a sales department thanking a customer for an order, a businessman reviewing the outcome of a meeting or a job seeker inquiring about the status of his application. In many cases, these letters are a combination thank-you note and sales letter.
15. **Payment Request Letter:**These types of Business letters serve the purpose of reminding the payer to pay up the amount due to the payee. The request letter contains a request for payment of a certain amount before the final date.

7.4 Do's and Don'ts of Business Letters

Individual words are our basic units of commercial letter writing, the bricks with which we build meaningful messages. All writers have access to the same words. The care with which we select and combine words can make the difference between a message that achieves its objective and one that does not. Discussed below are five principles of words choice to help you write more effectively.

1) Write Clearly: The basic guideline for writing, the one that must be present for the other principles to have meaning, is to write clearly – to write message in such a way that the reader can understand, depend on, and act on. You can achieve clarity by making your message accurate and complete, by using familiar words, and by avoiding dangling expression and unnecessary jargon.

- **Be Accurate:** A writer's credibility is perhaps his or her most important asset, and credibility depends greatly on the accuracy of the message. If by carelessness, lack of preparation, or a desire to manipulate, a writer misleads the reader, the damage is immediate as well as long lasting. A reader who has been fooled once may not trust the writer again.Accuracy can take many forms. The most basic is the truthful presentation of facts and figures. But accuracy involves much more. For example, consider the following sentence from a memo to a firm's financial backers;

  The executive committee of Mitchell Financial Services met on Thursday, May 28, to determine how to resolve the distribution fiasco. Suppose, on checking, the reader learns that May 28 fell on a Wednesday this year – not on a Thursday. Immediately, the reader may suspect everything else in the message. The reader's thinking might be, "If the writer made this error that I did catch, how many errors that I didn't catch are lurking there?"

  Now consider some other subtle shades of truth. The sentence implies that the committee met, perhaps in an emergency session, for the sole purpose of resolving the distribution fiasco. But suppose this matter was only one of five agenda items being discussed at a regularly scheduled meeting. It the statement still accurate? Suppose the actual agenda listed the topic as "Discussion of Recent Distribution Problems." Is fiasco the same as problems? The accuracy of a message, then, depends on what is said, how it is said, and what is left unsaid (see, for example, the following section on the importance of completeness). Competent writers assess the ethical dimensions of their writing and use integrity, fairness, and good judgment to make sure their communication is ethical.

- **Be Complete:** Closely related to accuracy is completeness. A message that lacks important information may create inaccurate impressions. A message is complete when it contains all the information the reader needs – no more and no less – to react appropriately.

  As a start, answer the five Ws: Tell the reader who, what, when, where and why. Leaving out any of this information may result either in decision based on incomplete information or in extra follow-up correspondence to gather the needed information.
- **Use of Familiar Words:** Your message must be understood before someone can act on it. So you must use words that are both familiar to you (so that you will not misuse the word) and familiar to your readers.
- **Avoid Dangling Expression:** A dangling expression is any part of a sentence that does not logically fit in with the rest of the sentence. Its relationship with the other parts of the sentence is unclear; it dangles. The two most common types of dangling expressions are misplaced modifies and unclear antecedents.To correct dangling expressions, (1) make the subject of the sentence the doer of the action expressed in the introductory clause; (2) move the expression closer to the word that it modifies;

  Don't: After reading the proposal, a few problems occurred to me. (As written, the sentence implies that "a few problems" read the proposal).

  Do: After reading the proposal, I noted a few problems.

Don't: Dr. Ellis gave a presentation on the use of drugs in our auditorium. (Are drugs being used in the auditorium)?

Do:Dr. Ellis gave a presentation in our auditorium on the use of drugs.

Don't: Robin explained the proposal to Joy, but she was not happy with it. (Who was not happy – Robin or Joy).

Do: Robin explained the proposal to Joy, but Joy was not happy with it.

- **Avoid Unnecessary Jargon:** Jargon is technical vocabulary used within a special group. Every field has its own specialized words, and jargon offers a precise and efficient way of communicating with people in the same field. Nevertheless, problems arise when jargon is used to communicate with someone who does not understand it. For example, to a banker the term CD means a "certificate of deposit," but to a stereo buff or computer user it means a "compact disc." Even familiar words can be confusing when given a specialized meaning.

  Does the field business communication have jargon? It does – just look at the Key Terms list at the end of each chapter. The work jargon itself might be considered communication jargon. In this text, such terms are first defined and then used to make communication precise and efficient. Competent writers use specialized vocabulary to communicate with specialists who understand it. And they avoid using it when their readers are not specialists.

2) Prefer Short, Simple Words: Short and simple words are more likely to be understood, less likely to be misused, and less likely to distract the reader. Literary authors often write to impress; they select words to achieve a specific reader reaction, such as amusement, excitement, or anger. Business writers, on the other hand, write to express; they want to achieve comprehension. They want their readers to focus on their information, not on how they convey their information. Using short, simple words helps achieve this goal.

Don't: To recapitulate, our utilization of adulterated water precipitated the interminable delays.

Do: In short, our use of impure water caused the endless delays.

It is true, of course, that quite often short, simple words may not be available to convey the precise shade of meaning you want. For example, there is not one-syllable replacement for ethnocentrism (the belief that one's own cultural group is superior). Our guideline is not to use only short and simple words but to prefer short and simple words. (As Mark Twain, who was paid by the word for his writing, noted, "I never write metropolis for seven cents because I can get the same price for city. I never write policemen because I can get the same money for cop").Here are some examples of needlessly long words, gleaned from various business documents, with their preferred shorter substitutes shown in parentheses:

Ascertain (learn)	Endeavor (try)
Enumerate (list)	Fluctuate (vary)
Indispensable (vital)	Initiate (start)
Modification (change)	Recapitulate (review)
Substantial (large)	Termination (end)
Utilization (use)	However (but)

You need not strike these long words totally from your written or spoken vocabulary; any one of these words, used in a clear sentence, would be acceptable. The problem is that a writer may tend to fill his or her writing with very long words when simpler ones could be used. Use long words in moderation. Heed the following advice from author Richard Lederer:

- When you speak and write, no law says you have to use big words. Short words are as good as long ones, and short, old words like sun and grass and home are best of all. A lot of small words, more than you might think, can meet your needs with strength, grace, and charm that large words lack.

- Big words can make the way dark for those who hear what you say and read what you write. They add fat to your prose. Small words are the ones we seem to have known from birth. They are like the hearth fire that warms the home, and they cast a clear light on big things: night and day, love and hate, war and peace, life and death.
- Short words are bright, like sparks that glow in the night; sharp, like the blade of a knife; hot, like salt tears that scald the cheek; quick, like moths that flit from flame to flame; and terse, like the dart and sting of a bee.
- If a long word says just what you want, do not fear to use it. But know that our tongue is rich in crisp, brisk, swift, short words. Make them the spine and the heart of what you speak and write. Like fast friends, they will not let you down.
- Leader practices what he preaches. All 223 words in these four paragraphs are one-syllable words! Similarly, 71% of the words in Lincoln's Gettysburg Address (190 out of 267) are only one syllable long.
- You have probably heard the advice "Write as you speak." Although not universally true, such advice is pretty close to the mark. Of course, if your conversation were peppered with redundancies, jargon, and clichés, you would not want to put such weaknesses on paper. But typical conversation uses mostly short, simple words – the kind you do want to put on paper. Don't assume that the bigger the words, the bigger the intellect. In fact, you need a large vocabulary and a well-developed word sense to select the best word. And more often than not, that word is short and simple. Write to express – not to impress.

3) **Write with Vigour:** Vigorous language is specific and concrete.Limp language is filled with clichés, slang, and buzz words. Vigorous writing holds your reader's interest. But if your reader isn't even interested enough to read your message, your writing can't possibly achieve its objective. A second reason for writing with vigour has to do with language itself.Vigorous writing tends to

lend vigour to the ideas presented. A good idea looks even better dressed in vigorous language, and a weak idea looks even weaker dressed in limp language.

Use Specific Concrete Language: As discussed in the lesson of communication barriers caused by over abstraction and ambiguity, when possible, choose specific words – words that have a definite, unambiguous meaning. Likewise, choose concrete words – words that bring a definite picture to your reader's mind.

Don't: The vehicle broke down several times recently.

Do: The delivery van broke down three times last week.

In the first version, what does the reader imagine when he or she reads the word vehicle – a golf cart? Automobile? Boat? Space shuttle? Likewise, how many times is several –two? Three? Fifteen? The revised version tells precisely what happened.

Sometimes we do not need such specific information. For example, in "The president answered several questions from the audience and then adjourned the meeting", the specific number of questions is probably not important. But in most situations, you should watch out for words like several, recently, a number of, substantial, a few, and a lot of. You may need to be more exact.Likewise, use the most concrete word that is appropriate; give the reader a specific mental picture of what you mean. That is, learn to talk in pictures:

Don't: The vice president was bored by the presentation.

Do: The vice president kept yawning and looking at her watch.

Be sure that your terms convey as much meaning as the reader needs to react appropriately. Watch out for terms like emotional meeting (anger or gratitude?), bright colour (red or yellow?), new equipment (postage meter or cash register?), and change in price (increase or decrease?).

Avoid Clichés, Slang and Buzz Word: A cliché is an expression that has become monotonous through overuse. It lacks freshness and originality and may also send the unintended message that the writer couldn't be bothered to choose language geared specifically to the reader.

Don't: Enclosed please find an application form that you should return at your earliest convenience.

Do: Please return the enclosed application form before May 15.

As noted earlier, slang is an expression, often short-lived, that is identified with a specific group of people. If you understand each word in an expression but still don't understand what it means in context, chances are you're having trouble with a slang expression. For example, read the following sentence:

- It turns my stomach the way you can break your neck and beat your brains out around here, and they still stab you in the back.

To anyone unfamiliar with American slang (a non-native speaker, perhaps), this sentence might seem to be about the body because it refers to the stomach, neck, brains, and back. The real meaning, of course, is something like this:

- I am really upset that this company ignores hard work and loyalty when making personnel decisions.

Same Rules World Over: The strategies for writing effective business messages discussed in this chapter are universal.The passage below, from a business communication text for Chinese business executives, recommends substituting concise phrases for long, empty ones.

Wordy	**Concise**	Wordy	**Concise**
enclosed herewith	enclosed	under separate cover	Separately
enclosed you	enclosed is	a long period of	a long time

will find		time	
please don't hesitate	please write us	Continuous and uninterrupted	continuous
to call upon us		during the year 1971	during 1971
please feel free to write	please write	endorse on the	endorse this
prior to	before	back of this check	check

Avoid slang in most business writing, for several reasons. First, it is informal, and much of business writing, although not formal, is still business-like and calls for standard word usage. Second, slang is short-lived. A slang phrase used today may not be in use – and thus may not be familiar – in three years, when your letter is retrieved from the files for reference. Third, slang is identified with a specific group of people, and others in the general population may not understand the intended meaning. For these reasons, avoid these terms in most business writing:

can of worms	pay through the nose
chew out	play up to
go for broke	security blanket
hate one's guts	use your noodle
knock it off	wiped out
once-over	zonked out

A **buzz word** is an important-sounding expression used mainly to impress other people. Because buzz words are so often used by government officials and high ranking business people – people whose comments are "newsworthy" – these expressions get much media attention. They become instant clichés and then go out of fashion just as quickly. At either end of their short life span, they cause communication problems.If an expression is currently being used by everyone, it sounds monotonous, lacking originality. If it is no longer being used by anyone, readers may not understand the intended meaning. Here are examples of recent “in” expressions:

bottom line	paradigm
done deal	parameter
impact (verb)	scenario
interface	user-friendly
no-brainer	vision statement

Be especially careful of turning nouns and other types of words into verbs by addingize. Such words as agenize, prioritize, unionize, and operationalize quickly become tiresome.

4) **Write Concisely**: Businesspeople are busy people.The information revolution has created more paperwork, giving businesspeople access to more data. Having more data to analyse (but presumably not being able to read any faster or having more time in which to do so), managers want information presented in the fewest possible words. To achieve conciseness, make every word count.Avoidredundancy, wordy expressions, hidden verbs and nouns, and other “space-eaters”.

Avoid Redundancy: Redundancy is unnecessary repetition of an idea that has already been expressed or intimated. Eliminating the repetition contributes to conciseness.

Don’t: Signing both copies of the lease is a necessary requirement.

Do: Signing both copies of the lease is necessary.

Don’t: Combine the ingredients together.

Do: Combine the ingredients.

Don't confuse redundancy and repetition. Repetition – using the same word more than once – is occasionally effective for emphasis (as we will discuss in the next Chapter). Redundancy, however, serves no purpose and should always be avoided.

Some redundancies are humorous, as in the classic Samuel Goldwyn comment, "Anybody who goes to a psychiatrist ought to have his head examined," or the sign in a jewellery store window, "Ears pierced while you wait", or the statement in an automobile advertisement, "Open seven days a week plus weekends".Most redundancies, however, are simply verbiage – and hence must be avoided.

Do not use the unnecessary word together after such words as assemble, combine, cooperate, gather, join, merge, or mix. Do not use the unnecessary word new before such words as beginner, discovery, fad, innovation, or progress. And do not use the unnecessary word up after such words as connect, divide, eat, lift, mix, and rest. Also avoid the following common redundancies (use the words in parentheses instead):

advance planning (planning)	over again (over)
any and all (any or all)	past history (history)
basic fundamentals (basics or fundamentals)	repeat again (repeat)
but nevertheless (but or nevertheless)	sum total (sum or total)
each and every (each or every)	true facts (facts)
free gift (gift)	when and if (when or if)

Avoid Worthy Expressions: Although wordy expressions are not necessarily writing errors (as redundancies are), they do slow the pace of the communication and should be avoided. For example, try substituting one word for a phrase whenever possible.

Don’t: In view of the fact that the model failed twice during the time that we tested it, we are at this point of time searching for other options.

Do: Because the model failed twice when we tested it, we are now searching for other options.

The original sentence contains 28 words; the revised sentence, 16 You’ve “saved” 12 words. In his delightful book Revising Business Prose, Richard Lanham speaks of the “lard factor”: the percentage of words saved by “getting rid of the lard” in a sentence. In this case,

$$28 - 16 = 12; 12 \div 28 = 43\%$$

Thus, 43% of the original sentence was “land”, which fattened the sentence without providing any “nutrition”. Lanham suggests, “Think of a lard factor (LF) of 1/3 to ½ as normal and don’t stop revising until you’ve removed it. ”

Avoid Hidden Verbs: A hidden verb is a verb that has been changed into a noun form, weakening the action. Verbs are action words and should convey the main action in the sentence. They provide interest and forward movement. Consider this example:

Don’t: Carl made an announcement that he will give consideration to our request.

Do: Carl announced that he will consider our request.

What is the real action? It is not that Carl made something or that he will give something. The real action is hiding in the nouns: Carl announced and will consider. These two verb forms, then, should be the main verbs in the sentence. Notice that the revised sentence is much more direct – and four words shorter (LF = 33%). Here are some other actions that should be conveyed by verbs instead of being hidden in nouns:

arrived at the conclusion (concluded) has a requirement for (requires) came to an agreement (agreed) held a meeting (met)

gave a demonstration of (demonstrated) made a payment (paid)

gave an explanation (explained) Performed an analysis of (analysed)

Avoid Hidden Subject: Like verbs, subjects play a prominent role in a sentence and should stand out, rather than being obscured by an expletive beginning. An expletive is an expletive via an expression such as there is or it is that begins a clause or sentence and for which pronoun has no antecedent. Because the topic of a sentence that begins with an expletive is not immediately clear, you should use such sentences sparingly in business writing. Avoiding expletives also contributes to conciseness.

Don't: There was no indication that it is necessary to include John in the meeting.

Do: No one indicated that John should be included in the meeting.

Imply or Condense: Sometimes you do not need to explicitly state certain information; you can imply it instead. In other situations, you can use adjectives and adverbs instead of clauses to convey the needed information in a more concise format.

Don't: We have received your recent letter and are happy to provide the date you requested.

Do: We are happy to provide the data you recently requested.

Don't: This brochure, which is available free of charge, will answer your questions.

Do: This free brochure will answer your questions.

5) **Prefer Positive Language:**Words that create a positive image are more likely to help you achieve your objective than are negative words. For example, you are more likely to persuade someone to do as you ask if you stress the

advantages of doing so rather than the disadvantages of not doing so. Positive language also builds goodwill for you and your organization and often gives more information than negative language. Note the differences in tone and amount of information given in the following pairs of sentences:

Don't: The briefcase is not made of cheap imitation leather.

Do: The briefcase is made of 100% belt leather for years of durable service.

Don't: We cannot ship your merchandise until we receive your check.

Do: As soon as we receive your check, we will ship your merchandise.

Don't: I do not yet have any work experience.

Do: My two terms as secretary of the Management Club taught me the importance of accurate record keeping and gave me experience in working as part of a team.

Expressions like cannot and will not are not the only ones that convey negative messages. Other words, like mistake, damage, failure, refuse, and deny, also carry negative connotations and should be avoided when possible.

Don't: Failure to follow the directions may cause the blender to malfunction.

Do: Following the directions will ensure many years of carefree service from your blender.

Don't: We apologize for this error.

Do: We appreciate your calling this matter to our attention.

Don't: We close at 7 p.m. on Fridays.

Do: We're open until 7 p.m. on Fridays to give you time to shop after work.

Sometimes you can avoid negative language by switching to the subjunctive mood, which uses words like wish, if, and would to refer to conditions that are impossible or improbable. Such language, softens the impact of the negative message, making it more palatable to the reader. Here are two examples:

Don't: I cannot speak at your November meeting.

Do: I wish it were possible for me to speak at your November meeting.

Don't: I cannot release the names of our clients.

Do: Releasing the names of our clients would violate their right to privacy.

In short, stress what is true and what can be done rather than what is not true and what cannot be done. This is not to say that negative language has no place in business writing. Negative language is strong and emphatic, and sometimes you will want to use it. However, unless the situation clearly calls for negative language, you are more likely to achieve your objective and to build goodwill for yourself and your organization by stressing the positive.

Because words are the building blocks for your message, choose them with care. Using short simple words, writing with clarity, vigour, and conciseness; and using positive language will help you construct effective sentences and paragraphs.

Writing Effective Sentences: A sentence has a subject and predicate and express at least one complete thought. Beyond these attributes, however, sentences vary widely in style, length, and effect. They are also very flexible; writers can move sentence parts around, add and delete information, and substitute words to express different ideas and emphasize different points. To build effective sentences, use a variety of sentence types, and use active and passive voice appropriately.

6) **Use a variety of Sentence Types:** There are four basic sentence types – simple, compounds, complex and compound-complex – all of which are appropriate for business writing.

A **simple sentence:** It contains one independent clause (a clause that can stand alone as a complete though). Because it presents a single idea and is usually (but not always) short, a simple sentence is often used for emphasis. Although a simple sentence contains only one independent clause, it may have a compound subject or compound verb (or both). All of the following sentences are simple.

- I quit.
- Individual Retirement Accounts are a safe option.
- Both individual Retirement Accounts and Simplified Employee Pension Plans are safe and convenient options as retirement investments for the entrepreneur.

A **compound sentence:** This contains two or more independent clauses. Because each clause presents a complete idea, each idea receives equal emphasis. (If the two ideas are not closely related, they should be presented tin two separate sentences). Here are three compound sentences:

- Stacey listened, but I nodded.
- Morris Technologies made a major acquisition last year, and it turned out to be a disaster.
- Westmoreland Mines moved its headquarters to Prescott in 1984; however, it stayed there only five years and then moved back to Globe.

A **complex sentence:** Itcontains one independent clause and at least one dependent clause. For example, in the first sentence below, “Two scanners will save valuable input time” is an independent clause because it makes sense by itself.

- “Although it cost $235” is a dependent clause because it does not make sense by itself.
- Although it cost $235, the scanner will save valuable input time.
- George Bosley, whi is the new CEO at Hubbell, made the decision.
- I will be moving to Austin when I assume my new position.

The dependent clause provides additional, but subordinate, information related to the independent clause.

Acompound-complex sentence: Thiscontains two or more independent clauses and one or more dependent clauses.

- I wanted to write the report myself, but I soon realized that I needed the advice of our legal department. (two independent clauses and one dependent clause).
- If I can, I'll do it; if I cannot, I'll ask Shelia to do it. (two independent clauses and two dependent clauses).

Sentence Variety: Using a variety of sentence patterns and sentence lengths helps keep your writing interesting. Note how simplistic and choppy too many short sentences can be and how boring and difficult too many long sentences can be.

The sentences in these paragraphs should be revised to show relationships between ideas more clearly, to keep readers interested, and to improve readability. Use simple sentences for emphasis and variety, compound sentences for coordinate (equal) relationships, and complex sentences for subordinate relationships.

The first two sentences in the revision are complex, the third sentence is simple, and the last sentence is compound. The lengths of the four sentences range from 12 to 27 words. To write effective sentences, use different sentence patterns and lengths. Most sentences in good business writing range from 16 to 22.

7) **Use Active and Passive Voice Appropriately:**Voice is the aspect of a very that shows whether the subject of the sentence acts or is acted on. In the active voice,the subject performs the action expressed by the very. In the passive voice, the subject receives the action expressed by the verb.

Active: Inmac offers a full refund on all orders.

Passive: A full refund on all orders is offered by Inmac.

Active: Shoemacher&Doerr audited the books in 2002.

Passive: The books were audited in 2002 by Shoemacher&Doerr.

Passive sentences add some form of the verb to be to the main verb, so passive sentences are always somewhat longer than active sentences.

In the first set of sentences just given, for example, compare offers in the active sentence with is offered by in the passive sentence.In active sentences, the subject is the doer of the action; in passive sentences, the subject is the receiver of the action. And because the subject gets more emphasis than other nouns in a sentence, active sentences emphasize the doer, and passive sentences emphasize the receiver, of the action.

In the second set of sentences, either version could be considered correct, depending on whether the writer wanted to emphasize Shoemacher&Doerr or the books.

Use active sentences most of the time in business writing, just as you naturally use active sentences in most of your conversations. Note that verb voice (active or passive) has nothing to do with verb tense, which shows the time of the action. As the following sentences show, the action in both active and passive sentences can occur in the past, present, or future.

Don't: A very logical argument was presented by Hal. (passive voice, past tense).

Do: Hal presented a very logical argument. (Active voice, past tense)

Don't: An 18% increase will be reported by the eastern region. (Passive voice, future tense0

Do: The eastern region will report on 18% increase. (Active voice, future tense)

Passive sentences are most appropriate when you want to emphasize the receiver of the action, when the person doing the action is either unknown or unimportant, or when you want to be tactful in conveying negative information. All the following sentences are appropriately stated in the passive voice:

- Protective legislation was blamed for the drop in imports. (Emphasizes the receiver of the action).
- Transportation to the construction site will be provided. (The doer of the action not important).
- Several complaints have been received regarding the new policy. (Tactfully conveys negative news)

Words, sentences, and paragraphs are all building blocks of communication. You have seen how using a variety of sentence types and using active and passive voice appropriately can help make your sentences more effective. Now you are ready to combine these sentences to form logical paragraphs.

Developing Logical Paragraphs: A paragraph is a group of related sentences that focus on one main idea. The main idea is often identified in the first sentence of the paragraph, which is then known as a topic sentence. The body of the paragraph supports this main idea by giving more information, analysis, or examples.A paragraph is typically part of a longer message, although one paragraph can contain the entire message, especially in such informal communications as memorandums and email.Paragraphs organize the topic into manageable units of information for the reader. Readers need a cue to tell them when they have finished a topic, so that they can pause and refocus their attention on the next topic. To serve this purpose, paragraphs must be unified and coherent, be stated in parallel structure, and be of an appropriate length.

8) **Keep Paragraphs Unified and Coherent:**Although closely related, unity and coherence are not the same. A paragraph has unity when all its parts work together to develop a single idea consistently and logically. A paragraph has coherence when each sentence links smoothly to the sentences before and after it.

Unity: A unified paragraph gives information that is directly related to the topic, presents this information in a logical order, and –omits irrelevant details. The following excerpt is a middle paragraph in a memorandum arguing against the proposal that Collins, a baby-food manufacturer, should expand into producing good for adults:

Don't: [1] We cannot focus our attention on both ends of the age spectrum. [2] In a recent survey, two-thirds of the under -35 age group named Collins as the first company that came to mind for the category "baby food products". [[3] For more than 50 years we have spent millions of dollars annually to identify our company as the baby-food company, and market research shows that we have been successful. [4] Last year, we introduced Peas 'N Pears, our most successful baby-food introduction ever. [[5]' To now seek to position ourselves as a producer of food for adults would simply be incongruous. [6] Our well-defined image in the marketplace would make producing food for adults risky.

The paragraph obviously lacks unity.You may decide that the overall topic of the paragraph is Collins's well-defined image as a baby-food producer. So Sentence 6 would be the best topic sentence. You might also decide that Sentence 4 brings in extra information that weakens paragraph unity and would be left out.The most unified paragraph, then, would be Sentences 6, 3, 2, 5 and 1, as shown here:

Do: Our well-defined image in the marketplace would make producing food for adults risky. For more than 50 years we have spent millions of dollars annually to identify our company as the baby-food company, and market research shows that we have been successful. In a recent survey, two-thirds of the under 35 age group named Collins as the first company that came to mind for the category "baby-food products" . to now seek to position ourselves as a producer of food for adults would simply be incongruous. We cannot focus our attention on both ends of the age spectrum.

A topic sentence is especially helpful in a long paragraph. It usually appears at the beginning of a paragraph. This position helps the writer focus on the topic, so the paragraph will have unity. And it lets the reader know immediately what the topic is.

Coherence: A coherent paragraph weaves sentences together so that the discussion is integrated. The reader never needs to pause to puzzle out the relationships or reread to get the intended meaning. The major ways to achieve coherence are to use transitional words and pronouns, to repeat key words and ideas, and to use parallel structure.

Transitional words help the reader see relationships between sentences. Such words may be as simple as first and other indicators of sequence.

Ten years ago, Collins tried to overcome market resistance to its new line of baby clothes. First, it mounted a multimillion-dollar ad campaign featuring the Mason quintuplets. Next, it sponsored a Collins Baby look-alike contest. Then it sponsored two network specials featuring Dr. Benjamin Spock.

Finally, it brought in the Madison Avenue firm of Morgan & Modine to broaden its image.

The words first, next, then, and finally clearly signal step-by-step movement. Now note the following logical transitions, aided by connecting words:

I recognize, however, that Collins cannot thrive on baby food alone. To begin with, since we already control 73% of the market, further gains will be difficult. What's more, the current baby boom is slowing. Therefore, we must expand our product line.

Transitional words act as road signs, indicating where the message is headed and letting the reader know what to expect.

A second way to achieve coherence is to use pronouns. Because pronouns stand for words already named, using pronouns binds sentences and ideas together. The pronouns are underlined here:

If Collins branches out with additional food products, one possibility would be a fruit snack for youngsters. Funny Fruits were tested in Columbus last summer, and they were a big hit. Roger Johnson, national marketing manager, says he hopes to build new food categories into a $200 million business. He is also exploring the possibility of acquiring other established name brands.These acquired brands would let Collins expand faster than if it had to develop a new product of its own.

A third way to achieve coherence is to repeat key words.In a misguided attempt to appear interesting, writers sometimes use different terms for the same idea.For example, in discussing a proposed merger a writer may at different points use merger, combination, union, association, and syndicate.Or awriter may use the words administrator, manager, supervisor, and executive all to refer to the same person. Such "elegant variation" only confuses the reader, who has no way of knowing whether the writer is referring to the same concept or to slightly different variations of the concept. Avoid needless repetition, but use purposeful repetition to link ideas and thus promote paragraph coherence. Here is a good example:

Collins has taken several steps recently to enhance profits and project a stronger leadership position. One of these steps is streamlining operations. Collins's line of children's clothes was unprofitable, so it discontinued the line. Its four produce farms were likewise unprofitable, so it hired an outside professional team to manage them. This team eventually recommended selling the farms.

Ensure paragraph unity by developing only one topic per paragraph and by presenting the information in logical order. Ensure paragraph coherence by using transitional words and pronouns and by repeating key words.

9) **Use Parallel Structure:**The term parallelism means using similar grammatical structure for similar ideas – that is, matching adjectives with adjectives, nouns with nouns, infinities with infinities, and so on. Much widely quoted writing uses parallelism: for example, Julius Caesar's "I came, I saw, I conquered" and Abraham Lincoln's "government of the people, by the people, and for the people". Parallel structure smoothly links ideas and adds a pleasing rhythm to sentences and paragraphs, thereby enhancing coherence.

Don't: The new dispatcher is competent and a fast worker.

Do : The dispatcher is competent and fast.

Don't: The new grade of paper is lightweight, nonporous, and it is inexpensive.

Do: The new grade of paper is lightweight, nonporous, and inexpensive.

Don't: The training program will cover.

1. Vacation and sick leaves
2. How to resolve grievances
3. Managing your workstation

Do: The training program will cover

1. Vacation and sick leaves
2. Grievance resolution
3. Workstation management

Don't: One management consultant recommended either selling the children's furniture division or its conversion into a children's toy division.

Do: One management consultant recommended either selling the children's furniture division or conversion it into a children's toy division.

Don't: Gladys is not only proficient in word processing but also in desktop publishing.

Do: Gladys is proficient not only in word processing but also in desktop publishing.

In the last two sets of sentences above, note that correlative conjunctions (such as both/and, either/or, and not only/but also) must be followed by words in parallel form. Be especially careful to use parallel structure in report headings that have equal weight and in numbered lists.

10) **Control Paragraph Length:** How long should a paragraph of business writing be? As with other considerations, the needs of the reader, rather than the convenience of the writer, should determine the answer. Paragraphs should help the reader by signalling a new idea as well as by providing a physical break. Long blocks of unbroken text look boring and needlessly complex. And they may unintentionally obscure an important idea buried in the middle. On the other hand, a series of extremely short paragraphs can weaken coherence by obscuring underlying relationships.

Essentially, there are no fixed rules for paragraph length, and occasionally one or ten-sentence paragraphs might be effective. However, most paragraphs of good business writers fall into the 60 to 80 word range – long enough for a topic sentence and three or four supporting sentences. Although a single paragraph should never discuss more than one major topic, complex topics may need to be divided into several paragraphs. Your purpose and the needs of your reader should ultimately determine paragraph length.

7.5 STYLE OR FORM OF WRITING BUSINESS LETTERS

Following are the main style or form of letter:

1) **Indented Style or Form:**This is the oldest style and is now outdated. In this form, the inside addressis in intended style, and every paragraph being 3 to 5 space away from the left margin. The indention causes the letter to look uneven at the left margin. Besides, it takes more time to type because of the indenting.Figure 3.0 portrays the intendent style of writing letter:

Figure 3.0 Indented Style

Name of the Company & Addresses

Date.................

Inside Name.................

Inside Address................

....

Salutation...............................

Subject...........................

....

....

....

.... Body of Letter ....

Complimentary Close

Signature & Designation

2) **Full Blocked Form:**This is the most modern style. All parts of the letters, except theprinted letterhead, are aligned with left margin. A letter in this form saves more time because indentation is not required for any part. But some correspondents do not like it because it appears imbalances and heavy on the left side. Figure 3.1 describes the full block form of writing letter:

Figure 3.1 Full Block Form

Name & Address of the Company

Date: ....
Inside Name & Address ....
Salutation ....
Subject ....

....
....
....
.... Body of Letter ....
....
....
....

Complimentary Close
Signature & Designation

3) **Modified Blocked Form:**This style is a modification of the full block form. It eliminatesthe shortcoming of the full block style by keeping the date and complimentary close on the right in their usual position. The entire paragraph being at the left margin, and there is double space between the paragraph. Figure 3.2 shows the modified blocked form or style of writing a letter:

Figure 3.2 Modified Blocked Form

Name & Address of the Company

Ref. Number .... Date:......................
Inside Name & Address ....
Salutation ....

....
....
.... Body of Letter ....
....
....
....

Complimentary Close
Signature & Designation

4) **Semi Blocked Form:** This is like the block style except that the paragraphs of the letter are intended. Those who use it say that it is easier to read paragraph

which be-gins with an indented line because one is used to seeing this style in print. Figure 3.3 portrays the semi blocked or semi intended style of writing a letter:

Figure 3.3 Semi Blocked Form

Name & Address of the Company

Date:......................

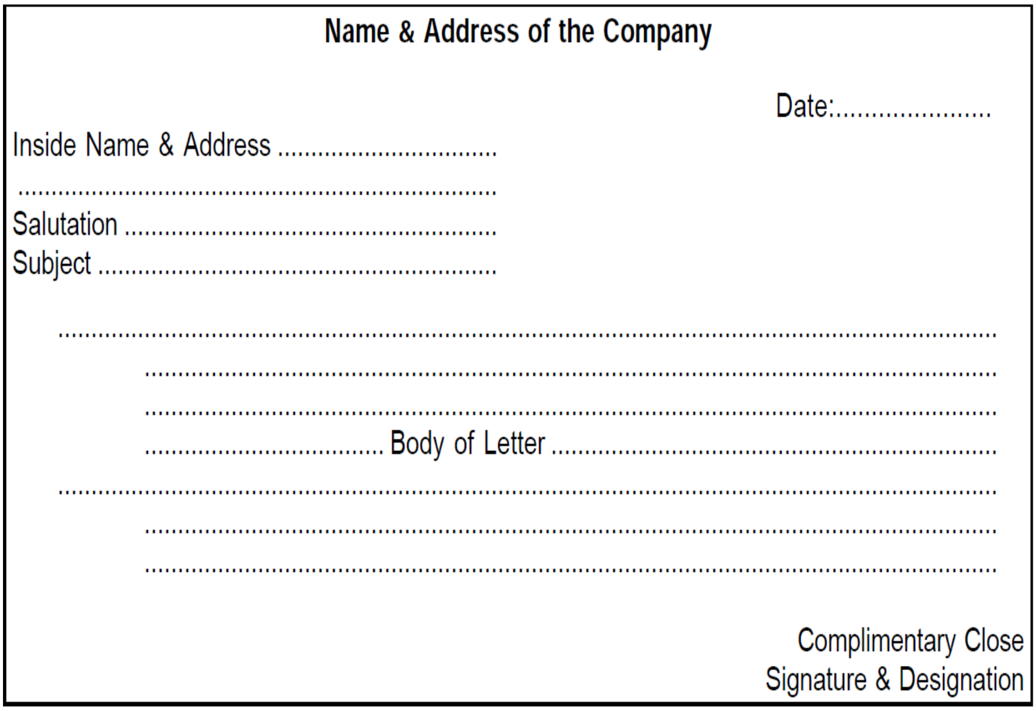
Inside Name & Address ....
....
Salutation ....
Subject ....

....
....
....
.... Body of Letter ....
....
....
....

Complimentary Close
Signature & Designation

5) **Hanging Indention Form:** This style is like the block except that the first line of eachparagraph is aligned with the left margin whereas, all other lines in each paragraph are intended four or five spaces. It may distract the reader by focusing his attention on the form rather the message of the letter. Figure 3.4 describes the hanging indention form of writing a business letter:

Figure 3.4 Hanging Indention Form



6) **NOMA Form:** This is the most recent experiment in layout style. It is recommended byNational Office Management Association of America (NOMA). It has most of the features of full block form. All lines begin at the left margin and the inside address in the block form. The special features of this form are:

- It has no solution and no complimentary close;
- The subject line is in capitals, 3 lines below the inside address;
- Numbered items of a list begin at the left margin but if there is no number, the items are indented 5 spaces. There is no full-stop at the end of items.
- The writer name and title are typed in capitals in one line below the space for signature.
- The typist initials are in the left bottom corner.

The figure 3.5 given below shows the NOMA form or style of writing a business letter:

Figure 3.5 NOMA Form or Style

Name & Address of the Company

Date ....

Inside Name & Address ....

....

Subject ....

....

....

....

.... Body of Letter ....

....

....

....

Signature & Designation

7.6 CHECK YOUR PROGRESS

Fill in the Blanks:

1) The business letters differ from **------------** letters in that they are more formal in tone and writing style.
2) The Business **----------** are a formal document which have a defined structure.
3) The purpose of **-----------** letters is to either convey customers about the sale or news or intimate about important information about newly launched or built facilities.
4) The **----------**request letter contains a request for payment of a certain amount before the final date.
5) A **----------** letter is a positive endorsement of a person's skills and attributes, written by someone familiar with their work, character, and accomplishments.

7.7 SUMMARY

Writing business letters and memos differs in certain important ways from writing reports. Keeps the proper sequence of letter writing in mind when you write and especially when you revise your business letters or memos. The heading contains the writer's address and the date of the letter. The writer's name is not included and only a date is needed in headings on letterhead stationery. The inside address shows the name and address of the recipient of the letter. This information helps prevent confusion. Also, if the recipient has moved, the inside addresses helps to determine what to do with the letter. In the inside address, include the appropriate title of respect of the recipient; and copy the name of the company exactly as that company writes it. When you do have the names of individuals, remember to address them appropriately: Mrs., Ms., Mr., Dr., and so on. If you are not sure what is correct for an individual, try to find out how that individual signs letters or consult the forms-of-address section in a dictionary.

The salutation, the "Dear Sir" of the letter, is followed by a colon (except when a friendly, familiar, sociable tone is intended, in which case a comma is used). Notice that in the format, the salutation line is eliminated altogether. If you don't know whether the recipient is a man or woman, traditionally you write "Dear Sir" or "Dear Sirs" and just not worry about it. More recently, however, salutations such as "Dear Sir or Madame," "Dear Ladies and Gentlemen," "Dear Friends," or "Dear People" have been recommended. Deleting the salutation line altogether or inserting "To Whom It May Concern" in its place, however, is not always a good solution; it's quite impersonal.

Try to get a person's name within the organization; make a quick, anonymous phone call to get a name. Or, address the salutation to a department name, committee name, or a position name: "Dear Customer Relations Department," "Dear Recruitment Committee," "Dear Chairperson," "Dear Director of Financial Aid," for example.

As shown in the subject line replaces the salutation or is included with it. The subject line announces the main business of the letter. The actual message of course is contained in the body of the letter, the paragraphs between the salutation and the complimentary close.

The "Sincerely yours" element of the business letter is called the complimentary close. Other common ones are "Sincerely yours," "Cordially," "Respectfully," or

"Respectfully yours." You can design your own, but be careful not to create florid or wordy ones. Notice that only the first letter is capitalized, and it is always followed by a comma.

Usually, you type your name four lines below the complimentary close, and sign your name in between. If you are a woman and want to make your marital status clear, use Miss, Ms., or Mrs. in parentheses before the typed version of your first name. Whenever possible, include your title or the name of the position you hold just below your name. For example, "Technical writing student," "sophomore data processing major," or "Tarrant County Community College Student" are perfectly acceptable.

Just below the signature block are often several abbreviations or phrases that have important functions. To make sure that the recipient knows that items accompany the letter in the same envelope, use such indications as "Enclosure," "Encl.," "Enclosures (2)." For example, if you send a resume and writing sample with your application letter, you'd do this: "Encl.: Resume and Writing Sample." If the enclosure is lost, the recipient will know.

If you send copies of a letter to others, indicate this fact among the end notations also. If, for example, you were upset by a local merchant's handling of your repair problems and were sending a copy of your letter to the Better Business Bureau, you'd write this: "cc: Better Business Bureau." If you plan to send a copy to your lawyer, write something like this: "cc: Mr. Raymond Mason, Attorney."

Business letter communication is a complex process, involving the encoding, translation and decoding of messages. Effective communication through commercial letter requires the communicator to translate their messages in a way that is specifically designed for their intended audience. Creating and drafting an effective commercial letter requires a basic understanding of the communication process. Most commercial letters require the clear and unambiguous communication of a message in a way that can be clearly understood by the recipient. It is human nature to assume that when we communicate we are doing so effectively, and that if anything goes wrong consequently the responsibility for that must rest with the recipient.

In a commercial letter, the writer of the letter should understand very clearly the following steps:

Step 1: Organize your writing.

Step 2:Know what is and is not appropriate

Step 3:Write an informative beginning

Step 4: Write a revealing exchange of information

Step 5: Avoid clumsy phrases and complex vocabulary

Step 6: Apply the skills to good news and bad news messages

Step 7: Use short, clear sentences and simple punctuation

Step 8: Write a clear, meaningful subject line

Step 9: Convey your message in as few words as possible

Step 10: Use headings, generalizations, and paragraphs

Step 11: Write a cordial, informative conclusion

Step 12: Edit and proofread your writing.

Your intention and the needs of someone who reads your letter should at the end of the day make a decision as to what a letter need to carry.

7.8 KEYWORDS

- **Business Letter:**It is a type of correspondence between companies or between companies and individuals, such as customers, clients, contractors or other outside parties.

- **Complaint Letter:**Complaint letters are the types of business letters written by one party to another party or entity to convey disappointment about a certain issue.
- **Payment Request Letter:**The payment request letter contains a request for payment of a certain amount before the final date.
- **Appreciation Letter:** Appreciation letters are write to express thanks and gratitude towards people for their good deeds.

7.9 SELF-ASSESSMENT TEST

1) Define the concept 'commercial letter'. Discuss the essentials of a commercial letter. Also give a specimen of such letter.
2) "The single most significant characteristic of the commercial letter is that it must have a human face." Discuss.
3) "Communication is the sum of all things one person does when he wants to create understanding in the mind of another. It is a bridge of meaning. It involves a systematic and continuous process of telling, listening and understanding." Is it true in case of commercial letter? Argue your viewpoint with suitable examples.
4) Explain the different style of presentation of business letters with the help of a specimen.
5) Write short note on the following:
    - Indented Form
    - Modified Form
    - Block Form
6) What do you mean by business letter? What are the different types of business letter?

7.10 ANSWER TO CHECK YOUR PROGRESS

1) Personal

2) Letters
3) Circular
4) Payment
5) Reference

7.11 REFERENCES/SUGGESTED READINGS

1) Pal, Rajendra and Korlahalli, J. S., Essentials of Business Communication.
2) Kaul, Asha, Effective Business Communication.
3) Lesikar, R. V. and Pettite J. D., Business Communication.
4) Sharma, R. C. , Business Communication and Report Writing.
5) Shinha, P., Business Communication.

Subject: **Business Communication**	
Course Code: **MBA - 106**	Author: **Dr. Karam Pal**
Lesson No. - **8**	Vetter: **Prof. Harbhajan Bansal**
COMPANY CORRESPONDENCE: REPORT WRITING	

STRUCTURE

8.0 LEARNING OBJECTIVES

After going through this lesson, you will be able to:

- To understand the basics of business corporate reports.
- To know as how the effective reports are written.

8.1 INTRODUCTION OF BUSINESS REPORT

Corporate managers, often, are required to write business reports of one sort or another. In fact, such writing can be lucrative and the organizations that do not have the need or budget to hire a full time manager look for hiring such business executives who can discharge the work on part time basis. Therefore, if you have read many business reports, you know they tend to be dull and turgid. They do not have communication balance that they need to have. While writing a business report won't let you use all your creativity, you can apply the principles of good writing to create a document that communicates the meaning with its underlying spirit and at the same time it needs to be readers' friendly.

As always, knowing to whom the report is more critical, implicit in that knowledge is the question, "What do they want to know?" As a rule, readers of business reports are looking for two things: the bottom line and how will it affect them. It is also safe to say that your readers are busy, often extremely so, use these facts to well structure the report.

All too often business reports start with some sort of introduction that includes a bit of history and, perhaps, the approach taken to getting the results or items being reported. Usually, however, the readers already have this information, so start with the bottom line. This might involve money or it may be the action the report recommends, or both.

Make sure assertions and recommendations are backed up with solid information. History and methods can often be used as back-up information, but it will usually need to be rewritten so it fits. Business readers scan for the information they need. Well-written headlines and subheads will help or guide them to the parts of the report they actually need.

If possible, write in the first person, as a ghost-writer. Avoid the passive voice like the plague. Even if the samples you are given use a lot of passive language, use the active voice; chances are the company will be delighted.

Groups of numbers should probably go into some sort of table or chart. They not only break up large blocks of text, they also can clarify the information. Once you have a handle on the information, create an abstract or executive summary. Include the recommended action and put this section right up front.

Now you have been introduced with a business report that communicates the needed information easily. A complete business report must concentrate on: understanding the readers' expectations; objectives and specifications for the research report; facts, conclusions, inferences, and judgments; moving data to messages objectively; organizing; using guideposts for clarity; writing clearly; writing user-friendly audit reports; editing and writing concisely.

8.1.1 WHAT IS BUSINESS REPORT

When a report is written for business purpose, it is called business report. It is a little bit different from other reports. It deals with business related information. A business report is prepared containing business related information that assists the management to take better decisions. Some definitions on business report are given below:

According to **Lesikar and Petit**, "A business report is an orderly, objective communication of factual information that serves some business purpose."

Boone and Other said, "A business report is a document that organizes information and a specific topic for a specific business purpose."

According to **Murphy and Hildebrandt**, "A business report is an impartial, objective, planned presentation of a fact to one or more persons for a specific, significant business purpose."

So, a **business report** can be defined as an organized, written statement of facts related to specific business matter. It helps the interested persons to get insight into the problem and to overcome the problem.

8.1.2TYPES OF BUSINESS REPORTS

A report is a 'basic management tool used in decision-making'. Hence, it is extremely important for business executives. In a one-man business, the functions of reporting and decision-making are combined in one man-the proprietor. He knows his business inside out and is capable of making on-the-spot decisions. Therefore, he does not need any reports. But large-scale organizations are engaged in multifarious activities, which are being handled by different departments. Their top executives cannot keep a personal watch over all these activities. So they have to base their decisions on the reports they get from the heads of various departments. For large organizations, reports are just indispensable.

A report carries information from someone who has it someone who needs it. A report; is a basic management tool used in decision-making.

We can classify business reports in various ways:

1) **On the Basis of Legal Formalities:**On the basis of legal formalities to be complied with, we can have (1) informal reports, and (2) formal reports.
   - **Informal Reports:** An informal report is usually in the form of a person-to-person communication. It may range from a short, almost fragmentary statement of facts on a single page, to a more developed presentation taking several pages. An informal report is usually submitted in the form of a letter or a memorandum.
   - **Formal Reports:**A formal report is one, which is prepared in a prescribed form and is presented according to an established procedure to a prescribed authority.Formal reports can be statutory or non-statutory:

- **Statutory Report:** A report prepared and presented according to the form and procedure laid down by law is called a statutory report. Reports submitted at the Statutory Meeting of Shareholders, Directors' Report to the Annual General Meeting, Annual Return, Auditors' Report are statutory reports.
- **Non-Statutory Report:**Formal reports which are not required under any law but which are prepared to help the management in framing policies or taking other important decisions are called non-statutory reports.

2) **On the Basis of Frequency of Issue:**On the basis of the frequency of issue, a report can be periodic or special.
    - **Periodic or Routine Reports:** Periodic or Routine reports are prepared and presented at regular, prescribed intervals in the usual routine of business. They may be submitted annually, semi-annually, quarterly, monthly, fortnightly, weekly or even daily. Generally, such reports contain a mere statement of facts, in detail or in summarized from, without an opinion or recommendation. Branch Manages of banks submit periodic reports to the Head Office on the quantum of business transacted during a particular period.
    - **Special Reports:** Special reports are related to a single occasion or situation. Reports on the desirability of opening a new branch or on the unrest among staff in a particular branch are special reports. Special reports deal with non-recurrent problems.
3) **On the Basis of Functions:** On the basis of function, a report can be (1) informative, or (2) interpretative.
    - **Informative:** If a report merely presents facts pertinent to an issue or a situation, it is informative. It a report presents production figures in a particular period, it is informative.

- **Interpretative:**On the other hand, if it analyses the facts, draws conclusions and makes recommendations, it may be described as analytical, interpretative, or investigative. If it goes into the causes of lower production in that period, it becomes analytical, interpretative or investigative.

4) **On the Basis of Nature of Subject:**On the basis of the nature of the nature of the subject dealt with,we can have a (1) problem-determining report, or (2) fact-finding report, or (3) performance, or (4) technical report, etc.
   - **Problem Determining Report:**In a problem-determining report, we try to determining the causes underlying a problem or to ascertain whether the problem actually exists.
   - **Fact Finding Report:**In fact finding report, we try to gather the information or facts about a particular or general business problem.
   - **Performance Report:** In Performance report, a detailed statement that measures the results of some activity in terms of its success over a specific time period are given.
   - **Technical Report:** In a technical report, we present data on a specialized subject, with or without comments.
5) **On the Basis of Number of Person:** On the basis of the number of persons entrusted with the drafting of reports, we can have (1) reports by individuals, and (2) reports by committees or sub-committees.
   - **Report by Individual:** Reports submitted by the Branch Manager, Personnel Manager, Marketing Manager, the Company Secretary, The Auditor, the Solicitor, etc., are reports by individuals. These reports are naturally related to the work in their own departments.
   - **Report by Committee or Sub Committee:** Sometimes reports are needed on subjects that concern more than one department, or they are so important that it is thought advisable to associate more than one person with them. In such cases, committees or sub-committees are

formed to prepare reports. These reports are formal in style and impersonal in tone and are prepared after a careful and cautious deliberation of the members.

6) **Other Reports:**There is a loosely defined category of reports also and that is very important in technical and business report writing. These reports are variously called feasibility reports, recommendation reports, evaluation reports, assessment reports, and who knows what else. They all do roughly the same thing--provide carefully studied opinions and, sometimes, recommendations. There are some subtle differences among some these types, but there are absolutely no universally agreed-upon names for them:

- **Feasibility Report:** This type studies a situation (for example, a problem or opportunity) and a plan for doing something about it and then determines whether that plan is "feasible"--which means determining whether it technologically possible and whether it is practical (in terms of current technology, economics, social needs, and so on). The feasibility report answers the question "Should we implement Plan X?" by stating "yes," "no," but more often "maybe." Not only does it give a recommendation, it also provides the data and the reasoning behind that recommendation.
- **Recommendation Report:** This type starts from a stated need, a selection of choices, or both and then recommends one, some, or none. For example, a company might be looking at grammar-checking software and want a recommendation on which product is the best. As the report writer on this project, you could study the market for this type of application and recommend one particular product, a couple of products (differing perhaps in their strengths and their weaknesses), or none (maybe none of them are any good). The recommendation report answers the question "Which option should we choose?" (or in some cases "Which

are the best options?) by recommending Product B, or maybe both Products B and C, or none of the products.

- **Evaluation Report:** This type provides an opinion or judgment rather than a yes-no-maybe answer or a recommendation. It provides a studied opinion on the *value* or *worth* of something. For example, for over a year the city of Austin had free bus transportation in an attempt to increase ridership and reduce automobile traffic. Did it work? Was it worthwhile?--These are questions an evaluation report would attempt to answer. This type of report compares a thing to a set of requirements (or criteria) and determines how well it meets those requirements. (And of course there may be a recommendation--continue the project, scrap it, change it, or other possibilities.)

As you can see, these distinctions are rather fine; and they overlap. In real-world writing, these types often combine--you might see elements of the recommendation report combine with the feasibility report, for example. Of course, the writers of these reports don't care which type they are writing--and well they shouldn't! They're trying to get a job done.

8.1.3 RESEARCH PROPOSAL AND REPORT

Because research is a cost to the organization in terms of personnel time and monetary expenses, superiors want to know, what they will gain in return for expending these resources. Thus, a research proposal is a structured presentation of what you plan to do in research, why you plan to conduct the research, and how you plan to accomplish it. The proposal gives those concerned with your research effect on opportunity to evaluate your research approach. Every step of your proposal should be developed with extreme care. Once it has been accepted, any substantive changes you may wish to make must receive prior approval.

Research proposal formats vary depending upon the desires and needs of those who will appraise your work. It includes the following sections:

1. **Heading:**Provide a neutral, descriptive title for your project, being careful not to promise more than you can deliver. Include as a subtitle "A Research Proposal," your name, and the submission date. The subtitle (but not the title) may be omitted from this page if you include a separate title page that includes this information.
2. **Introduction:** Establish a definite need for your study. Include here the background information about the problem, explaining enough to establish a situation and to orient the reader. For credibility, include any information from published sources that help to establish a need for your project. (More complex research proposal may contain a separate "Review of Literature" section, which would then immediately precede the "Procedures" section.)
3. **Problem:** On the basis of what you said in the previous section, a problem needs answering. Introduce the problem statement and then, using neutral language, state in question form the specific problem to be investigated (avoid yes-or-no questions because your problem is probably more complex than that). Then introduce the sub-problems, listing them in logical order. Taken together, the answers to your sub-problems must provide a complete and accurate answer to your problem statement.
4. **Scope:** The scope of the problem describes the boundaries you have established for your research problem. It may rely on geographical boundaries, a segment of a universe, a time period, or any combination of these. The scope (also called "delimitations") indicates those parts of the topic that normally might be considered a part of such a study but that you do not wish to include in your study. Your report title and problem statement must reflect any major delimitation imposed on your study. If you are using any terms in your study that may be subject to different interpretations or that may be unfamiliar to the reader, define them here.

5. **Procedure:**Explain how you will conduct your investigation. Describe your sources of data and methods of collection. To ensure that adequate data is available to answer your problem, you should have identified most of your secondary sources prior to writing your proposal. Likewise, you should be certain that people whose help is needed for your study are available and willing to cooperate. Regardless of how you organize this section, plan your procedures carefully and present them in such a way that the reader has confidence that they will enable you to provide an accurate and complete answer to your problem statement.
6. **Conclusion:** Don't leave the reader hanging by ending your report abruptly. Include an appropriate ending paragraph that provides a sense of closure for your research proposal.
7. **Reference:** Include here the published sources (including Internet citations) to which you actually referred in your proposal in your proposal. The author/year style of citation shown in Model 18 is typical for business reports, but you should use the citation style preferred by your reader or organization. (If your list of sources is extensive, begin the list on a separate page – as would be done in the final research report.)

8.1.4 CHARACTERISTICS OF A GOOD REPORT

Following are the main characteristics of a good report:

- **Precision:** In a good report, the writer is very clear about the exact purpose of writing it. His investigation, analysis and recommendations are directed by this central purpose. Precision gives a kind of unity and coherence to the report and makes it a valuable document.
- **Accuracy of facts:** The scientific accuracy of facts is very essential to a good report. Since reports invariable lead to decision-making, inaccurate facts may lend to disastrous decisions.

- **Relevance:** The facts presented in a report should be not only accurate but relevant also. While it is essential that every fact included in a report has a bearing on the central purpose, it is equally essential to see that nothing relevant has escaped inclusion. Irrelevant facts make a report confusing; exclusion of relevant facts renders it incomplete and likely to mislead.
- **Reader-orientation:** A good report is always reader-oriented. While drafting a report, it is necessary to keep in mind the person(s) who is (are) going to read it. A report meant for the layman will be different from another meant for technical experts.
- **Objectivity of recommendations:** If recommendations are made at the end of a report, they must be impartial and objective. They should come as logical conclusions to investigation and analysis. They must not reveal any self-interest on the part of the writer.
- **Simple and unambiguous:** A good report is written in a simple, unambiguous language. It is a kind of scientific document of practical utility; hence it should be free from various forms of poetic embellishment like figures of speech.
- **Clarity:** A good report is absolutely clear. Clarity depends on proper arrangement of facts. The report writer must proceed systematically. He should make his purpose clear, define his sources, state his findings and finally make necessary recommendations. He should divide his report into short paragraphs giving them headings, and insert other suitable signposts to achieve greater clarity.
- **Brevity:** A report should be brief. It is difficult to define brevity in absolute terms. Nor can brevity be laid down as a rule. All that can be said is that a good report is as brief as possible. Brevity should not be achieved at the cost of clarity. Nor should it be at the cost of completeness. Sometimes the problem being investigated is of such importance that it calls for a detailed discussion of facts. Then this discussion should not be evaded. Brevity in report is the

kind of brevity one recommends for a précis. Include everything significant and yet be brief.

- **Grammatical accuracy:** The grammatical accuracy of language though listed at number 9 in the characteristics of a good report is of fundamental importance. It is one of the basic requisites of good report as of any other piece of composition. Who is going to read a report if its language is faulty? Besides, faulty construction of sentences makes the meaning obscure and ambiguous.

8.2 SELECTING A SUITABLE TYPE OF REPORT

Before a writer undertakes to prepare a report, he must consider the following points:

- What kind of report is requested or expected?
- How much time has been allowed to prepare the report?
- What is the purpose of the report?
- What exactly is to be examined?
- What facts are to be furnished?
- For whom is the report meant?

I. The reporter may have been instructed to prepare a specific kind of report or three may be precedents to follow. But in majority of instances he will have to decide for himself whether he is to prepare an informal or a formal report, or if it is a formal report, whether it is a statutory or non-statutory report. It is important that a reporter, right in the beginning, is clear about the lines along which he is to plan the content, form and style of the report.

II. The length of time the writer has been allowed to prepare the report can give him valuable guidance of the type of report expected. An informal report highlighting some important aspect of a problem may be acceptable if the time is short.

III. The purpose of a report is perhaps the most important factor to bear in mind before deciding the type of report needed. If the writer has been asked to prepare a report on whether his company should set up a new branch that involves considerable initial expenditure or on advisability of merging into or collaborating with another company, these are matters of vital importance and they need very carefully written formal reports.

IV.Just as it is important to keep in mind the purpose of the report, it is also important to be constantly aware of what exactly is to be examined, to be studied. Such an awareness will eliminate much redundant labour, at the same time it will help in the inclusion of all that is pertinent to a problem and will help in making the report a document complete in all respects. Let us suppose the Development Manager of a bank has been asked to report on the feasibility of setting up a branch of the bank in a new colony. Exactly what is to be examined? (a) What type of colony is this- residential, commercial or industrial?

(b) If it is primarily industrial or business houses?

(c) If it is residential area, what is its population, what is the general standard of the resident, and what could be their saving capacity? Will the study of these facts suffice? Or, has something of crucial importance been overlooked?

V.While studying the old file of the company or conducting a market survey, the proprietor is likely to come across a number of interesting facts that appear to be relevant but in reality are not. The temptation to include them in the report will have to be resisted.

VI. The last point to be kept in mind is: who is going to read the report? If the report is going to the Research Director, it ought to contain a detailed, step-by step account of the investigations carried out, along with detailed, minutely described findings. On the other hand, if the report is going to the Managing Director, who you know has implicit faith in you and is more interested in your recommendations, it is these recommendations, which will have to be emphasized both in the beginning and at the end. B. Maude beautifully makes this point.

Preparing a Report:

Once you are clear about the purpose of writing a report, the persons for whom it is meant, the facts to be examined and the facts to be included, and the time at your disposal, and know what the of report you are going to write, it is time to start the work. In Write Better, speak better the following five steps are suggested to write a report.

1. **Investigating the sources of information:** Investigating the sources of information is a kind of spadework. It is to be done right in the beginning. The extent of investigation will, of course, depend on the length and importance of the report. Major sources of information are: company files, personal observation, interviews, letters, questionnaires, and library research.
   - Most of the relevant information is already contained in the old files of the Company. Sometimes there are precedents, and old findings and recommendations may be of considerable help. So it is very important to get through the old files of the Company. Declining sales or rising cost of production are recurring phenomena. And their causes are also usually similar. In these cases, old files may be containing some valuable information.
   - In reports on a fire accident or on the progress of a project, personal observation will be great help. It needs on the spot enquiry to ascertain the cause of a fire or to find out why the work of installing a new plant is going on rather slowly.
   - Complaints from customers about unsatisfactory service being provided by a branch might necessitate interviews. Interviews with the members of the staff may also be of some help. These interviews should be carefully recorded, clearly indicating the persons interviewed and the

time and place of the interview. Sometimes, instead of holding personal interviews, litters may be written to different people.

- When a large number of people are to be contacted, the only practical method is to make use of questionnaires. Such questionnaires are often prepared by large business houses to ascertain the popularity of their products or to find out the possibility of introducing some new products into the market. Questionnaires should never be lengthy. Questions should be prepared in such a way that they do not call for writing lengthy answers. Questions that just require ticking off one of the many alternatives suggested are the best. If the results of the questionnaire are incorporated in the report, a copy of the questionnaire should also be included.
- In reports on subjects of general nature, library research may be found useful. This includes reference to standard reference books and past as well as current issues of newspapers, trade publications and magazines.

2. **Taking Notes:** In the course of investigations, the writer keeps on taking notes of anything that appears to be related to the subject. Then there is no time to analyse them and determine how they will be of help in the final report. But as the writer deeps turning them in his mind over and over again, a kind of patter starts emerging and he begins to be clear about what is relevant and what is not. It is a very general kind of pattern but it gives the writer at least a starting point.

3. **Analysing the data:** Now is the time to analyse the collected data in the light of the pattern that has evolved. A lot of data will have to be rejected while a need might be felt to collect more data. The final pattern will emerge at this stage. The writer should never hurry through this stage, since this is the most important stage in writing a report.

4. **Making an outline:** Once the final pattern of the report has taken shape in the writer's mind he should prepare an outline to write the report. In this outline

the problem is stated, the facts are recorded, they are briefly analysed, and the logical conclusion is arrived at. An outline is not essential, but it should be found extremely helpful in writing a systematic report.

5. **Writing the report:** The last stage is that of writing the report. It will need a constant shuttling between the outline and the notes. First a rough draft of the report is prepared. Then it is revised, pruned and polished. If the writer has some more time at his disposal, he will find it advantageous to come back to his rough draft after, say, a couple of days. This short interval will make his revision work really meaningful. The writer should also be careful that he langrage of the report is simple, unambiguous and free from grammatical errors. It is now time to type it out in a proper form and submit it.

8.3STRUCTURE OF BUSINESS REPORT

Business reports are used extensively in organizations, and it is valuable for any executive to develop an effective report writing style. Business reports come in many forms, from lengthy formal reports to the shorter variations used within departments. Therefore, the writing style should reflect the nature of the report content.

A report can be organized in three ways: Letter form; Memorandum form; and Letter text combination form.

1) **Letter form:** In the case of brief, informal reports, the arrangement followed in business letter is adopted. Its main parts are: heading or the title, date, address, salutation, the body, complimentary close, and signature. It is usually written in the first person- I or we. The body of the letter can be further divided into the following parts:
   - **Introduction:** The introductory paragraphs present the terms of reference and the subject of study. Here the writer states the problem

confronting him in the light of the terms of reference and the relevant circumstances.

- **Findings:** The next few paragraphs present the finding of the investigation.
- **Recommendations:** Recommendations that logically follow the findings are given in the last paragraph of the body.

2) **Memorandum form:** Adopting the memorandum form is a simpler way of presenting the report, since here the formalities of the letterform are done away with. The data is mentioned at the top. It is followed by the name of the person to whom the report. Next follows the actual text and the conclusion. As in the letterform, the text of the report is divided into paragraphs with headings and sub-headings. Large business houses have different types of printed forms to send reports. This simplifies the procedure and ensures uniformity of style.

3) Letter-text combination form. Long reports are usually written in the letter – text combination form.

Structure of Formal Reports: In general, long formal reports follow a recognized structure, made up of a tile page, table of contents, executive summary, introduction section, the main body of the report, conclusions section, recommendations and appendices.

Title Page: The title page, as its name suggests, identifies the report, so that it can be distributed to those individuals who are authorized to receive it. The title page should also contain sufficient information to enable the report to be retrieved easily once it is in storage. This page should be attractively laid out, as it is the first page that the reader see's, and first impressions are important!

Table of Contents: The table of contents lists the main sections or chapters that appear in the report and the page number for each.

Executive Summary: The executive summary plays an important role in the business report. Its function is to provide busy individuals with an overview of the report contents. Therefore, the summary should be interesting enough to encourage the executive to return to the report when he/she is less busy! The normal length of the summary is between 350 – 550 words, and the summary should contain the objective(s) of the report, main findings, conclusions or recommendations. However, some extensive reports concentrate on presenting an overview of the conclusions or recommendations.

Introduction Section: The introduction should set out the aims and objectives of the report and provide background information about the matter being investigated or discussed. In addition, the author(s) of the report should explain how the data presented in the report has been gathered, and how the report itself is structured.

Main Body of Report: This section presents the main findings concerning the report's subject matter. These findings should be laid out in a clear and logical fashion, so that it is easy for the reader to follow the author(s) train of thought. It is usual to put the most important findings at the beginning of the section. It is important to use a system of headings, sub-headings and numbers to break large chunks of text down into smaller paragraphs.

Conclusions Section: In the section, the main findings are assessed. Any conclusions presented should be fair and unbiased, and should not be used as a means of highlighting the author's subjective opinions.

Recommendations: Recommendations for further action should only be made when the specific aims of the report, or terms of reference, dictate that recommendations be provided in the final report. Any recommendations made should be presented in order of importance and be written in a very precise manner, so that the readers are clear about the author's intentions.

Bibliography: If the report is based on extensive research, the works consulted by the writer are given in the bibliography. The bibliography may also include works recommended for further study.

Appendices: There are times when large amounts of data or statistics cannot be easily inserted into the main findings. Therefore, this information can be placed in an appendix at the end of the report. Clear references should be made to the appendix in the main body of the report. This approach is very valuable where several long tables of data must be contained in the report.

Glossary: It is the list of technical words used in the reports and their explanations. Whether these words are to be given in the beginning or the end or in footnotes is entirely a matter of the writer's choice. Besides, whether the glossary is needed al all depends upon who is going to read the report. If it is going to be read by knowledgeable people who are already familiar with the terms, there is no need to include the glossary in the report.

Signature: A report must be dated and signed by the person(s) who has (have) submitted it. In the case of a report prepared by a committee or a sub-committee, if it is very important, all the members may sign it, otherwise the signature of the Chairman will suffice. If the report is not unanimous, it may be signed only be the assenting members. The dissenting members may submit a separate minority report or they may sign the majority report with a note of dissent

Finally, it is wise to proof-read the report before it is printed to ensure that there are no spelling errors, and that the page numbers indicated in the table of contents match exactly the pages on which headings appear in the report!

8.4 CHECK YOUR PROGRESS

Fill in the Blanks

1. When a report is written for business purpose, it is called **-------------**.

2. A report must be dated and **------------**by the person(s) who has (have) submitted it.

3.**--------------** is the list of technical words used in the reports and their explanations.

4.**--------------** should not be achieved at the cost of clarity.

5. A good report is always**--------------**oriented.

8.5 SUMMARY

Whatever shade of feasibility or recommendation report you write, whatever name people call it--most of the sections and the organization of those sections are roughly the same. Now remember! Your specific writing project may not require all of these sections, nor in the order shown here--plus you may need other sections not mentioned here.

The structural principle fundamental to this type of report is this: you provide not only your recommendation, choice, or judgment, but also the data and the conclusions leading up to it. That way, readers can check your findings, your logic, and your conclusions and come up with a completely different view. But, more likely, they will be convinced by all your careful research and documentation.

Introduction: In the introduction, indicate that the document that follows is a feasibility report (or whatever it is called). Instead of calling the report by name (which might not mean anything to most readers), you can indicate its purpose. Also, provide an overview of the contents of the report.

For some feasibility reports, you'll also be able to discuss the situation and the requirements in the introductions. If there is little to say about them, you can merge them with the introduction, or make the introduction two paragraphs long.

Technical Background: Some feasibility reports may require some technical discussion in order to make the rest of the report meaningful to readers. The dilemma with this kind of information is whether to put it in a section of its own or to fit it into the comparison sections where it is relevant. For example, a discussion of power and speed of laptop computers is going to necessitate some discussion of RAM, megahertz, and processors. Should you put that in a section that compares the laptops according to power and speed? Should you keep the comparison neat and clean, limited strictly to the comparison and the conclusion? Maybe all the technical background can be pitched in its own section--either toward the front of the report or in an appendix.

Background on the Situation: For many feasibility reports, you'll need to discuss the problem, need, or opportunity that has brought about this report. If there is little that needs to be said about it, this information can go in the introduction.

Requirements and Criteria: A critical part of feasibility and recommendation reports is the discussion of the requirements you'll use to reach the final decision or recommendation. If you're trying to recommend a laptop computer for use by employees, there are likely to be requirements concerning size, cost, hard-disk storage, display quality, durability, and battery function. If you're looking into the feasibility of providing every ACC student with an ID on the ACC computer network, you'd need define the basic requirements of such a program--what it would be expected to accomplish, problems that it would have to avoid, and so on. If you're evaluating the recent program of free bus transportation in Austin, you'd need to know what was expected of the program and then compare its actual results to those requirements.

Requirements can be defined in several basic ways:

- Numerical values: Many requirements are stated as maximum or minimum numerical values. For example, there may be a cost requirement--the laptop should cost no more than $900.
- Yes/no values: Some requirements are simply a yes-no question. Does the laptop come equipped with a modem? Is the car equipped with air conditioning?
- Ratings values: In some cases, key considerations cannot be handled either with numerical values or yes/no values. For example, we might want a laptop that has an ease-of-use rating of at least "good" by some nationally accepted ratings group. Or we may have to assign a rating ourselves.

The term "requirements" is used here instead of "criteria." A certain amount of ambiguity hangs around this word; plus most people are not sure whether it is singular or plural. (Technically, it is plural; "criterion" is singular, although "criteria" is commonly used for both the singular and plural. Try using "criterion" in public--you'll get weird looks. "Criterias" is not a word and should never be used.)

The requirements section should also discuss how important the individual requirements are in relation to each other. Picture the typical situation where no one option is best in all categories of comparison. One option is cheaper; another has more functions; one has better ease-of-use ratings; another is known to be more durable. Devise a method by which you can pick a "winner" from situation where there is no clear winner.

Discussion of the Options: In certain kinds of feasibility or recommendation reports, you'll need to explain how you narrowed the field of choices down to the ones your report focuses on. Often, this follows right after the discussion of the requirements. Your basic requirements may well narrow the field down for you. But there may be other considerations that disqualify other options--explain these as well.

Additionally, you may need to provide brief descriptions of the options themselves. Don't get this mixed up with the comparison that comes up in the next section. In this description section, you provide a general discussion of the options so that readers will know something about them. The discussion at this stage is not comparative. It's just a general orientation to the options. In the laptops example, you might want to give some brief, general specifications on each model about to be compared.

Category-by-Category Comparisons: One of the most important parts of a feasibility or recommendation report is the comparison of the options. Remember that you include this section so that readers can check your thinking and come up with different conclusions if they desire. This should be handled category by category, rather than option by option. If you were comparing laptops, you'd have a section that compared them on cost, another section that compared them on battery function, and so on. You wouldn't have a section that discussed everything about option A, another which discussed everything about option B, and so on. That would not be effective at all, because the comparisons must still be made somewhere. (See Figure 9-3 for a schematic illustration of these two approaches to comparisons.)

Each of these comparative sections should end with a conclusion that states which option is the best choice in that particular category of comparison. Of course, it won't always be easy to state a clear winner--you may have to qualify the conclusions in various ways, providing multiple conclusions for different conditions.

If you were doing an evaluation report, you obviously wouldn't be comparing options. Instead, you'd be comparing the thing being evaluated against the requirements placed upon it, the expectations people had of it. For example, Capital Metro had a program of more than a year of free bus transportation--what was expected of that program? did the program meet those expectations?

Conclusions: The conclusions section of a feasibility or recommendation report is in part a summary or restatement of the conclusions you have already reached in the comparison sections. In this section, you restate the individual conclusions, for example, which model had the best price, which had the best battery function, and so on.

But this section has to go further. It must untangle all the conflicting conclusions and somehow reach the final conclusion, which is the one that states which is the best choice. Thus, the conclusion section first lists the primary conclusions--the simple, single-category ones. But then it must state secondary conclusions--the ones that balance conflicting primary conclusions. For example, if one laptop is very inexpensive and has poor battery function, but another is rather expensive but has good or even excellent battery function, which do you choose, and why? The secondary conclusion would state the answer to this dilemma.

And of course as already mentioned, the conclusions section ends with the final conclusion--the one that states which option is the best choice.

Recommendation or Final Opinion: The final section of feasibility and recommendation reports states the recommendation. You'd think that that ought to be obvious by now. Ordinarily it is, but remembers that some readers may skip right to the recommendation section and bypass all your hard work! Also, there will be some cases where there may be a best choice but you wouldn't want to recommend it. Early in their history, laptops were heavy and unreliable--there may have been one model that was better than the rest, but even it was not worth having.

The recommendation section should echo the most important conclusions leading to the recommendation and then state the recommendation emphatically. Ordinarily, you may need to recommend several options based on different possibilities. This can be handled, as shown in the examples, with bulleted lists.

In an evaluation report, this final section would state a final opinion or judgement. Yes, the free-bus-transportation program was successful, or at least it was, based on its initial expectations. No, it was a miserable flop--it lived up to none of its minimal requirements. Or, it was both a success and a flop--it did live up to some of its requirements, but did not do so in others. But in this case you're still on the hook--what's your overall evaluation? Once again, the basis for that judgment has to be stated somewhere in the requirements section.

Thousands of reports, long or short, formal or informal, crucial or ordinary, special or routine are written every day. A supervisor, at the end of the day, reports to the manager the progress of the work carried on in his supervision. The manager of bank sends a periodic report to the Head Office on the state of deposits, advances, overdraft limits, etc.

C.A. Brown offers a very simple definition: A report is a communication from someone who has some information to someone who wants to use that information.

A report is a ‘basic management tool used in decision-making’. Hence, it is extremely important. In a one-man business, the functions of reporting and decision-making are combined in one man-the proprietor. He knows his business inside out and is capable of making on-the-spot decisions. So he does not need any reports. Nevertheless, large-scale organizations are engaged in multifarious activities, which are being handled by different departments. Their top executives cannot keep a personal watch over all these activities. So they have to base their decisions on the reports they get from the heads of various departments. For large organizations, reports are just indispensable.

Throughout this lesson, we have made a strong case for the increasingly important role that business reports play in the successful management of the contemporary organization. However, too much of a good thing is a bad thing. Without proper management, report – especially computer printouts – can backfire, becoming a nuisance and contributing to information overload.

With the increasing availability of data and the ease with which that data can be manipulated, copied, and distributed, managers sometimes tend to generate every type of report possible and then submit them all to higher-level management. Some managers seem to devote more energy to generating reports than to analyzing and making use of their contents.

Thus, someone in the organization – preferably someone in higher management – should be assigned the task of controlling reports. Periodically, (typically, annually) this individual should make an inventory of all recurring reports and determine the continuing usefulness of each one. Some reports may be eliminated altogether, some modified, others merged, and, where justified, new reports authorized.

This review process will guarantee that business reports continue to serve management rather than the reverse. With or without such controls, all managers should ensure that the reports they write serve some actual purpose, stick to that purpose, and avoid including extraneous computer data just because it's easily available.

As you reread and revise your business report, watch out for problems such as the following:

- Write a good introduction in which you indicate the situation and the audience and provide an overview of the contents.
- State requirements--those factors that influence the decision or the choice of options. (And remember to state how important requirements are in relation to each other.)
- Indicate how the field of options was narrowed to the ones being compared.

- Organize the comparison of the options using the point-by-point approach. Don't use the whole-to-whole approach.
- At the end of each comparative section, state the best choice in terms that point of comparison.
- Include a summary table, if possible, in which you summarize all the key data in table form.
- Provide technical background, if necessary for understanding the comparative discussion.
- Discuss the background on the problem or opportunity--what brought about the need for the report.
- Include a conclusions section where you restate all the key conclusions from the comparison section.
- State secondary conclusions in the conclusions section--and based them on requirements that you state in the requirements section of the report.
- State a final conclusion in the conclusions section--one that states which is the best choice.
- Include a recommendation section where you make the recommendation. Briefly mention the key factors influencing the recommendation.

8.6KEYWORDS

- **Business Report:** It is a written document containing business related information which is helpful in better decision making.
- **Formal Report:** A formal report is an official report such as inspection report, safety report, compliance report, annual report etc. that contains detailed information, research, and data necessary to make business decisions.

- **Informational Report:** The informational report gathers data and facts which is used to draw conclusions.
  - **Analytical Report:** The analytical report contains the same information as the informational report, but it also offers recommendations to solve a problem.
  - **Periodic Report:** A regularly published summary of business results reporting on the same activities at different intervals of time (daily, weekly, monthly , quarterly) used by management to follow the current and cumulative progress of business operations.

8.7 SELF-ASSESSMENT TEST

1. "The single most significant characteristic of the business report is the ability to define the structure of a report." Discuss.
2. "Communication is the sum of all things one person does when he wants to create understanding in the mind of another. It is a bridge of meaning. It involves a systematic and continuous process of telling, listening and understanding." Discuss the statement in the light of business report writing.
3. Write a note on the need and importance of business report. What are the ideal features of such report.
4. What is the desirable structure of a business report? How many ways a report can be written?
5. Your manager has asked you to determine whether or not the office staff would welcome the introduction of canteen facilities. Most of the staff have indicated that they would, but only if the facilities were of a high standard. Some of the staff would prefer luncheon vouchers. Make your recommendation in a report to your manager.

8.8ANSWER TO CHECK YOUR PROGRESS

1. Business report.
2. Signed
3. Glossary

4. Brevity
5. Reader

8.9 REFERENCES/SUGGESTED READINGS

1. Pal, Rajendra and Korlahalli, J. S., Essentials of Business Communication.
2. Kaul, Asha, Effective Business Communication.
3. Lesikar, R. V. and Pettite J. D., Business Communication.
4. Sharma, R. C. , Business Communication and Report Writing.
5. Shinha, P., Business Communication.

Subject: Business Communication	
Course Code: MBA 106	**Author:**Dr.Pallavi
Lesson no: 09	**Vetter Dr. ShammiNagpal**
Introduction to Plagiarism	

STRUCTURE

9.0 Learning Objectives

1. To be able to differentiate between the two types of plagiarism.

2. To be able to define plagiarism.

3 To be able to identify methods to avoid plagiarism.

4 To be able to design course to encourage honest work.

9.1 Introduction

Plagiarism is a complex issue hence there is no universally accepted definition. According to Stanford; Plagiarism is the 'use', without giving reasonable and appropriate credit to or acknowledging the author or the source of another person's original work, whether such work is made up of code, formula, ideas, language, research, strategies, writing or other form. (Begovic, 2014). Wake Forest University describes plagiarism, as a human rights issue, stating that as a result of plagiarism a person poses not material possession, but something that characterized him or her, as an individual. It is a serious violation of another person's rights, whether the material stolen is great or small, it is not a matter of degree or intent. Moreover, it includes abuse of the unique methods and or results obtained by privileged communications, such as project proposals or manuscripts, for publication in scientific journals, master thesis and doctoral dissertations among others.

9.2 Plagiarism and Research Publication

Academic institutions all over the world try to inculcate ethical values among students. So they are taught how to give credit, to ideas, where they are due translations, part of a report, derived equations, verbal communication of information and ideas, and other sources may also constitute plagiarism, unless the source is acknowledged and properly documented.

According to Goodstein (2002), career pressure and ease of fabrication, are the primary motivators, for everyone to commit misconduct, Plagiarism, in academic and professional activity, has become more common as the demand for faculty productivity has grown and the volume of publication has increased. Plagiarism is divided into four categories (Maurer, 2006)9

9.2.1. Casual Plagiarism

Due to lack of awareness of plagiarism, or insufficient understanding of referencing or citation.

9.2.2. Unintentional Plagiarism

Due to wide amount of knowledge, in the research area, a person may unknowingly present ideas similar to those of others.

9.2.3. Intentional Plagiarism

Where a person, deliberately and knowingly, copies, part or all, of somebody's original work without giving credit, to them.

9.2.4 Self-Plagiarism

Which consists of re-using one's published work, in a different form, without acknowledging it.

According to Hayes &Introna (2005) self-plagiarism can be defined in three following ways.

- Publishing a paperwhich, basically, overlaps another paper, without due-acknowledgement.
- Breaking a large – paper into a few smaller papers and publishing them, separately, called 'salami-slicing'.
- Republishing the same work, in a different journal.

9.3 Precise Quantification for Plagiarism

Another important issue to be aware of is how much change, exactly in the original material can make for plagiarism (Park, 2003). To be pronounced 'Plagiarism', it needs to be a rather serious deviation, from normally accepted behaviour. However, the seriousness of the offense depends on the extent, of the text plagiarized. A more liberal and more lenient definition of Sanjeev (2008), is that plagiarism on a smaller scale, or 'micro-plagiarism', means copying unchanged sentences, of less than 100 words, while 'big–plagiarism', involves copying unchanged sentences, with more than 100 words. Replication and publishing of whole articles, is the most severe form of plagiarism, considered as a 'theft' of intellectual property, also called shameless, aggressive or blatant plagiarism.

Another perspective was suggested by Prof. Wiser, Tulane University, as five criteria, to evaluate the seriousness of plagiarism allegations (Nathan, 2012)

1. What was the extent of the plagiarism?
2. Was the intent malicious?
3. Has the author previously engaged in plagiarism?
4. What is the position and training of the author?
5. Was the source material original or did the plagiarism occur from notes?

- Furthermore, the border line of self-plagiarism is difficult to set up, because some journal editors consider self-plagiarism as a milder form, of dishonesty, and enable upto 30% of the text, in the introduction to be taken, from a previously published paper, by the same author. Most often, editors retracting an article, from the (journal, based on the final decision of the competent body for scientific integrity. (Masic + Kujundzic, 2013)

9.3.1 Research purpose

The following practices, such as misleading, misrepresenting, defrauding, lying, betrayal, confusing among others, are incompatible with the transmission of knowledge and academic activities. The reality however is very different, there is abundant evidence showing, that dishonest and fraudulent activities are still present, in both processes. The issue of academic integrity, affects all areas of knowledge and all levels of education system, their study, description, comprehension and analysis will enable to understand more and hence, making an informed proposals, for solving the problem of dishonesty, in academic communication. According to Mukchuku (2011), academic plagiarism in Kenyan Universities had increased, mainly due to :

- Ignorance, negligence and lack of scholarly writing skills.
- Lack and inadequacy of policy, on plagiarism and academic honesty.
- The spread of computers and the internet.
- Reluctance to punish plagiarism.
- Laziness and lack of proficiency in English.
- Social benefits that come with plagiarism.
- Limited time or poor time management.
- Temptation and opportunity.
- Lack of awareness on the consequences of plagiarism.

How to avoid plagiarism

The following guidelines will help you to avoid plagiarism

9.3.1.1 Making Notes

During note taking it is possible that you adopt the language of your source and it is tempting to write out the notes word for word to try to save some time. One way to avoid this is not to take notes in the first instance. Instead read the text first, consider what the author has said and then summarize the work in your own words. If you do this, you will tend to copy less of the text. Another strategy is to write any notes in your own words in one colour pen and any direct quotation in another. When you go back to your notes to write your assignment it will be clear what is your work and what has been taken direct from somebody else's works.

9.3.1.2 Use of Direct Quotations

Make sure it is clear where the quotation starts and finishes. As usual, all details of the source should be included within the reference list. The number of direct quotes that is acceptable in an assignment will vary depending on the discipline and the assignment task. For example, in an English assignment, a substantial number of quotations may be required to illustrate or support a particular argument. Try to use quotations sparingly and make sure the reader knows why the quotation is important for your argument. Use quotations only when the author has expressed something so well and so succinctly that you feel the words cannot be bettered, if you do this you will probably reduce the number of your quotation and be more aware of when you are quoting. To understand a quotation within another piece of work, it is often necessary to go to the original sources and read the work in context. It will allow you to interpret the original work in a way which is meaningful to both you and the assignment.

9.3.1.3 Paraphrasing

Here if you rewrite the author's words into your own words, you have to attribute the broad ideas or content to the author in question. The more resources you look at the less likely it is that you will seem to be repeating without acknowledgement the content of one of them.

9.3.1.4 Citing Sources

Any information from sources that is used within the text of your assignment must be cited or acknowledged. This includes any web sources, newspaper, articles, reports and TV or radio programs that you may have referred to, in addition to printed books and articles. The source should also appear in the reference list. If there is considerable similarity and you have not cited the work in question, then this could be considered as a case of plagiarism. For guidelines on how to cite appropriately, please refer to your departmental guidelines. A short reference list of well used sources is much better than a long bibliography of sources. The number of references within an assignment varies depending on the discipline area, the year of study and the assignment set.

9.3.1.5 Time of inclusion of a reference

Giving a reference is partly a matter of justification, and convention will vary from one discipline to another.

9.3.1.6 An example from an English History assignment

The battle of Hastings was fought in the south of England in 1066
Assuming this was not a direct quotation, it would not need a reference to indicate where you obtained the information from. This fictitious example illustrates the use of three sources which have been paraphrased by the student, using the footnoting system of referencing
"Spring considers that the Norman tactics were misguided but ultimately successful. In contrast, summer has long argued that it was only the exhaustion of the Anglo-Saxon forces which permitted the Norman victory."

9.3.1.7 You can change into

"A more modern view has recently been expressed by the writer who regards both these views as too simplistic. Note here, the way we moved from simple stating what scholars might think about the battle, to how you are going to consider and deal with their views.
The acknowledgement of the original sources of information would go in as a footnote or endnote, 'this why there are superscript members included within the text.

9.3.1.8 Your Lecturer's Views

It is a common assumption that your lecturer wants you to repeat his or her views in your assignment, especially if these have been published in a book or article. All lecturers want you to use the sources suggested in the reading list, but they want you to use them constructively. They do not want you simply to repeat the views contained in their own works.

9.3.1.9 The Textbook

If a lecturer recommends a text book then obviously he or she wants you to read it. You want to show that you have understood the issues and concepts involved, but in order to show that you have understood them, there has to be clear input from you.

9.3.1.10 Diagrams, graphs, tables

Any graphs, tables, data or diagrams that are not the result of your own work, need to be fully acknowledged. It is usual to include a title and to reference the source of the information or graphic in the usual way.

9.3.1.11 Collusion in individual assignments

Collusion occurs when students work together on an assignment that should be an individual piece of work. To avoid suspicion of collusion you are advised to do the following:

- Have any discussions and sharing of ideas before you start completing the assignment;
- Do not ask to look at anyone else's assignment and do not show yours to anyone else if they ask to see it;
- Remember that if sequence, style and content are very similar between two pieces of work it will lead the lecturer to wonder whether there has been collusion.

9.3.1.12 Copying from the web or purchasing essays

There is only one simple piece of advice here – do not do this. Some fellow students may not have similarly success" next time?

9.3.1.13 Check with referencing system your division uses

Divisions and different publications very often have a preferred system for referencing. The common referencing systems are the numeric system and the APA referencing system.

9.3.2 Why not Plagiarizing?

9.3.2.1 Pride in your work

Students should be able to take pride in their work and in the achievements they have attained. There is considerable satisfaction in knowing that you are developing your writing skills, the work you have submitted is your own, all resources are appropriately acknowledged and the marks obtained reflect your own effort and abilities.

9.3.2.2 Learning

It will make you learn about the subject, develop a whole range of abilities such as literature searching, time management, organization, analysis, evaluation, developing coherent arguments, referencing and academic writing. It provides you to get an opportunity to learn about your discipline area and communicate your understanding to others.

9.3.2.3 Real level of Attainment

Maximum possibility of that someone might plagiarize widely and be discovered. The discovery of that their apparent attainment does not match their real abilities. It is not worth the risk and worry this could cause trouble.

9.3.2.4 UK Academic Traditions

It is important to recognize that plagiarism, as described here, is what is understood by the term in UK Academic Institutions. Rules and traditions which may apply anywhere else are not relevant in the context of UK Higher Education.

9.4 Check Your Progress

1. Occurs when students work together on an assignment.
2. Stealing someone's work is _________.
3. A person unknowingly presenting similar ideas is called_____.
4. Copying unchanged sentences on a smaller scale.
5. Copying unchanged sentences or more than hundred words is called_________.

9.5 Summary

Avoiding Plagiarism is important .and therefore it is necessary to properly concede to the contribution and information made by other people. It is an increasing lure amongst students and an invariable complication for the Professors in dealing with the issue. The academic community definitely values the acknowledgement of other people's contributions to knowledge. And therefore the punishment could be severe. Hence it is very vital for students to understand what plagiarism means and the consequences of plagiarizing.

9.6 Keywords

1. **Citing -**Formally acknowledging within your writing, the source or sources from which you obtain the information.
2. **Citation -**The inclusion of information from other resources can be in the form of sum arising, paraphrasing or as a direct quotation is known as citation.
3. **Reference -**The description of the source from which you have obtained a specific piece of information.
4. **Reference List -**List of all the sources that are explicitly referred to within the assignment.

Ex. – Allan Spring, The Norman Conquest : new approach = 134-168 (Oxford, 1998)

9.7 Self -Assessment Test

1. What do you mean by Plagiarism?
2. Explain the steps to avoid Plagiarism?
3. What do you mean by unintentional Plagiarism?

9.8 Answers to Check Your Progress

1. collusion

2. plagiarism

3. unintentional plagiarism

4. micro- plagiarism

5. big plagiarism

9.9 References/ Suggested Readings:

- “ Something Borrowed.” Malcolm Gladwell, The New Yorker, November22, 2004.
- Isserman , Maurice Plagiarism: A lie of the Mind. ”Chronicle of Higher Education, May 2,2003

Subject: Business Communication	
Course Code: MBA 106	**Author:** Dr.Pallavi
Lesson no: 10	**Vetter Dr. Shammi Nagpal**
Memos , Employee, NewsLetters,Office Orders , Agenda and Minutes	

STRUCTURE

10.0 Learning objectives

1. To be able to understand various forms of written communication.

2. To understand the difference between notices ,circulars,memos and office orders

10.1 Introduction

Memorandum is popularly known as 'Memo'. It has its orign from the Latin word 'Memorale' which means 'To Tell'. It can be said that a memorandum is a written note that is written for reminding a person about some specific topic or for keeping it in record for future references. Generally , a memorandum is used as a mean of communication with in an organization only. So , it is called an ' Office Memorandum.

10.2 Memos

Memo is primarily a written message exchanged by employees in conduct of their work.

The following format is here given below.

- **Letterhead-** Like a business letter, a memorandum is also written on the letter head of the organization or the department by which it is being sent. This letterhead contains the name, address, telephone number etc.
- **Number -**Just below the letterhead , a reference number of a memo is given . Generally , this number is given on the left side, It proves to be very helpful.
- **Date-**It is very much necessary to mention the date on a memo. The date is written either below the reference number or on the right hand side just opposite the reference number.
- **Introductory Part-**It consists of the names of the receiver and sender of the memos. Most often , the designation of the sender and receiver are also mentioned with their names.
- **Subject Line-**The subject of a memo is written under the subject is to give an idea about the content of memo to the receiver.

- **Main Body-**It is very important because it contains the detailed message. In a memo, the main message is written in the same way as it is written in a business letter.

Specimen I

Radha Publications Pvt. LTD.

7, National Road

Ph. 0184-2211347

Ref. No: 74/Conduct / 20XX Date: June 1 , 20XX

To: Ram Kumar , Peon

From: Nisha Singh , Manager

Subject : Deduction of salary due to absence.

You remained absent from your duties from May 24, 20XX to May 25, 20XX without any prior information. Please note that you will not receive any salary for this period. This is without prejudice to our right to take disciplinary action against you Nisha Singh.

By making a study of this, it can be clearly understood.

10.2.1 Formation of an effective Memo.

The formation of an effective memo bears a great importance in the internal communication taking place within an organization. Main points to be kept in mind:

- While preparing a memo, first of all, the writer must identify the receiver. It will help him to select an appropriate style, language etc.
- As memorandums are regularly sent within an organization, it must be observed that it should not have much financial burden on the organization.
- Like a business letter, a memo should also be concise, clear and to the point.

- Before sending a memo, it must be clearly checked so that the language related and grammatical mistakes may be removed.

Difference between Business Letter and memorandum

The main objective of both a business letter and a memo is to convey a message or information. On the contrary, some other persons find some special difference.

(1). A business letter is written to make communication with other organizations or the persons working outside the firm. A memo is a mean of internal communication. It is used for communication with in an organization.

(2). A business letter is written in a much formal way as compared a memo. The memo is generally sent by the top officials to their subordinates or by an officer to another officer of equal rank. So much formal language is not required.

(3). Here a direct strategy is followed and it emphasizes on the main subject only where as a direct strategy is not followed while writing a business letter. A background is prepared in a business letter before coming to the actual subject.

Advantages of Memorandum

It has the following advantages:

- **Brief -**A memorandum is brief because while writing a memo, the writer directly comes to the main subject As a result, it contains only the required and important information.
- **Impressive -**Due to specific format, a memo becomes very impressive. Moreover, as it contains only the important information , the reader reads it with greater intersect.
- **Saving of time -**Keep performa of memos in a printed form. Whenever the need of sending a memo arises, only the reference number , date , sender's name, receiver's name , subject , message etc. are required to be filled into it, it same a lot of time.

- **Less Cost -** Memo has less cost. Since a memo is used for communication with in an organization , so there is no need to a make unnecessary expenditure.
- **Permanent Record -**A memo can be also be kept as a permanent record. It can be used as an evidence in case of any dispute in future.

As a conclusion, that a memorandum is a written note that helps in the communication with in an organization.

Purpose of memorandum

It is an important tool of internal communication. It can be used to satisfy the following purposes.

- An important purpose of issuing a memorandum may be to give instructions to the staff members.
- To inform the employees about the changes in the policies of organization may also be a purpose of memorandum.
- It may also be issued to take the opinion of the employees over some specific matter.
- Another purpose of a memorandum may be to warn an employee against his wrong conduct.
- To issue a permission to do something to an employee.

Types of Memorandum

Memos can increase your visibility with in a company. Although most memos have a short life span, memos can be used to call attention to your projects, efforts, co-workers, and plans. They can generate enthusiasm, co- operation, understanding and action. They can be upset and humorous, or deadly serious. They can be used praise, question, inform and complain. Most companies have protocols for memos. Be sure to have a well-defined purpose and state it early. Revise them as many times as necessary until the message is crystal clear and the tone is appropriate three types worth practicing are status, negative and personal memos.

1 Status Memo

It informs others of the state of a project or situation. Stay positive and action oriented, yet realistic. When you promise something in writing, your integrity is at stake. If you fail to follow through, people will begin to doubt your ability and commitment. Share credit when it is due – hogging the spotlight is not a sign of a team player, and American business value team work.

Specimen -Shows an example of poorly written and well a work related accident.written memos about

If a table or group will express your message more succinctly, include it. Whiles covering several points, number them to simplify the organization. Start with the most important prints since some readers may not finish reading a memo that starts with dull information.

Poorly written memo

To : Ed Date : Tues.

From : Pankaj

Subject : Manoj DD

Manoj tripped over a toolbox and had to go to the hospital. He was treated in the emergency room and released. Figures will be out about 2 weeks. No problem to reschedule.

Well written memo

To : Ed, Human Resources Date : 1/31/20xx

CC : Manoj DD

From : Pankaj, Foreman

Subject : Incident Report Manoj DD

ID # 30045,

Hire date : 5/15/2019

On 1/30/2020, at 10:15 am, Manoj backed up from his workstation and tripped on his toolbox, which had not been returned to its shelf. The accident was apparently caused by his own negligence, but I will gather more information from his co-workers and from Manoj by this Friday.

I drone Manoj immediately to General Hospital, where he was treated in the emergency room for a sprained wrist and multiple bruises on his tailbone. The doctor relieved Manoj and recommended bed rest for three days, a checkup next Monday, and limited use of his right hand for two weeks. The standard hospital insurance forms have been filled out and submitted.

Manoj's absence will require only minor scheduling revisions, which are already in process. Manoj will be contacting you concerning his disability insurance and worker's compensation benefits.

2. Negative memos

There are written to reject, disagree, complain, or admonish. When writing a negative memo, remember that it cannot be erased later. Be sure that the message you have written will not be damaging to you or others. Time will not heal some wounds, and you may regret harsh words. Because negative, your written words may be stronger than you intend. Attempt to identify and resolve underlying issues ("we need to change your performance plan") rather than focusing on personalities or emotions ("your attitude has to change") with experience, but remember that the people who are promoted are those who can resolve conflicts constructively and make everyone feel like a winner.

Specimen poorly written negative memo

To : Poonam

From : Neha

Date : 1/31/20xx

Subject : Bugs

What happened on your latest build ? You said you would have the bugs worked out, and we could not get it running at all. It's still full of bugs, mostly in Ram's component. We've wasted many hours tracking down the problems ourselves, but this is your code and your responsibility. We are not going to spend any more time on it until you can get the code working and verify it on your own test machines. If we're going to continue to work together, you'll have to change your attitude toward testing and get your staff motivated to turn in a quality bug free code. Let me know what your team is doing to ensure that these types of problems don't happen again.

Revised negative memo

To : Poonam, Development Team Lead

From : Neha, System Test Lead

Date : 1/31/20xx

Subject : Completing your system test

We encountered a major problem with our latest build (104-0125) of the three remaining components for the beta software.

We spent two days tracking down a start- up problem that turned out to be caused by two errors in the code checked in by Ram. We were able to isolate the errors, and we have sent a description of them to Ram. He responded that he will fix them ASAP. I would appreciate your assistance in making this a priority item for him. The other components have only minor problems. I want to stick to our original schedule to pass the beta software out of system testing by the end of the week. With your help, we can still achieve this goal.

If you have not done it already, please remind the developers to verify that their code works on your own test machines before they send it to us. I realize that Ram is the newest developer on your team, and perhaps he is still unfamiliar with our testing process. Let's meet for lunch to discuss what each of us can do to keep on schedule. Wednesday and Thursday noon are open for me.

3. Personal memos ÷

These are written to convey private information. While writing a personal memo, do not include any important information, if gone in wrong hands the message will find its way into the company grapevine. Many news stories illustrate the devastating consequences of "leaked" personal memos. If it is embarrassing to you or someone else, find another way to deliver it.

A memo might be a preprinted form, but it is an open ended form. Some companies supply workers with preprinted memo forms or computer templates. Follow your company's policy.

The standard labels of a memo are "to" (the reader) "from" (the writer), "date" (day, month, and "subject" (the specific topic).

Memo

Date :

to :

CC :

From :

Re :

Important Points

1. Single-space memos and double space between paragraphs.
2. Use standard spelling, punctuation and grammar. Write complete sentences.
3. Include the manes of those to whom copies of the memo will be sent. They are listed following the abbreviation "CC" either in the "To" section or at the bottom of the memo. Although actual carbon is seldom used anymore, the abbreviation has become standard.
4. if you print your memo, write your initials beside your name. This serves as a signature. Or sign your name at the end of the memo.
5. Keep a copy of all the memos you send because you may have to follow up on them. Always answer that the receivers will keep your memos, too.

4. Persuasive Memos

A persuasive memo is a memorandum that is written to persuade the readers to act in a specific manner. As these memo random are written in a requesting tone, these are also known as 'Request Memorandums'.

Specimen :

MALHOTRA AND CO.

C-76, U.P ROAD, DELHI

DATE : October 10, 20xx

Ref. No. : 24/M8

To : All Employees

From : Manager

Subject : Wastage of office stationery.

For some time it has been observed that a lot of office stationery is wasted by the employees. All of you know that paper is made from wood obtained from trees. So, it must be used in a wise manner. Moreover, it also leads to a financial burden on the company. So, all of you are requested to check this wastage manager

Thus, we find that various types of memorandum can be used according to the need of situation.

10.2.2 Circulars

Circulars or fliers are a highly effective way to communicate with employees or customers. Many companies use circulars as notices in business communication to enforce dress codes and policies or invite employees to meetings or luncheons. Circulars can also be used as an advertising tool. There are a number of benefits to using circulars, but a circular must include certain features to be most effective. Distribution is important for circular in business communication. In every organization, irrespective of their size, communication among the employees is crucial. Internal communication in an organization between superiors and employees, between departments, amongst the department, is one of the keys to their success. One such tool of official communication is circulars.

A circular is essentially a letter containing some important information that is distributed to a large number of people. Say for example, you have to invite an entire department for a meeting or update the dress policy for the whole office – a circular will be the best mode of communication for these purposes. Be it for inter-departmental communication advertising or even personal reasons a circular must always reach a large number of correspondents. This is one of its main features.

Benefits of a circular - Circulars are an inexpensive and fast way to distribute information. Circulars are also highly informative, depending on the level of information needed. For example, a company needs only a few lines of copy to inform employees about a seminar. Circulars can also be informal and non-obtrusive people are free to read or ignore them, although if a notice is particularly important you may want to label it.

Identification of an Audience

Circulars in business communication must target a specific audience. A company that distributes circulars for its newspaper is targeting people who do not have a subscription. Writers who keep their target audience in mind will usually produce more effective circulars.

Features of Effective Circulars

The most effective circulars usually have several key features. The most important feature is the heading, which targets a specific audience. “Need to lose 10 pounds” may be an effective circular heading for a company selling diet products, targeting people who need to lose weight. The heading leads readers into the body of the circular, which describes a particular offer, product or service in a bullet point format. If people are interested, they will then look at the “contact information” or time and place of the sale, for example :

Design of a Circular

The circular should be designed to attract attention with a strong heading or images. It must then hold the reader's interest and ultimately compel her to buy a particular product or service.

Companies can enhance a reader's desire for a product by making the circular believable. Giving the reader a reason to buy immediately will also increase her desire.

Many freelance graphic designers and graphic design firms can put together templates you can use for circulars you'll send out to current and potential circulars.

Distribution of Circulars to Consumers

Business owners can post circulars on grocery store bulletin boards or include them with the daily newspaper. There are also companies that distribute circulars door to door along with other offers. Business may include a circular in a direct mail package. All of these methods can be highly effective in reaching the consumer.

Electronic Notices in Business Communication

Nowadays, many business send internal and external notices electronically rather than through printed documents. Companies generally have email addresses for their customers, and they can advertise to consumers on popular websites. Plenty of tools exist to help businesses design effective online ads, email newsletters and websites to draw consumers in.

When it comes to internal messages, e-mail is often a more efficient way to reach employees than sending a physical document to each employees desk or mailbox. Company intranets have to some extent replaced physical bulletin boards. Many business also use internal instant messaging platforms that can quickly notify employees of events or policy updates.

Difference between notice and memo

An internal circular, or notice, is sometimes slightly different from a company memo. A memo is sent to a smaller group and meant to schedule an event. A notice often goes to a broader group to announce something affecting the company or a company division at large.

The term circular is sometimes used exclusively to refer to an external advertising document. Nowadays, all three types of documents are often digital, not printed.

Advantages of a Circular

- It is a very simple and effective way of communication. Since it is precise and written, very little chance of miscommunication.
- It is also quite inexpensive. It is a cost – effective way of communication.
- Circulars are a time saving method. It reaches a large number of people in very limited time and effort.
- They are great advertising and marketing tools as well. They can help create a new market, educate people about the product or services and also increase consumer confident in the company and the product.

Specimen

Let us see how circulars effectively communicate information in an inter-office situation. It’s a circular to inform employees about the revised working hours of the company.

Circular No. : ___________

25th May, 2020

Revised Working Hours

All Employees of ABC Company,

This is to inform all employees there will be a change in the working hours of the organization effective immediately. As you know we now do not function on any Saturdays since last month. So we only have 5 working days in a week, a revision in the working hours was necessary to ensure the quality of work does not suffer. Hence one hour will be added to the previous 9 hour work days. The revised hour will be as follows :

- **Working Days :** Monday to Friday (except holidays)
- **Working Hours :** 8:30 am to 6:30 pm (these hours will include the one hour lunch break)

All employees are requested to note these new and revised timings. The timings are effective immediately from 26th May 2020. Please contact the HR Department for any queries you may have.

XYZ,

CEO of ABC Company.

Format of a circular

Main Head

To be circulated

Reference No. : _______

Circular No. : _______

Date : XX XX XXXX

Subject : xyz

Dear Sir,

____

____

____

(3-4 lines)

Yours sincerely

XYZ

10.2.3 Office Order

The office order is an order issued by the employer or authorization or senior employees. There are instructions about the work related information indicated by the organization in the orders of the office. Employees are obliged to accept it. Office order is issued in the month of the week or early to check the progress. Office orders can be issued on any information such as changes in work hours or details of employee designation in promotions or projects. The order of the officer is a downward communication that imposes a stamp of the company. Sometimes office order are issued related to the ban.

An office order descends from the top of the organizational structure down to the employees for execution. Since office order is a formal course of action, it should preferably be written. It is a sensible part of communication. Its subject matter should be well thought, organized, meaningful and attached with reasonable interpretation so that no unpleasant situation grows in the enterprise. It should be relevant, concise, easy to understand and issued with proper authority and interpretation.

Features of an office order

1. An order in which instructions or instructions are compiled by the person receiving the order.
2. It is a means of communication towards the bottom.
3. It imposes a stamp of authority and people working at the lower level.

Necessary points to be remembered

1. It should be clearly specified who they are for.
2. It should be right and down to the point.
3. It should have specific instructions for compliance.
4. It should attract the attention of the respected person who has to comply with the order of the office.
5. The order should be written in an unverified language.
6. The order should be very accurate.
7. Simple words will make it understandable.

Specimen

KP Fire Works

Gurgaon

Ref : Per/732/14 Date : March 3, 2019.

Order

Ms Medha has been appointed as Marketing Executive w.e.f. March 4, 2019. She will be joining to Mr. K. P. Mishra, Marketing Officer.

Copies to :	Sd/p M.K. Gandhi
Ms. Medha	Deputy Manager
Mr. K.P. Mishra	(Personnel)
Marketing Department	

Sample Officer Order

NPC Engineering Works

Delhi

Ref : Per/602/22 Date : December 1, 2019

Order

Shri Manoj Rai has been posted as Sales Executive w.e.f. December 30, 2019. He will be reporting to Shri C.M. Sharma, Area Sales Officer.

Copies to :	Sd/- S.K. Raj
Shri Manoj Rai	Deputy Manager
Shri C.M. Sharma	(Personnel)
Accounts Department	

Employee Newsletter

It can be a powerful communication tool, when properly designed. Employee newsletters are crucial to building a consistent and trusted voice with in your organization. Such news letters can even be used to measure employee engagement so you can pinpoint areas of improvement for your business. Solid employ engagement is proven to increase productivity with in a business, so how your readers with these ideas to make your employee newsletter even better. The main purpose of writing these letters are the creation of a positive attitude increase in goodwill, development of mutual understanding etc. These letters are also known; Approval letters & Acceptance letters; because these letters are used to sanction approval to the request of the readers.

Important points to remember

1) Learn the basics of employees news letter writing

Before we get into the concept of designing eye-catching newsletters, it is important to know the basics. These tips will help you. Get personal with your pronouns; use, I, we and you. Explain in clear terms what's happening, why and how it's affects employees. Cut out redundant words. Write one line paragraphs. Start sentences with, but and because. A conversational tone is easier to read than a formal one! It can help you create more complex and engaging content.

(2). Spice up your subject lines people like to feel noticed . That's why few people enjoy getting and email clearly intended for thousands of people. Make your emails stand out to its recipients by personalizing the subject line and body of your employee e-mails.

3). Use various reactions to collect employees feedback; Various reactions are a great way for your employees to quickly respond to a question, while maintaining the fun feel of your newsletter. Collecting employee feedback is a win situation: your employees feel hereby being able to contribute their opinion, and you get feedback from your newsletter.

4). Keep your employee newsletter short and sweets employees are receiving so many emails a day, so key that your internal newsletters gets and keep employee attention .Shorter sentences with simple, assessable language are your best bet. Keep the employees newsletter clean and minimal.

5). Make employees the charge of the show as you start to gather content and plan out the internal newsletter design, put yourself in the shoes of your fellow employees. You can also create profile for newly hired employees which can introduce them to the rest of the team. Seeing content like this encourage employees to share with you, and make them feel that their personal life is just as important as the work they do.

6). Use email newsletter template using email templates will save your time designing your employee newsletters, which means you can focus your attention on gathering the content your employees want to see. Start from scratch and build your own template.

7). Send reminders, alert and announcements sometimes there is information that every employee needs to know. Employee newsletters can be used to inform employees about work, events public holidays, new office rules or even just birthday reminders. By keeping employees in the loop on what happening and how their work life is impacted, you will make them feel valued and appreciated, resulting in hire employee engagement.

8). Always provide value to your employees. Your employees should want to read your newsletter the employees newsletter is your opportunity to take important company and employee news and tie a bow around it. You can opt new newsletter topic ideas:

- Include business updates

- Share employment news.
- Report industry trends.
- Provide links to the latest company blog posts.
- Announce upcoming events.
- Promote new customer stories or case studies.

Make your newsletter and indispensable part of your employees routine. Consistently delivering important information is an easy to digest format is a sure fire way to keep your employees attention.

9). Have a key take Airways section for your employed newsletter if your employees are that type to go right to the bottom of the page hit them with a bulleted list summarizing the most important points made in the company newsletter.

Trust issues

The story

bold China is in the middle of a vaccine scandal.

Tell me more, tell me more, bold Kids are required by the law to get vaccinations in China. last week, it came out that a major drug producer distributed hundreds of thousands of faulty vaccines for things like rabies as well as diphtheria, whooping cough, and tetanus.

10). Measure the success of your newsletter; your newsletter can help you learn about how your employees engage with your newsletters. It can track recipient engagement like email opens and link clicks-even showing you each employees unique actions-as well as the location.

11). Have a call to action (CTA) for each section of your employee newsletter call to actions sum up the newsletter information and allow employees to easily get involved in company initiatives , increase the amount of engagement you get with your email newsletter and get clever with contest or give away for your employees; make it worth their while!

12). Use aesthetics to emphasize key ideas mark your; money content ;like case studies, customer testimonials, company information, and new product information with different fonts and formatting and put it at the top of the newsletter!

13). Famous footwear; uses handwritten forms to draw readers attention aside from the title, this draws the eye in immediately.

14). Use list info graphics to get everything read; if it fits your context, don’t shy away from the chance to use a strong inter graphic. If your recipients of fun and employee newsletter chock-full of text, they are going to either skim it or exit out of it because it seems over whelming. An info graphic that list the topics covered with only necessary text with it can prevent this, and improve your employee engagement numbers, visuals and list make employee newsletters easier to get through and appear more than they actually are.

15). Job postings and career development is important to let employees know about any internal job postings. Even if they were not applying for these positions, it's a good newsletter Idea as employees will want to know how your company is growing. You can also help employees advance their careers by letting them know of any workshops, webinars, events your company is willing to pay for that they can attend. It is a great way to inform employees about new development opportunities .may be even create a section of the newsletter dedicated to listening such opportunities! Newsletter possibilities are endless.

16). Have fun with your company newsletter ;inject your own interest and personality by sharing things that you love that you might talk to employees about in regular conversations. Include monthly book recommendations may be start a book club.

Try to avoid these

1). Don't cram every single thing : While one of an internal newsletters main goals maybe to update employees, but some do not need updates and news on everything. Cherry pick the most important or relevant points.

2) Don't be disrespectful: No one wants to write or read a dull employee newsletter. Well said, "tread carefully when using humour" don't single out employees for customers for teasing. Even it's meant in fun supposed to be tongue-in-cheek keep in mind the old business email rule that says you should never write something that would not want to see published on the front page.

3). Don't get hung : Never go on a schedule your business does not warrant it many small businesses are too small to sustain a weekly or even monthly internal newsletter. Consider your size, your goals and the needs of your team members when scheduling internal newsletters. You will probably find a rhythm that works for you, weather that bi monthly, quarterly or an irregular schedule.

4). Don't go on forever : Always think about how to save what needs to be said them say it as economically as possible. Keep the various items you cover contained to short, bite-sized segments that are only a few sentences long and can be read quickly.

5). Don't get stuck in a rut : Test your internal newsletters to see what reason it's with your readership. Use that feedback to create an employee newsletter that always improving.

10.2.4 Agenda and Minutes

An agenda list the items of business to be taken up during a meeting or session. It may also be called a calendar. A meeting agenda may be headed with that date time and location of the meeting followed by a series of points outlining the order in which the business is to be conducted. Steps on any agenda can include any type of schedule or order the group wants to follow. Agendas may take different forms depending on the specific purpose of the group and may include any number of the items. In business meetings of a deliberating assembly, the items of the agenda are also known as the orders of the day. Optimally,the agenda is distributed to a meetings participants prior to the meeting ,so that they will be aware of the subjects to be discussed, and are able to prepare for the meeting accordingly. In standard meetings, agenda items maybe fixed so as not to exceed a predetermined amount of time. In workshops, time, boxing, may not be effective because completion of each agenda step may be critical to begging, the next step. If an agenda is binding upon an assembly, and a specific time is listed for an item, that item cannot be taken before that time, and must be taken up when that time arrives even if other business is pending. Minutes it is an official written statement of the motions and resolutions taken in a meeting. It is brief but 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.

According to Rajendra Pal and Korlahalli are the official records of the proceedings of meeting. So, minutes are the brief and complete official written record of all discussion held among the members of the Meeting.

Difference between agenda and meeting

Agenda

1). Agenda means the topics to be discussed in a meeting.

2). It is prepared before holding the meeting.

3). It is read out at the beginning of a meeting.

4). It does not required to be approved by the members concern.

5). It is included in the notice book.

6). It includes on the points to be discussed.

7). It is served by the higher or proper authority of the organisation.

8). It is signed by the secretary or convener of the meeting with dat

Minutes

1). Minutes are a brief but complete statement of motion and resolutions of a meeting.

2). It is prepared at the time of meeting or after the meeting.

3). It is read out in the next meeting.

4). It must be approved by the participating members of the meeting.

5). It is written in the resolution book.

6). It includes complete motion and resolution of the meeting.

7). It is passed by the members of meeting.

8). It is duly signed by the chairperson of the meeting.

Type of minutes

It can be divided into two groups.

1). Minutes of narration

These will be concise summary of all discussions which took place, reportsreceived, actions to be taken and decisions made. It includes:

Name of the participating members.

Name of the proposer and supporter.

Discussion summary. Resolutions.

2). **Voting pattern etc.Minutes of resolutions**

Minutes of resolution means the written statement ofthe decisions that have been taken and approved by the participating members of the mainconcluding points at the meeting are recorded in minutes of resolution. These are usually used forminutes of AGMs and other statutory meetings.

10.3 Representations

Employee representations arises when employees are part of a formal structure for involving them in the decision making process of an organisation. But, there are some situations when the law requires this communication to take place. This requires business to consult with employees change such as:

- Redundancy programmes
- When employees are transferred from one employer to another.
- Phone changes to pension arrangements. Proposed changes to working time arrangements. If adding on something, business should have a formal system employee representation. For, example, to make employees views know to management.
- Help strengthen both management and employees understanding of workplace issues. And other matters affecting the business.
- Help create an atmosphere of mutual trust between employees and management and therefore improve workplace relations.

Advantage

- Increased empowerment and motivation of the workplace.
- Employees because more committed to the objectives and strategy of the business.
- Better design making because employees experience and insight taken into account.
- Lower risk of industrial disputes.

Disadvantages

- It's time consuming - potentially shows decision - making.
- Conflicts between employer and employee interests may be block to essential change.
- Managers may feel their authority is under mined.

Main points to remember

Management representation letter is a request letter. There are some important points related to it. Let us that our self-familiar with them.

- The tone for writing
- The content must be clear and to the point.
- Avoid slags and abbreviation.
- One should use formal and straight forward words and language.

The format of management representation letter.

Date: date of writing letter.

From: Sender's name and address.

To: Recipient's name and address.

Subject: Title for reason for writing letter.

Salutation: Words like dear, Respected, Sir madam etc.

Main body: The main content of letter.

(1). Introduction.

(2). Matter in details.

s(3). Conclusion.

(4). **Closing** Ending statements

(5). Sender's Name

(6). Signature and other details of contact

Detailed fixed format

Date: One should write the date in any format.

From: One should write the sender's name and address after mentioning the date.

To: Below the sandals details, one should write the receivers name and address.

Subject: We should clearly mention the reason for writing a letter.

Salutation- contains the words to greet the recipient. Proper grating and salutation employee the reader.

Body of the letter: It includes the actual message of the sender. It must be clear and simple to understand.

Opening Part The first paragraph**:** of the letter mass state the introduction of the writer.

Main Part This paragraph States the main idea or the reason for writing. It must be clear, concise and to the point.

Concluding Part The closing of the letter shows the expectation of the sender from the recipient.

10.4 Check Your Progress

1. A memo is considered a brief form of written communication for use.

2. Simplicity in writing means essentially .

3.are time saving method.

4.inform others of the state of a project or situation.

5. lists the items of a business meeting.

10.5 Summary

Various forms of written communication are used these days.These all forms like memos, notices,circulars, office orders have a great impact.These are the most economic and effective ways of retaining communication.

10.6 Keywords

1. **Memos -**To remind a person about some specific topic or for keeping it in record for future.

2. **Office order -** The instructions about the work related information indicated by the organization in the form of orders of office.

3. **Circular-** It is an effective way to communicate with employees and customers.

10.7 Self- Assessment Test

1. What do you mean by memos?
2. What is an Employee newsletter?
3. What is a circular?
4. Explain features of office order?
5. What is a representation?

10.8Answers to Check your Progress

1. formal
2. easy wordings
3. circulars
4. status memo
5. agenda

10.9 References/Suggested Readings

- Mclean,S.(2005). The basics of interpersonal communication. Boston, MA; Allyn and Bacon.
- Pearson,J.&Nelson.P.(2000). An Introduction to human communication; Understanding and sharing(P.6) Boston, MA ;McGraw-Hill.

Subject: **Business Communication**	
Course Code: **MBA - 106**	Author: **Dr. Karam Pal**
Lesson No. **11**	Vetter:
Presentation and Public Speaking	

STRUCTURE

11.0 LEARNING OBJECTIVES

After going through this lesson, you will be able to:

- Learn about the basics of public speaking aspects in business communication and to enable them to avoid the occurrence of such events in public speaking that do not add to the value of the speaker.

11.1 INTRODUCTION

Public speaking is a common source of stress for everyone. Many of us would like to avoid this problem entirely, but this is hard to do. Whether we work alone or with large numbers of people, eventually we will need to speak in public to get certain tasks accomplished. And if we want to be leaders or achieve anything meaningful in our lives, we will often need to speak to groups, large and small, to be successful.

Many of us have observed public speakers and thought to ourselves "Wow, I could never be that smart, calm, witty, entertaining, polished . . . or whatever." Well, you do not have to be brilliant, witty, or perfect to succeed. That is not what public speaking is all about. I know it may look that way, but it is not. You can be average. You can be below average. You can make mistakes, get tongue-tied, or forget whole segments of your talk. You can even tell no jokes at all and still be successful.

It is human nature to assume that when we communicate we are doing so effectively, and that if anything goes wrong consequently the responsibility for that must rest with the recipient. Here, we draw attention to six steps that constitute a typical two-way communication, and when the opportunities for mis-communication are considered you may view it as surprising how often communication works without a problem.

When, a speaker speaks to a recipient, we have the following possible processes:

- What the speaker thinks to say
- What he actually says

- What the recipient hears

None of these are necessarily the same and three chances already exist for a breakdown in communication. As a result of what a recipient hears, he may make a reply, giving:

- What he thinks to say
- What he actually says
- What the speaker thinks to hear.

Now, multiply that by the number of recipients that may be listening to the speaker and you begin to understand the opportunities for misinterpretations that may arise.

As you can see, communication is a complex two-way process this is why it so often breaks down and is ineffective. With the complexity apparent even in a simple communication, like the one illustrated, it should be apparent that there is a need for clarity and simplicity – as this will minimize the chance of misunderstandings.

Communication is a skill and like any skill, it requires practice. The skill enhancement is a gradual process through practice that differentiates a skill from one form to other forms of knowledge. Understanding the theory of communication and effective public speaking will not in itself make you a brilliant communicator or speaker but should make you aware of how to maximize the impact of your presentations.

The most important thing to remember is that the message that you intend to communicate is likely to be misunderstood. Therefore, in addition to carefully preparing and presenting your message, stay alert for any signs that your audience are mis-interpreting it. It is up to you, the speaker or presenter, to continually check that your message has been received, understood, correctly interpreted and filed in the receivers mind.

We will now examine each of the six steps of the communication model in slightly more detail - with a view to introducing some guidelines that should help to promote more effective two-way communication.

Step1 - Ensure that your audience are tuned in and paying full attention to what you are about to say. Once you have the attention of the audience the communication of the message can begin.

Step2 - Each recipient listens to the message.

Step3 - Each recipient will have some feeling about the message and will interpret its meaning. This is often done in the light of individual attitudes and prejudices or alternatively with reference to previous experience or associations. Your problem is that the audience may not feel and interpret in the way that you intended. The result may range from a simple failure for the message to hit home, through to a serious misunderstanding.

Step4 - Each recipient may respond to the original message.

Step5 - You have now become the receiver, and should listen carefully to the message.

Step6 - You will feel and interpret something about this message. This may range from satisfaction that the communication is proceeding as you intended, to bewilderment at how your original message was mis-interpreted.

11.2 ENCODING AND TRANSLATING

The majority of people communicate in a way that is fundamentally flawed - in that they adopt the egocentric communication model. This involves the presenter deciding what they want to say and how they want to say it, with little or no regard for the characteristics or needs of their audience. This model is termed egocentric because of the significance that the presenter attaches to his or her own role in the communication process. The presenter is essentially adopting the following attitude: “I have decided what to say and the way I’m going to say it. I will then say it and assume that the audience agrees, more or less, with my interpretation”. This process, of packaging a message, is called encoding and it determines which human senses (hearing, vision, touch etc.) will be used to transmit the message.

The next step in a communication is to send the encoded message to the receiver. The receiver then has the difficult job of decoding the message in terms that they can relate to. It is at this point that they may misinterpret, change, filter or edit the message to fit into their own preconceived framework. In this way, egocentric communication often fails to convey the intended message.

To minimize the chance of your message being misinterpreted another step should be added to the communication model. This new step is called translating and involves you encoding the message as before, but then translating the message, to take into account a variety of issues from the audience’s point of view. By translating the encoded message for its intended audience, the chance of misinterpretation is greatly reduced.

When done properly the result of this translation step is to frame the message in terms that are better suited to the audience - in other words a far more relevant and focused message for the audience to decode. This process will produce a message that has more impact.

Think about how many times you and your colleagues have attended the same meeting or presentation and yet have come away with different interpretations about what was meant. When preparing your messages, try to think of the different ways that it could be interpreted by your audience and try to translate it in a way that will minimize inaccurate interpretations.

11.3 UNDERSTANDING YOUR AUDIENCE

You should be clear on the aim of your presentation, identify the personality types in your audience and adjust your presentation accordingly. You must be clear on the aim of your presentation at the outset in order that you can stay focused when preparing it. Think of your aim as the final destination, and your presentation as the journey.

Your objective is to ensure that the presentation delivers you, and your audience, to the correct and clearly defined destination. It is only if you are clear about your aim that you will carry conviction in your forthcoming presentation. The purpose of nearly all business presentations is either to inform or to persuade. You should decide which applies and then prefix your presentation with an aim statement that is worded accordingly.

Once you have decided on your aim and written this down you can begin to consider the content of your presentation. However before you can plan the content in detail you will need to know how to analyze the audience that you will be presenting to - in order to help you to translate the message in an appropriate way.

Audience Classification: There are three questions that you need to ask concerning the characteristics and composition of the audience; Firstly, what personality types are likely to be in your audience? Secondly, how can we recognize them in advance? Finally, what happens if you are presenting to a mixed audience? Analysis of audience characteristics can be undertaken based on a simple but effective model that classifies people as being one of four types. Each candidate should be classified as one of the four personality types shown:

1. Emotive people are people-oriented and they tend to be; sociable, animated, spontaneous, unstructured and welcome change. They prefer the broad picture but cant be bothered with the details. Emotive people often have a short attention span, so keep the presentation short and focused and keep it at the overview level, avoiding discussion of any details.
2. Directive people are high in dominance but low in sociability. They tend to be; aggressive, intense, pushy, determined and opinionated. Their goal driven nature can be misinterpreted as unfriendly, especially if they encounter resistance to their aims at work. When presenting to these people stick to the facts, cover each point clinically and proceed to the next.
3. Reflective people are low in both dominance and sociability. They tend to be; precise, questioning, aloof, serious, scientific and stuffy. They often occupy product related jobs - such as scientists and engineers, and they pay attention to detail. When presenting to these people supply lots of detail and have plenty of support information at hand in order to address the detailed questions that are likely to be raised.
4. Supportive people are high in sociability and low in dominance. Their traits make them easy to recognize, being; loyal, steady, solid and reliable good workers. The majority of people are from this group, but you should bear in mind that they tend to fear change and will worry if given cause. You should therefore avoid risking being seen as uncaring or aggressive and should take time to pre-empt any contentious issues.

11.4 TARGETING YOUR AUDIENCE

It is important to target your message to the correct audience, if you prepare for reflective candidates and your audience is predominantly directive then they are likely to become bored - and being directives, they will probably make their feelings known.

Of course, this profiling depends, to some extent, on a familiarity with the audience. This will be easier with work colleagues than, for example, when creating a sales presentation for an external audience.

You will often have to piece together the audience profile from a variety of snippets of information - such as their job titles and ages. Other information that may prove useful includes any previous correspondence or conversations and anecdotal stories passed on by colleagues.

Audience profiling is an important precursor to preparing the content of your presentation and you may need to use all of your investigative instincts to get the most advantage from this process.

Targeting a Mixed Audience:Unfortunately presentations are normally targeted at an audience that is a mixture of personality types. So the question is who should you aim your presentation at? The answer will depend on the size and composition of the audience. Whilst there are an infinite number, of audience scenarios we will consider one example – to illustrate the kind of issues you should consider when deciding where to pitch your presentation.

In this scenario, you are presenting to a small mixed audience, but there isn't an identifiable key decision maker. Presenting to this kind of group will be your biggest challenge, and if you are unable to gain any further information about the group then your best strategy is likely to be to prepare a DIRECTIVE presentation.

This will keep any directives in the audience happy - and they are often influential. The emotive will be satisfied because your delivery will be fact based and punchy. To keep the reflective happy prepare a handout that will supply further details. The supportive will be influenced by the others during the presentation but may also warrant a pep-talk before or afterwards to address the specific concerns they may have.

Further Audience Analysis: As well as understanding the personality types that you will be presenting to there are some other key questions that you should ask about your audience.

- How many people will attend
- Why are they attending
- What do they want from the presentation
- How are they likely to react to the presentation
- What level of knowledge do they have already

Each of these questions should provide you with information that should help you to fine-tune the content of your presentation as well as making you better prepared when you come to deliver it. For example, audience members who have chosen to attend are likely to be more receptive than those who are there by obligation. In addition, an understanding of their existing knowledge will enable you to adjust the level at which you pitch your presentation.

The most important thing to remember is more you know about your audience the more you will be able to translate your presentation for them and therefore the clearer your message will be to them.

11.5 DESIGNING A PRESENTATION

Think of a presentation in terms of a journey; designed to take an audience to a pre-planned destination. Use this analogy to identify the key points of your message, prioritize them and allocate each one an appropriate time slot. Nearly all presentations should fit into a simple structure. This comprises three clearly identifiable parts - an introduction, followed by a main body and finally a conclusion. This is often expressed as:

- Tell them what you're going to tell them,
- Tell them,

- Tell them what you have told them.

A good guide for the breakdown of a presentation is the 10/80/10 rule - whereby the introduction and conclusion are each allotted 10% of the presentation time, with the main body comprising 80%. For example, a 30-minute presentation would have a 3-minute introduction and conclusion and main body lasting 24 minutes. This formula can be applied to any length of presentation - as it reflects a good breakdown from the audience's perspective.

In researching and collating the material that you need and devising your key points you will have been concentrating on the main content of your presentation. This is fine, as the most effective and efficient way to prepare your presentation is to construct it in the order of: Introduction, Main Body, and then the Conclusion.

It is usually best to plan your presentation to have a question and answer session at the end. This will enable you to deliver your message and then end strongly with a clear and concise conclusion, before entering the relatively unpredictable area of tackling questions from the floor.

Identifying Key Points:In structuring your presentation, you may find it useful to divide your journey into a series of stages. You are then faced with the challenge of deciding how many stages there should be and what should constitute a stage.

It was also recommended that you should look at your aim statement and try to develop between three and five key points that you would like to drive home. This represents as much information as most people are able to take away from a presentation.

These key point messages can be considered as the intended destination for each stage of your journey. In other words key points are synonymous with stages in the same way that the aim statement is synonymous with the destination. If you are working in a familiar subject domain the key points may well be apparent; but what if the subject isn't familiar and the key points are not self-evident?

When you are preparing a presentation in an unfamiliar domain the most effective way to identify the key points is to ask other people. The people you should ask should be from a similar group as your intended audience. If they are predominantly directives, as is likely in the scenario of a sales manager making a case for equipping her field sales force with laptop computers then she should ask relatively senior people within the organization.

If she asked a colleague in the training department their comments would probably be heavily biased towards the training implications, whereas technical staff would be preoccupied with the specification and interfacing of IT systems. Neither group is likely to ask the sort of questions that are likely to be of most interest to senior management.

By asking a representative group, you should ensure that the key points are properly targeted and that the audience remains focused. You should ask them a question framed around your aim statement. 'What would you need to know which would' . . . followed by your aim statement. In the current example what would you need to know which would . . . demonstrate the competitive advantage of equipping the field sales force with laptop computers? Ask as many people, from a representative group as you can, and record their comments as potential key points.

The biggest advantage of this approach is its speed. It is quite common for people to spend hours sifting through information, collating it and then editing down into digestible chunks - whilst still struggling to devise a suitable presentation structure for it. Asking other people is a fast and effective way of devising potential key points and has the added advantage that the key points will be non-egocentric that is they will reflect what your audience wants to hear and not just what you want to tell them.

Key Points Example:This screen illustrates the sort of responses that you might expect when asking the question: 'What would you need to know which would . . . demonstrate the competitive advantage of equipping the field sales force with laptop computers?'

Here are some examples of what colleagues might ask when asked what the potential key point might be:

1. How will giving them laptops improve their sales volumes?
2. How much will all this cost and how long is the return on investment, in other words a detailed cost benefit analysis?
3. Would we be able to cut the sales force because of their increased productivity?
4. How long will it take to procure this equipment and software, and then how long will it take to carry out the training required?
5. What are the main business benefits, apart from cost-related issues - you know will the organization appear to be more professional, that kind of thing?

Prioritizing Key Points:Starting with the main body of your presentation, your first task is to decide on what your key points will be and order them in a way that will address the needs of your audience. Once again, you should be prioritizing what it is that the audiences want from the presentation. The key points should be presented in the order that reflects their importance to the audience - with the most important first. If you do not do this you will find it difficult to hold their attention.

It may prove useful to write each key point on a piece of card and shuffle them in a variety of different presentation sequences and consider the effect of each on your audience. Ask yourself, or others, which will have the most impact?

Your next task is to divide the presentation up so that the correct amount of time is allocated to each of your key points. This will ensure that the overall time allotted to the main body of your presentation does not overrun. For example if the main body is planned to last 10 minutes and their are three key points, as in this presentation, then you might divide it into two minute and one six minute segments. Alternatively, you might create three equal segments. Once again let the requirements of the audience determine this division.

Focus on the Message: The overall message of the presentation should be embodied in the aim statement. It is important to keep the focus of your presentation on the message and not on the information and facts that underpin that message. This can be very difficult; especially when the message is supported by a multitude of facts that you think the audience should know.

If your presentation does consist of a series of facts and supporting evidence, then the audiences are likely to assimilate these and draw their own conclusions. If this happens you will lose the opportunity to influence and shape the audiences interpretation. It is far more effective to communicate your messages and then support them with an adequate level of facts and information - so that the audience can line them up behind the message you wish to convey.

As you develop the content of the presentation you should devise a message, or messages, to communicate each key point. However, you should only include sufficient facts to support and validate these messages.

Depending on the size and scope of each stage, it may be necessary to devise one or more sub-messages to communicate the key point. Each message and sub-message should be supported by its own support facts and information.

From your research, you should have a surplus of facts and information available and the main challenge facing you should be the selection of an appropriate sub-set to support each of your messages. One of the best rules of thumb to adopt when screening your research information is to:

Stop adding facts when your point is clear and present them in order of importance. Remember, whilst quoting authoritative sources may be useful when presenting support facts and information, your audience are unlikely to want a detailed explanation of all the processes and investigations that you have carried out.

Your Presentation Style: Before creating a detailed presentation it is worth considering the pros and cons of the three presentation styles normally available to you. Firstly, you could memorize the presentation, secondly you could write a full script and read from it and thirdly you could use free, conversational speech aided by some form of notes or cue cards.

Committing a presentation to memory represents an enormous overhead in terms of time and effort and is unnecessary except in some situations where you may be need to present the same subject time and time again. Another drawback with a memorized presentation is that you have to concentrate so hard on remembering what to say that the style can become stilted.

Reading from a fully scripted presentation invariably leads to a dull and boring monologue. It is also likely to reduce eye contact and general spontaneity, with a resultant loss of impact. These problems can generally only be overcome by employing a professional speechwriter to write a presentation that will be delivered by a professional actor.

The use of natural conversational language assisted by pre-prepared cues is usually the best style for a business presentation. Adopting this approach will help you to sound normal, natural and spontaneous and it will also create a less formal and more relaxed relationship between you and your audience.

The use of this cue-assisted natural presentation style underpins the remainder of this section. However in situations where you need to adopt an alternative approach - be it a memorized or scripted presentation, then the content planning can follow a similar approach - but with a greater level of detail being added.

By placing each fact or piece of information on a separate card, you will have the ability to move him or her around independently when devising the optimum support information for each message and sub-message. Placing all of the information relating to a given message on the same card would impose an artificial restriction on your ability to do this.

Your Presentation Structure:Placing the facts and information that you have collated into the correct position within your presentation structure is a critical process. One of the best ways to put the facts into their optimum sequence to support the messages is to write each fact and piece of information on a separate planning card - these are typically the size of a small postcard. Then by shuffling the order around you will be able to experiment until you find a sequence that you feel delivers the best effect.

During this process, you may decide to alter your original structure, changing the sequence and relationships between certain messages. Remember, that it is the impact and clarity of the messages that is important, and not sticking rigidly to a structure that can be improved. You may also find that certain facts and pieces of information are more effective in supporting an alternative message to the one that you had originally envisaged - if that is the case, move the facts.

Remember that the best rule of thumb to adopt when screening your research information is to: stop adding facts when your point is clear and present them in order of importance.

When you are happy that you have taken this level of planning as far as you can you should apply a simple but unambiguous numbering convention to all of your planning cards.

It is also useful to annotate each card with the approximate time that you think each fact or piece of information will take to present effectively. As each stage of the presentation has a pre-defined time, you will then become aware as you approach its time limit. This is one of the most effective ways of avoiding the common problem - of preparing a presentation that is too long. This may only become apparent when you rehearse the presentation - and then realize, at the eleventh hour, that a serious redesign is required.

Designing Cue Cards:At this time, you should have a clear picture of your presentation; you will know the overall message - that is encapsulated in the aim statement. You will have devised a series of key points and the messages and sub-messages that you need to present in a way that is clear and convincing. Furthermore, you will have organized, in order of importance, the facts and information that you are going to use - and these will be clearly numbered.

The amount of detail you require will depend upon the nature and complexity of the material you are presenting, your level of familiarity with it, and your experience and confidence as a presenter.

The planning cards that you have may represent a sufficient level of detail from which to deliver a spontaneous presentation. However, it is more likely that you will want to convert your planning cards to cue cards. These are a common presentation aid and their role is precisely as their name suggests - cuing the presenter.

Cue cards should hold the level of information necessary to enable you to present in a natural and seemingly spontaneous way. They are so widely used that it is usually acceptable for the presenter to hold them in one hand and refer to them openly, as required. The cards recommended for the planning phase are also ideally suited for use as cue cards.

The first principle is to ensure that a clear and unambiguous numbering convention is applied to all of the cards - so that if you drop during your presentation you can quickly re-arrange them into the correct sequence.

Only write on one side of each cue card - this avoids the distracting behavior of flipping and manipulating cards and confusion as to whether or not you have addressed both sides of each spent card. Only communicate one theme or idea on each card - this way when you have covered the point you will be confident that you can move onto the next card. Once again this avoids distracting behavior - of re-scanning cards that you have already dealt with.

11.6 PREPARING THE VENUE AND SEATING ARRANGEMENT

It is important to arrive early in order to familiarize yourself with the venue and any audio-visual equipment that you will be using. If you are presenting in a familiar setting, for example within your own organization the room and its layout will be familiar. However, you may be presenting at a location that you have never seen before - the boardroom of a host organization, a hotel suite or an exhibition. Where this is the case it is important to plan your arrival at the venue well ahead of time.

There are logistics involved when traveling to a remote location; organizing any travel tickets and accommodation, any specialist equipment and props, and packing the clothing and other belongings that you require, will need careful thought and planning. The best advice is to build in a significant safety factor - to allow for any unforeseen travel or accommodation problems.

When you are presenting at an external location you should try to pre-arrange access to the room that you will be presenting in. Even if it is being used immediately before your slot you could try and gain access to this event - as it is important to familiarize yourself with the surroundings. If you are unable to get there sufficiently early, then you should contact the venue in advance and request a copy of the floor plan and any seating arrangement options they offer.

The venue will set the mood for your presentation; an informal gathering in a small cheerful office will create a very different mood to a large conference room in a hotel. Where possible try to assess as many aspects of the room as you can - it's size, coloring, layout, lighting, position of power points, doorways, work surfaces and any refreshment facilities. Pay particular attention to the position that you, the presenter, will occupy and the location of any support equipment.

Stand in the position that you will occupy when presenting and check the line of sight to your audience. Are there any barriers to them seeing you clearly, such as columns or projection equipment? If so, can you alter the position of these obstacles or the seating arrangement? Practice speaking from the podium or stage to familiarize yourself with the surroundings and see how your voice carries. If you can, ask someone to stand at the back and confirm how you sound from there; but remember that your voice will carry less well when the room is full.

If you are able to adjust the temperature set it to just below what is comfortable as when the room fills up the temperature will rise. You don't want to be hot and flustered and neither do you want your audience dozing in excessive heat. If there is any chance of getting fresh air into the room this can help to keep your audience alert.

Make sure that any equipment you requested is present and working properly. It is very disconcerting to have to learn how to use unfamiliar equipment halfway through a presentation. Remember, even equipment that looks familiar may actually be a model you haven't used before. A single unfamiliar function or strangely placed button has the potential to stop you when you are in full flow.

Where your presentation will be dependent on a consumable item - such as an overhead projector bulb, check that you know how to replace it and ensure that a spare is handy. When you are presenting at an external location, make a note of the technical support extension number so that any equipment failure can be remedied as soon as possible.

Make sure that your audio-visual aids are installed in the correct position and sequence. If these include a slide show, it is worth checking through them - to confirm they are all present, sequenced and the right way up. This will also enable you to check that your images are in focus, and familiarize yourself with adjusting this setting.

If you will be using a PA system then perform a sound check. Pay particular attention to avoiding acoustic feedback, which is affected by both the volume and the position of the microphone in relation to the speakers. Also, check that your microphone will not be rubbing against your clothing as you gesture and move around.

Place any pointers, pens, remote control units and other hand held devices where they are easily accessible. Having water or another drink handy is important, if you do dry-up, it is much easier to take a quick sip than to hack your way through the remainder of your presentation.

Seating Arrangement: In small and medium size venues you will probably have considerable discretion over the seating layout. It is important to get the right balance when seating your audience; comfort is an issue but try not to make them so comfortable that they fall asleep.

Spacing chairs out so that everybody has sufficient room to store their bags and briefcases will also create a less claustrophobic feeling. If your audience are likely to make notes during your presentation you might want to provide chairs with armrests or supply complimentary clipboards - which may carry your organizations logo.

Whilst the seating layout is often fixed in large venues, you can experiment with the seating plan at smaller venues. A series of straight and narrow rows stretching back from you may permit easy eye contact but may restrict the ability of people at the back to see and hear clearly.

If this plan is switched to wide rows in front of you, then the majority of the audience will be able to see and hear clearly but it will be difficult for you to make eye contact with those people sitting at the periphery.

A semi-circular, or n arrangement provides an effective format as both the acoustics and visibility work well for the audience. You will also find it easy to engage all members of the audience with eye contact. This arrangement takes up slightly more space than the other options but is well worth the effort where there is sufficient room.

If your presentation involves a lot of note taking, or includes workgroup-based interaction, you might want to include tables in the seating plan. The plan shown is the classic schoolroom type layout and this can be significantly improved simply by turning the end of the tables towards the presenter.

By doing this the members of the audience will have a better view of your visual aids and each table will be able to accommodate twice the number of people - which is ideal for any group based working. If you want to use group interaction during your presentation then arrange the audience so that they are sitting in groups of between five and eight.

Research shows that people are most likely to contribute to group sessions when there are enough people to create some energy within the group but not so many that they feel excluded. Groups of between five and eight people have been shown to optimize this.

11.7 FINAL POINT AND GETTING START

A final point regarding floor plans where your audience is an unknown quantity is that you may find it helpful to remove the back row of seats. This avoids the common problem where the audience filters in and head for the seats furthest from the presenter. By placing potentially surplus seats at the sides of the room, latecomers can help themselves to a seat and join at the back.

When planning any pre-presentation food and drink think carefully; you don't want to spend a lot of money on lavish food and drinks just to put your audience to sleep. As with your own personal preparation, light snacks and sandwiches are best and it is advisable to avoid alcohol where possible. If possible, hold over part of the catering - such as desserts and any alcoholic drinks until a post presentation gathering.

Depending on the size and level of formality of your presentation, it may be a good idea to welcome members of your audience as they arrive. If you are present but wait impassively, or are preoccupied, as the audience filters in this can create a cold and unwelcoming atmosphere that can be difficult to overcome - regardless of how good your presentation is.

Getting Started: There are two key points about any presentation. Firstly, it is important to start well and inform your audience of the presentations overall structure and the style of interaction you would prefer. Secondly, you should then Focus on delivering your message and avoiding self-analysis during your presentation.

When your presentation actually begins, if you find that you are suffering from last minute nerves, you can calm yourself by not speaking immediately. Consciously deepen your breathing as you take in your audience, holding eye contact with two or three of them for 3-4 seconds. Then when you feel ready, start speaking as you maintain eye contact with one individual before moving on to another.

This is the time to switch your focus firmly onto the message. This does not mean that body language, eye contact and interaction with your audience are not important - they are. These vital presentation skills are dealt with in the next section.

Any presenter who asks he or she 'how am I doing?' is liable to deal his or her own presentation a critical blow. You cannot perform real-time self-assessments in mid-presentation. The human mind can only cope with one major task at a time and delivering your message should become that all encompassing task once your presentation has started.

11.8 CHECK YOUR PROGRESS

Fill in the blanks:

1. The ……….. style that you adopt should be influenced by the size of your audience together with the level of formality that is appropriate.

2. ……….. is a skill and like any skill, it requires practice.

3. ………. people are people-oriented and they tend to be; sociable, animated, spontaneous, unstructured and welcome change.

4. …….. people are high in dominance but low in sociability.

11.9 SUMMARY

For a good presentation the introduction will help to establish your credibility and will give the audience a clear expectation of what you are about to tell them. If you are being introduced, it may be worth clarifying your personal details, such as any relevant qualifications or experience that you possess, with the person who will introduce you.

Ideally, your introduction will inform your audience how long you will be speaking for, so that they can adjust their anticipated concentration span accordingly. It is also a good time to outline the overall structure of your presentation, and to mention the style of audience interaction you would prefer. For example you might welcome any question from the floor, as and when they arise, or you might prefer to proceed uninterrupted until a formal question and answer session at end of your presentation.

Make sure that you start by speaking confidently and at a natural pace. Try not to refer to your notes more than once or twice in your opening segment. A confident opening style should establish you as a credible and authoritative speaker who is open and friendly. One very useful tip for generating a relaxed and friendly presentation style is to speak to your audience, regardless of its size, as though you were chatting to a friend in a far less formal environment.

Try to look at all of the members of your audience - so that they feel included, and hold brief eye contact with a handful of them. It can be worth seeking eye contact in a methodical way - by switching from the rear right corner of your audience to the center to front left, then back to rear left and so on. Adopting this approach should ensure you cover all areas of your audience. One final point regarding your opening is that you should make it crisp and telling - giving your audience something to think about right at the start. This will have the effect of gaining their attention; it is then your job to make sure that you keep it.

Presentation Styles: The presentation style that you adopt should be influenced by the size of your audience together with the level of formality that is appropriate. The following classification divides presentations into one of four broad categories:

Type 1

Examples of this type of presentation would be: a committee meeting, a sales pitch or an interdepartmental presentation. Here you should establish eye contact with each member of the audience early on and remain facing them at all times, in order to hold their attention.

Type 2

Examples of this type of presentation would be: the introduction of new products to established suppliers or the briefing of work colleagues. Here it is often best to interact with the audience by soliciting questions and letting individuals make meaningful, but brief, contributions.

Type 3

When presenting at large formal events such as a conference or a corporate AGM, check early on that all sections of the audience can hear you clearly. Punctuate your presentation with links, clear summing-ups and by repeating your main points.

Type 4

An informal presentation to a large audience is relatively rare, but might for example occur if you were asked, at very short notice, to contribute from the floor when attending a conference or similar event. In this case, make sure that you keep your message simple and speak slowly with clear enunciation. Only expand on your general point if requested to do so.

11.10KEY WORDS

- Communication Skill: It is a skill like any other skills that requires practice. The skill enhancement is a gradual process through practice that differentiates a skill from one form to other forms of knowledge.
- Presentation Skill: You should be clear on the aim of your presentation, identify the personality types in your audience and adjust your presentation accordingly.
- Presentation Journey: Think of a presentation in terms of a journey; designed to take an audience to a pre-planned destination.

11.11SELF-ASSESSMENT TEST

1. "The speaking and public presentation skills are primary requirements for a successful manager." Discuss the statement.
2. "Communication is the sum of all things one person does when he wants to create understanding in the mind of another through public presentation." Discuss and elaborate the statement.
3. Write a note on the need and importance of public speaking in business communication.
4. What are the precautions a presenter should keep in mind while going for non-verbal communication with three different groups of audiences?

11.12 ANSWERS TO CHECK YOUR PROGRESS

1. Presentation
2. Communication
3. Emotive
4. Directive

11.13 REFERENCES/SUGGESTED READINGS

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Subject : **Business Communication**	
Course Code: **MBA -106**	Author: Dr. **Mani Shreshtha**
Lesson No. **12**	Vetter: Dr. **Sanjay Tiwari**
Listening Skills	

STRUCTURE

12.1 LEARNING OBJECTIVES

After going through this lesson, you will be able to:

- understand the relevance of listening in communication
- know ways to improve listening skills
- know the purpose and ways of starting a small talk

12.2INTRODUCTION

In any organization role of communication is imperative. The people involved in the communication process have to communicate effectively in order to achieve their goals. An effective communication is possible only when the sender and receiver of the communication play their role properly i.e. remove all the hurdles that can cause disturbance in the communication process. Presence of any bottleneck during communication can cause breakdown in the communication process. This rule applies

for verbal as well as non-verbal communication. In a verbal communication scenario, an individual has to develop four competencies to be effective. These competencies are related to knowledge of language, strong vocabulary, good general awareness, and strong knowledge about your core area. Once such competencies are developed, an individual can do well in the area of verbal communication. An important skill that is the support for above mentioned four skills is listening skill.

12.3 LISTENING SKILLS

We can understand listening skill in a way that good listeners hear better, those who hear better can understand better, and finally those who understand better can learn better. Therefore, it is not exaggerating to say that listening is vital for learning. Listening generally involves:

- Receiving information from the talker without being critical and insensitive
- Showing interest in the speaker to further the communication
- Providing timely but small inputs to contribute to the speaker‟s idea

Above explanation shows the importance of listener in the total communication process. To be an effective communicator, you have to be a good listener first; otherwise there will be too many speakers and too few listeners. A good listener is highly appreciated and rewarded. It has been observed that people retain only quarter of what they hear after two days creating a vital barrier. To elaborate more on listening, we have to go through the various types of listening as mentioned below:

1. **Selective listening:** When the listener pays attention to only that communicationthat suits his or her existing views and majorly missing the views of speaker.
2. **Sensitive listening:** When listener givestotal weightage to the speaker‟s viewsand totally ignoring his or her views that create imbalance for effective listening.
3. **Comprehension listening:** When listener listens to understand or figure out thespeaker‟s message.
4. **Assessment listening:** When the listener tries to evaluate the value of themessage and generate positive or negative viewpoint about it.
5. **Decisive listening:** When listener not only listens to understand but tends togenerate an opinion on it.
6 **Mock listening:** When the listener pretends to listen but in fact he or she is not.

The aim is just to please the speaker.

Understanding of above types of listening could help both speaker and listener in improving effectiveness of communication.

12.4REASONS FOR POOR LISTENING

During every oral communication, certain obstacles might arise that can cause hurdles in effective listening. Following are some of the obstacles affecting effective listening:

- **Resistance to new ideas:** The biggest reason to poor listening is theresistance to new ideas by the listeners because of some preconceived notions.
- **Emotional Inclination:** Sometimes the listeners are emotionally chargedand the ideas of the speakers don‟t reach to the listener.
- **Impatient Listener**: When the listener become impatient, the listeninggets distorted.
- **External Noise:** Presence of external noise also causes poor listening.
- **Lack of Empathy:** When the empathy towards the speaker is not shown,listening becomes poor.
- **Topic of Interest:** It happens in that situation when the listener isdisinterested in topic discussed.
- **Lack of Trust**: Lack of trust between the speaker and the listener is alsoone of the causes of poor listening.
- **Tired and Bored:** Sometimes the listener gets tired and bored makingthe listening poor.

Apart from the above reasons, one of the most popular reasons is that mostly people are too much involved in their own thoughts that they are not really interested in the speaker. For learning effective listening skills an individual has to remove above mentioned obstacles.

12.5COMMANDMENTS OF LISTENING

Contributions of Keith Davis and John W. Newstrom are highly recognized on the subject of listening. They have formulated „Ten commandments of listening‟. An individual following these commandments would become an effective listener as well as learner. The ten commandments of listening are:

1. *Stop talking*: Generally we are more interested in what we want to say than inwhat we are being told. So we must stop talking before we listen.

2. *Put the talker at ease:* If the speaker is not at ease he will not be able to do hisjob satisfactorily. So it is very important for the listener/listeners to make the talker comfortable.
3. *Show the talker that you want to listen:* It is important not to distract the talkerby looking at your watch, reading some book or newspaper or looking away from him. Moreover, you should give the talker the impression that you are listening to him to understand rather than to oppose.
4. *Remove distractions:* Certain activities like tapping with a pen or pencil,shuffling papers or passing something along distracts the talker.
5. *Empathize with the talker:* True exchange of information can take place only ifwe place ourselves in the position of the talker. This way we will be able to appreciate his point of view and build up a climate conducive to communication.
6. *Be patient: patience pays.* We should give enough time to the talker. There areall kinds of talkers. Some get to the point very quickly, while some take a lot more time. So we must give the talker enough time to come to his point in his own way. We must not be tempted to interrupt.
7. *Hold your temper:* Anger is the worst enemy of communication as it buildswalls among the participants in the communication event. It hardens their positions and blocks their minds to others words.
8. *Go easy on argument and criticism:* Argument and criticism do not leadanywhere. On the other hand, argument and criticism put the talker on the defensive and make him angry.

9. *Ask questions:* Putting questions shows an open mind. It shows that you arelistening. It shows that you are getting the message and also giving the feedback.
10. *Stop talking:* This is the last as well as the first commandment. All othercommandments or rules of listening depend on it.

12.6Small Talks

A small talk is „a polite conversation about unimportant or uncontroversial matters, especially as engaged in on social occasions.‟ Carrying a small talk is an art. Generally a small talk is used to

(i) initiate a conversation

(ii) filling the conversational gaps

(iii) handle stressed situations

(iv) breaking the ice

(v) interact with unknown people

Relevance of Small talk is most observable when you‟re talking to someone you don‟t know well. Having a skill to make small talk help you in making new friends and establish business relationships. Overall, small talk is an art that helps an individual personally and professionally. Although sounds simple small talk requires skill and practice. In order to make an effective small talk few guidelines need to be followed:

- Generally we are aware about the situation we are expected to face such as attending a wedding party or a social gathering in a new city. In such cases it is important to do some homework. Get some knowledge about the city or group of people expected.
- Always go for a proper introduction. Take an initiative to introduce yourself to a group of unknown people.

- Remembering names of the people you are meeting is an asset. So, whenever you are meeting in a new people try to remember their names. One of the strategies is to use their names frequently during your conversation. In case you forget name do not hesitate to ask again.
- To be in a small talk you have to be great listener. Give chance to other person to talk more and then listen patiently. This strategy can help you in establishing a rapport with the other person.
- It is very important to choose the topic of small talk wisely. It could range from an individual‟s personal choice to weather, country, or politics. But if you are in doubt about the topic then start about your surroundings.
- There are instances of silence during the conversation. If that happens try to avoid long silences and make all efforts to revive the conversation.
- If things are not going your way (that might happen often) it‟s better to diffuse the situation and make a respectable exit from the conversation.

Some of the suggested topics for small talk are: Weather, Art and Entertainment, Sports, Family, Work, Travel, Hobbies etc.

12.7 CHECK YOUR PROGRESS

Fill in the blanks:

1.When listener not only listens to understand but tends togenerate an opinion on it is called ……………… .

2. ………… referswhen listener listens to understand or figure out thespeaker’s message.

3. …….. is the ability to accurately receive and interpret messages in thecommunication process.

4. ……..refers polite conversation about unimportant or uncontroversialmatters, especially as engaged in on social occasions.

12.8SUMMARY

Listening generally involves receiving information from the talker without being critical and insensitive, showing interest in the speaker to further the communication, and providing timely but small inputs to contribute to the speaker"s idea. There are various causes of poor listening which need to be overcome. Small talk is used to initiate a conversation, filling the conversational gaps, handle stressed situations, breaking the ice, and interact with unknown people. Relevance of Small talk is most observable when you"re talking to someone you don"t know well. Having a skill to make small talk help you in making new friends and establish business relationships. Overall, small talk is an art that helps an individual personally and professionally.

12.9KEYWORDS

- **Listening**: It is the ability to accurately receive and interpret messages in thecommunication process.
- **Small Talks**: A polite conversation about unimportant or uncontroversialmatters, especially as engaged in on social occasions.

12.10SELF-ASSESSMENT TEST

1. Why listening is important in professional life?
2. Discuss the reasons for effective listening.
3. What are various types listening?
4. What are the Ten Commandments for effective listening?
5. Discuss the guidelines for carrying out an effective small talk.

12.11 ANSWERS TO CHECK YOUR PROGRESS

1. Decisive Listening
2. Comprehension Listening
3. Listening

4. Small Talks

12.12REFERENCES/SUGGESTED READINGS

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Subject : **Business Communication**	
Course Code: **MBA -106**	Author: Dr.**Mani Shreshtha**
Lesson No. **13**	Vetter: Dr.**Sanjay Tiwari**
Resume Writing	

STRUCTURE

13.0 LEARNING OBJECTIVES

After going through this lesson, you will be able to:

- Understand the purpose of writing a cover letter.
- Identify various key points as a part of covering letter.
- Types of Resume‟.
- Writing an effective Resume‟.

13.1 INTRODUCTION

All the students aspiring to get a job after the completion of their study need to apply for a job. The application for the job is generally in the form of cover letteraccompanied by a Resume‟. So, in totality, before applying for a job a candidate must write a persuasive cover letter and design an impressionable Resume‟. A cover letter sets the tone for the suitability of a candidate for the respective job. Writing a cover letter probably provides an opportunity to the applicant to display formal business writing skills and create a long lasting impression. A cover letter is also known as employment application. It letter gives a chance to the applicant to make a mark on the mind of future employer. It helps in differentiating one candidate from other through creation of unique positioning in the mind of an employer. A cleverly drafted cover letter can persuade a potential employer to read your Resume and further improves the chances to get an interview call or job offer. As technology is an integral part in every organization, corporate sector has clearly adopted email as one of the most preferred mode of communication. As a result, cover letter and Resume‟ are also required to adopt the email format. In comparison to the traditional form of sending hard copy of cover letter and Resume‟, the new email format is comprised of cover letter making the main body of the email and Resume is attached. In all, a cover letter and Resume‟ are the tools if used effectively, bridges the gap between the applicant and the potential job while overcoming competition. Before writing a cover letter or designing a Resume‟, it is imperative to do a self-analysis.

13.2 CARRY OUT A SELF CHECK

Any kind of writing requires content. As the cover letter is about you only, it is important to conduct a self-analysis and get a better understanding about you as a person and a potential candidate. A well conducted self-analysis answers an important question: Do you know yourself? We consider it so easy and obvious to answer this question and hence ignore to explore it. In general, we live under a false impression that I know everything about myself. But when explored properly, we come to know that we are having only superficial knowledge about us. An in-depth self-analysis provides better information about your areas like skills, interests, and personal values held by us. A good self-analysis can help you in better projecting yourself in front of an employer and hence getting closer to the job offer.

13.3 AN EMPLOYMENT APPLICATION / COVER LETTER

An employment application or a cover letter is considered as a special kind of letter. The unique element that differentiates it from other types of letters is the context. On the similarity part, it carries all the qualities of a sales letter wherein applicant is trying to persuade the reader to buy the product. The only difference here is that the product is „You‟ or „your candidature‟ for the post applied. While writing a cover letter, you should mention all such aspects of your candidature that might appeal to the reader. You should also reveal about the benefits the prospective employer will get after selecting you. Generally, cover letters are of two types. One is with the Resume and the other without it. A cover letter that does not include Resume is like a detailed letter that mentions everything about you such as academic and job related qualifications, skill set, past experience, personal information etc. As everything is mentioned in the letter itself, the length of the letter is relatively more. The only word of caution with such kind of cover letter is that the reader sometimes gets irritated to see such lengthy letters. Second type of covering letter comprises of a brief application and a detailed Resume. In the brief application, reference of the job advertisement along with key highlights of your candidature in relation to the job is mentioned. On the other hand, a Resume provides detailed information about your personal profile, skill set, experience, achievement, references etc. Second type of covering letters is more popular among the employers as they provide a snapshot as well as detailed information about the suitability of the candidate for the specific job.

13.4COVER LETTER: DO'S AND DON'TS

Prior to drafting a cover letter, it is important to consider few formats related precautions.

13.4.1. The address of the applicant must be complete in all aspects to enablebetter correspondence. It should be at the top of application and left aligned. Mention the date below the applicant"s address. The date shouldmentioned in a correct format such as write month first then date followed by comma and the year. For example: August 15, 2018

13.4.2. Always spell the prospective employer"s name anddesignation correctly.

A spelling mistake at this place could cost you a job.

13.4.3. It is important to greet the receiver to extend courtesy to the prospectiveemployer. If you are communicating for the first time, it is always better to address the receiver as Dear Sir or Dear Mam.

13.4.4. Main content of the letter needs to be properly organized, sequenced,checked grammatically, include vital information, and properly formatted. As per the logical approach followed in writing letters, the whole matter is divided into three sections namely opening, middle and end. Opening part is considered as attention gainer. It should be presented in such a way that it convinces the reader to read till the end. As the reader might be busy so initial few lines must work for you as a sales pitch. You must directly mention your suitability for the advertised job. The middle paragraph of the letter is considered as information sharing paragraph. In this you are expected to state all the proofs that justify your claims made in the opening part. Such information might lead the prospective employer to your Resume for details of contributions. You can also present the information related to your education, work experience, interest areas, and personal qualities. It broadly discusses about the data and details of the applicant. In the end part of the letter a request for desired action should be made. The desired action could be a request for a meeting for further discussion. Always provide your contact information at this stage of the letter.

13.4.5. It is suggested to add a complement to end the letter. It is also known ascomplementary close. The complementary close must go with the salutation. For example: *Yours faithfully, yours respectfully, your truly* are the more popular complementary closes. But the usage of „*Sincerely*" or „*Sincerely yours*" is preferred during formal communication. The complementary close is followed by the signature of the applicant.

13.4.6. Enclosures: Enclosures should be mentioned at the end of the cover letter.It indicates the list of documents that are attached with the application letter.

Complete Address of the Applicant:

Date: Month Date, Year

Employer's Name and Address:

Subject:

Salutation

Main Body of the letter including attractive opining paragraph, informative middle paragraph and

Fig 10.1: Blank Format of an Application or Cover Letter

11, Park Street, Model Town

Bangaluru- 561096

Date: April 8, 2018

Mr. Rajan Sehgal

Manager- Human Resources

KR Pvt. Ltd., Ramnager

Indore- 601102

Subject: Application for the Post of Marketing Manager

Dear Sir

Eight years of rich experience at P&P Limited, a front runner FMCG company, as Assistant Marketing Manager makes me eligible to apply for the post of Marketing Manager you advertised in The Hindu of March 30, 2018.

After completing my Post Graduate Diploma in Sales and Marketing Management from DSM, Mangalore, I did two short term courses in Digital

Marketing and Retail Management. It enhanced my skills in analysing a marketing situation with a broader perspective. Apart from that a CGPA of more than 8.0 speaks about my efforts in the academics.

My major responsibilities include market analysis, and consumer research. My job involved campaign planning, territory management, and key client handling. As you will see in my enclosed Resume, I bagged Star Employee of the year award twice indicating my work performance.

Fig. 10.2: Example of an Employment Application Letter

13.5 RESUME / CURRICULUM VITAE / BIO- DATA

Generally we come across various terms that look similar and confusing. Same situation applies in case of Resume also. The other popular names for a Resumeare Curriculum Vitae (CV) or a Bio Data. Although many people use these terms interchangeably but there is a slight difference among these in terms of their applicability.

A Resume is a summary document that provides information regarding your education, work experience, skill set etc. It is generally used to highlight specific competencies for a given job opportunity. It provides a chance put columns like career summary statement. A Resume is a concise document generally of one page. It acts as a ready reckoner for the prospective employer. By going through a Resume, a reader can quickly get an idea about the suitability of candidate with the job.

In comparison to Resume a Curriculum Vitae (popularly known as CV) is a more comprehensive and detailed document. While a typical Resume is one page long, length of a CV could be 3- 5 pages. Basically, a CV gives you an opportunity to mention all your credentials in detail or elaborated form.

In a CV, you should include your name, contact information, education, skills, and experience. Apart from that you can write and elaborate about your work experience, associations, awards, and any other information that is relevant to the advertised job. It suggested that one should create a list of all background information and then categorize it in a logical form.

A Bio- Data or Biographical Data is a term which is no longer in use in place of Resume or CV. It is defined as one"s life and work experiences. A bio-data puts emphasis on mentioning the personal details such as date of birth, height, weight, other physical descriptions, photograph, family background and nationality. It is a traditional way of presenting information in comparison to its counterparts. Whether Resume or CV, these are considered as a remarkable tool that helps a job seeker to encash an employment opportunity.

13.6 TYPES OF RESUME

As a job seeker, we know the importance of differentiation i.e. how we can present our candidature in a different and unique way so that the prospective employer select us. Resume is one such tool through which we can generate thatdifferentiation. By choosing a distinctive format we can present our information in a unique way. Apart from that the contents of Resume should match the industry and employer requirements. To get an understanding when to present a specific Resume, we must know about different types of Resume. Broadly, there are three types of Resume i.e. Chronological, Functional and Combination. Sometimes a Targeted Resume approach is also followed.

13.6.1. Chronological Resume

The chronological format is one of the most used formats for Resume writing. As the name indicates, in this format, the information is presented in a reverse chronological order or in simpler words descending order. You state your job experience, education, and extra-curricular activities from most recent first to going down the order with the oldest at last. This format is most common and easily acceptable as most of the hiring managers are interested in your current standing and credentials. Similarly, it offers quick information about the highest and latest academic qualification. As it is the most popular format, creating a difference would be difficult.

A chronological resume is often the preferred format for most employers simply because it is the most common and, therefore, the most recognizable. This format also allows the hiring manager to see at a glance what recent experience you may have and what accomplishments may be the most relevant in your recent past. You should use a chronological Resume when you have an experience for good number of years in the similar line of work as the job for which you are applying. If you are a frequent job switcher and changes your field frequently, you should avoid adopting the chronological format.

13.6.2. Functional Resume

Functional resumes are used when you have to highlight several skills, accomplishments and key areas of experience. In this format no weightage is given dates and years. The focus is on the competence display. Such kind of Resume‟s is also beneficial for those candidates who have frequent gaps in their work experience and frequent changes in the field of work. It is also useful for freshersor the job seekers with the minimal experience as this format provides an opportunity to mention and elaborate their skills in diverse fields in comparison to the work experience.

The goal of the functional resume is to target the reviewer with the exact reasons why you would make the best hire for the given position.

13.6.3. Combination Resume

A combination resume is the mixture of chronological and functional Resume. It tries to cover the best of both. It focuses on combining relevant skills and presenting them in a reverse chronological order from most recent to historic job positions. This kind of format could be used when you are applying for technical positions that specifically focus on the skill set of a candidate.

13.6.4. Targeted Resume

The Targeted Resume format is the highest form of adaptation to the job opening. It is customized and specific to the position you are looking for. For example, if you are applying for a position as Sales Manager, you could highlight a Diploma in Sales, Sales profile you have handled, and targets achieved. Such a presentation of information gives you an extra edge over others for the job under discussion. To create a targeted Resume, job description should be read and understood properly. It enables understand the skills and abilities the prospective employer is looking for. Then design your Resume accordingly.

13.7 RESUME WRITING: DO'S AND DON'TS

Writing an excellent Resume is a skill. The job seeker must possess the fundamental understanding about the types and purpose of a particular Resume forma. It is very important to follow certain basic guidelines while creating a Resume. These guidelines are:

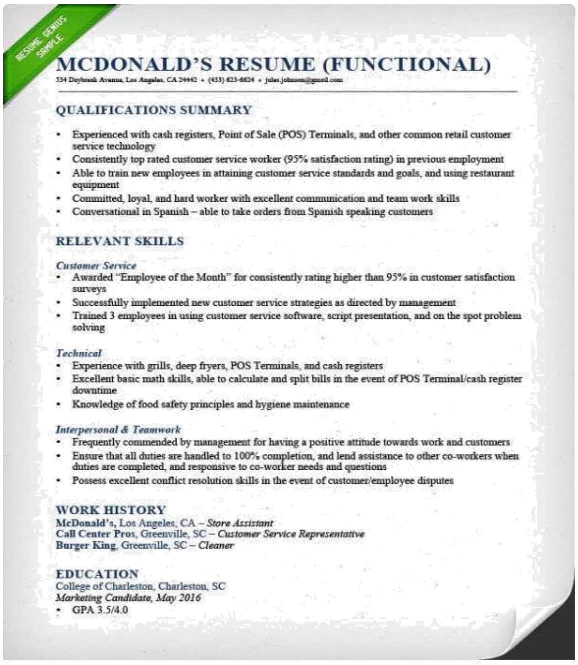
- Read and understand the Job Description carefully.
- Choose an appropriate Resume format.

  Be sincere while writing and editing a Resume in terms of information, styling, grammar,and spellings.
- Keep your Resume concise and keep the information to the point.
- Include a summary statement at the beginning of the Resume to provide a snapshot of the whole document.
- Do not use jargons and cliché statements.
- Give more weightage to a recent achievement as compared to any achievement at school level.
- Give due weightage to your soft skills in the Resume.

- If asked, always provide references.
- Where possible, use data to provide concrete information.
- Do not share any confidential information.
- As space in a Resume is limited and precious, so use it judiciously. Try not to include any obvious information.
- Try to create a one page Resume.
- Take help of templates to start with.
- Always mention your contact information.
- Create a Master Resume and update it regularly.

Preparation of a Resume involves collecting the relevant information pertaining to the applicant and arranging it in a logical and aesthetic manner. The information is related to applicants‟ career objective, work experience, education, personal qualities, personal information, skill set, and references. Each of the information should be arranged in a reverse chronological order. It facilitates the reader to know your work experience or education from present to past.

Examples of a Resume



RESUME GENIUS SAMPLE

MCDONALD'S RESUME (FUNCTIONAL)

QUALIFICATIONS SUMMARY

- Experienced with cash registers, Point of Sale (POS) Terminals, and other common retail customer service technology
- Consistently top rated customer service worker (95% satisfaction rating) in previous employment
- Able to train new employees in attaining customer service standards and goals, and using restaurant equipment
- Committed, loyal, and hard worker with excellent communication and team work skills
- Conversational in Spanish – able to take orders from Spanish speaking customers

RELEVANT SKILLS

Customer Service

- Awarded "Employee of the Month" for consistently rating higher than 95% in customer satisfaction surveys
- Successfully implemented new customer service strategies as directed by management
- Trained 3 employees in using customer service software, script presentation, and on the spot problem solving

Technical

- Experience with grills, deep fryers, POS Terminals, and cash registers
- Excellent basic math skills, able to calculate and split bills in the event of POS Terminal/cash register downtime
- Knowledge of food safety principles and hygiene maintenance

Interpersonal & Teamwork

- Frequently commended by management for having a positive attitude towards work and customers
- Ensure that all duties are handled to 100% completion, and lend assistance to other co-workers when duties are completed, and responsive to co-worker needs and questions
- Possess excellent conflict resolution skills in the event of customer/employee disputes

WORK HISTORY

McDonald's, Los Angeles, CA – *Store Assistant*
Call Center Pros, Greenville, SC – *Customer Service Representative*
Burger King, Greenville, SC – *Cleaner*

EDUCATION

College of Charleston, Charleston, SC
Marketing Candidate, May 2016

- GPA 3.5/4.0

Source: https://resumegenius.com/wp-content/uploads/2015/10/McDonalds-shift-manager-functional-resume.jpg

JAMES STRATTON

787 Parsippany Blvd., West Islip, New York 11737 • (631) 919-0998 • computerwiz@wave.net

Position of Interest:

SOFTWARE PROGRAMMER

Offer the following qualifications:

- Bachelor's degree in Computer Science with over two years of accomplished help desk support experience.
- Analytical, detail oriented with strong programming skills; work diligently on long, tedious assignments.
- Maintain excellent interpersonal communication, time management, and problem resolution skills.

Languages: C++ Turbo, Basic, Cobol, Visual Basic, Pascal, Assembler
Software: Windows 98/2000, Microsoft Word, Excel, Access, and Power Point

RELEVANT EXPERIENCE

Help Desk Associate, Global Aeronautic Engineers, *Information Technology Department, Electronic Systems Division*, Islip, New York 5/01 – Present

Leading provider of advanced aerospace systems, components, and support to aircraft manufacturers and operators worldwide. Products include quality fluid measurement and management systems, avionic displays, and flight inspection systems for fixed- and rotary winged commercial, commuter, business, and military aircraft.

- Worked closely with a Help Desk team, providing hands-on support to end users with hardware and software problems including WAN connectivity, upgrades, configurations, data recovery, and printing issues.
- Interfaced between technicians and end users to effectively identify problems and formulate solutions.
- Documented requests for help desk support and outcome resolutions to monitor and track recurring problems.
- Assisted in programming various modules of a complex scheduling program currently in development, utilizing a Cobol-comparable programming language.
- Applied ghost procedures to a high volume of lease-expired systems to delete all programs and data files.
- Attended morning meetings to discuss projects/assignments, plan strategies, and suggest improvements.

EDUCATION

Bachelor of Science degree in Computer Science / Business Option, 2003
LONG ISLAND UNIVERSITY, Islip, New York
Full athletic scholarship - Sophomore and Freshman; Big East Academic All-Star Team, 1999, 2000

Software Applications on the PC | Structured Programming | Microcomputer Assembler Language | Systems Analysis | Distributive Systems | Management | Accounting | Economics | Marketing

Regents Diploma, 1999
WEST ISLIP HIGH SCHOOL, West Islip, New York
Business Student of the Year; National Service Honor Society, Class Historian

Source:
https://upload.wikimedia.org/wikipedia/commons/4/48/DELTA334543.gif

13.8 CHECK YOUR PROGRESS

Fill in the blanks:

1. ……. is a summary of one's qualification and intended carer path.
2. …….. resume emphasizes work history.
3. ……… resume focuses attention on areas of competence.
4. An …….. is considered as a special kind of letter that differentiates it from other types of letters in the form of context.

13.9 SUMMARY

An effective employment application or cover letter can bring an applicant closer to a job. A cover letter serves two purposes; firstly it helps in creative firstimpression on the prospective employer. Secondly, it leads the reader of the letter to the Resume. Before deciding what to write in a cover letter, it is important to do a self-assessment exercise. It is important to take care about all structural elements of letter writing. Main content of the letter can further be divided into three subparts namely opening, middle and end. Opening paragraph must gain attention of the reader. In the middle paragraph of a covering letter, applicant shouldmention data based details justifying the candidature. Finally, the end part should indicate an action request closing.

A Resume is summary of applicants" education, skill set, work experience, personal qualities and personal details. The total information about the applicant should be logically and aesthetically presented to the prospective employer. An attractive Resume can bring an applicant closer to the final placement. Resumes are different from Curriculum Vitae and Bio-Data. Resume format includes Chronological, Functional, Combination, and Targeted.

13.10KEY WORDS

Resume, curriculum vitae, bio-data, cover letter

13.11 SELF-ASSESSMENT TEST

1. What is a Cover Letter? Why it is important for a Job Seeker?
2. What are the various guidelines for writing an effective cover letter?
3. How Resume is different from a CV or a Bio-Data?
4. What is a Resume? Mention its various types.
5. Design your Resume and check whether you have considered the guidelines for effective Resume writing.

13.12 Answers to Check Your Progress

1. Resume
2. Chronological
3. Functional
4. Employment Application

13.13 REFERENCES/SUGGESTED WEB LINKS

- https://www.bucknell.edu/Documents/CDC/Creating_an_Effective_Resume.pdf
- https://uptowork.com/blog/resume-dos-and-donts
- https://templates.office.com/en-gb/Creative-CV-designed-by-MOO-TM16392746
- https://ccd.rice.edu/uploadedFiles/CCD/Students/resumewriting.pdf

Subject: **Business Communication**	
Course Code: **MBA - 106**	Author:**Dr. Mani Shreshtha**
Lesson No. **14**	Vetter:**Dr. Sanjay Tiwari**
Interviews	

STRUCTURE

14.0 LEARNING OBJECTIVES

After going through this lesson, you will be able to:

- Understand the purpose of an interview.
- Identify types and essentials of an interview.
- Conduct and handle a job interview.

14.1 INTRODUCTION

All the job aspirants, at some point of time, have to clear several checkpoints offered by the prospective employer. On a regular basis, organizations devise newer ways to develop a mechanism that ensures the identification of the best candidate for the offered job. It could be in the form of application blank, written test, group discussion, and various psychometric tests. Apart from these options, an interview with the prospective candidate is still one of the most preferred ways to select a candidate for a job. An interview is generally conducted towards the end of the whole selection process. Once a candidate clears this stage, final placement is almost ensured for the candidate. Every interview involves interaction between two parties namely interviewer and interviewee. Interviewer is responsible to conduct the interview. It could be done by an individual or group of people assigned for this task. On the other hand interviewee is one who appears for the interview and interested in taking the offered job. As interview involves mutual interaction and provides a chance to both the parties to evaluate each other. The interviewer tries to evaluate the interviewee in terms of his or her suitability for the given job. Simultaneously, interviewee tries to impress the interviewer by justifying his or her competence for the job. Through an interview, a candidate gets a chance to provide the information in a more elaborative manner than what is mentioned in the cover letter or the resume. Interview is a method through which maximum information can be collected about the candidate in a systematic manner. Such information is crucial for making a hiring decision. An interview conducted in a systematic manner gives a chance to the interviewer to observe non verbal cues of a candidate.

14.2 PURPOSE OF AN INTERVIEW

Although interviews are conducted to serve various purposes, still the main purpose focuses on getting the relevant information from the interviewee. Such information is further utilized to take several organization related decisions. Some of the purposes to conduct an interview are to know:

- Whether the applicant is competent enough to perform the job under consideration.
- Whether the employee has any kind of counselling requirements
- Why an employee is interested in leaving the job
- Whether the employee is competent enough to get a promotion
- About performance of an employee during a given period
- Why there is a resistance towards the decision of the management

About the viewpoint of employees for resolving problems faced by a company Interviews are conducted for different purposes ranging from inclusion of the employee in the organization, its stay, and till the exit of the employees. Keeping in mind the relevance of issue for the candidate, only job interviews will be discussed further. A job interview has a specific purpose i.e. to identify a fit between the candidate and the job. The fit could be understood in terms of cultural compatibility of the candidate and competence such as skills, experience, and knowledge for the job.

14.3 TYPES OF INTERVIEWS

Interviews are demand based. The types of interview could be decided by the interviewer on the basis of situational demand. Each type of interview carries certain advantages and disadvantages. Once having an idea about the pros and cons of each type an interviewer can select the best possible option. Also, it can aid the interviewee to prepare accordingly. Sometimes the purpose of the interview is used to classify it such as promotion interview, performance appraisal interview, exit interview, and job interview. Apart from that there are some other types of interviews such as:

14.3.1 *1 vs 1 interview*: Such kind of interview involves one interviewer and oneinterviewee. The whole responsibility of enquiring and identifying the suitability of a candidate for the job depends upon a single person. It is one of the popular forms of interview and generally practiced when time is not a major constraint. It is less useful when the numbers of candidates are more.

14.3.2 *1 vs many interview*: Another name for 1 vs many interview is board or panelinterview. In such kind of interviews, two or more people sit together and ask questions from the candidate. The purpose of such interview is to get more than one point of view towards the suitability of the candidate. A collective judgment by all panel members is given about the suitability of the candidate for the job under consideration.

14.3.3 *Many vs many interview*: It is also known as a group interview. In this kind ofinterview, many candidates are interviewed by the panel members simultaneously. Such an interview is conducted when the numbers of applicants are more and time available is less. It is considered as a faster but relatively less reliable way to assess the suitability of a candidate.

14.3.4 *Discussion interview*: A discussion interview is not exactly an interview but itfulfills all the purposes of an interview. Such kind of interview is generally conducted for middle to senior level positions in the organization. In this type of interview, a candidate is invited in a more informal environment such as over a lunch or coffee. The candidate and the interviewer discuss on various jobs related issues in comfortable surroundings. Focus is more on the arguments made by the candidate than on formality of structure of the interview.

14.3.5 *Task based interview*: In task based interview, a candidate is offered a real timetask to perform. All the decisions taken and actions performed by the candidate to complete the task are keenly observed by the interviewer. Such kind of interview is more popular for technical positions.

14.3.6 *Telephonic interview*: Now a days, telephonic interviews have gain morepopularity. The reason is that it helps in faster filtering of suitable candidates before inviting them for a face to face interaction. It serves perfectly to handle the time and money constraints of the interviewer and the candidate. A telephonic interview is conducted in a structured manner and candidate is judged on the basis of answers given to few predefined questions. Here information mentioned in the resume could be verified and basic communication skills of a candidate could be assessed. Once the interviewer is satisfied with a telephonic interview. The candidate is generally invited for the next round of interview at the company.

14.3.7 *Multi- Round interview*: Many times companies choose not to conduct a panelinterview to select a candidate; instead they conduct a series of interviews with different interviewer. Getting a next round interview means the company is serious about your candidature. Generally these rounds include preliminary, non technical, technical, and personality.

14.4 STEPS OF AN INTERVIEW

Every interviewee is expected to cross certain phases or steps while appearing for an interview. In simple words, we can divide the whole interview process (from starting till end) into various stages. Each phase has its unique demand from the interviewee in terms of preparation and efforts. The various steps of an interview are:

14.4.1 *Beginning*: Generally the first step of an interview process is fixation oftelephonic interview. Once fixed, a telephonic interview takes place at the decided date and time. Through telephonic interview basic communication skills, voice quality, and confidence level of the candidate are checked. Also, the details mentioned in the resume are verified. After crossing this stage, interviewee is called for a face to face interaction at given time, date, and venue.

14.4.2 *Settling*: At the beginning of face to face interview, interviewer gives a chanceto the candidate to settle down and relax. It is done through asking very basic and open-ended questions. Answering these questions remove the unwarranted nervousness in the candidate and makes him ready to handle more specific questions. An example of a comfort question is „Tell me about yourself‟.

14.4.3 *Sharing*: This stage put emphasis on sharing of information with the candidate.At this time the interviewer tells the candidates about the company, its culture, future plans, types of jobs existing, expectation from the candidates etc. Such information is very crucial from the point of view of the candidate as it guides the candidate to generate appropriate responses.

14.4.4 *Focusing*: It is considered as a more focused stage wherein the interviewer asksquestions specifically related to a candidates fitment towards the advertised job. This stage is more direct and interviewer clearly seeks answers related to candidate‟s potential, strengths, weakness, major achievements, work experience etc in context of the advertised job.

14.4.5 *Closing*: This is the end stage of an interview. Before putting an end to theinterview, an interviewer sometimes provides an opportunity to the candidate to ask any question or clear any doubt he or she is having at that moment. It provides an excellent chance to the candidate to ask questions like when will the result of the interviewee announced or what will be the career growth opportunities if I stay with the company for a longer duration of time etc. After this stage, an interview ends.

14.5 INTERVIEWEE PREPARATIONS AND PERFORMANCE

We all understand that interviews are dynamic in nature. How the interview would be conducted varies from organization to organization, person to person, job to job. So, sometimes a candidate feels that there is no need to prepare for it. But, it is utmost important to prepare for each and every interview. From a candidate"s point of view, an interview has three parts namely pre- interview, interview, and post interview. In order to get successful for a job, a candidate has to do well in all the parts. A candidate has to put a focused effort at every phase.

14.5.1 *Pre- interview*: This phase is termed as preparation phase. A prepared candidateis always confident. This is a homework stage. An extra and focused effort at this stage could help a candidate perform with confidence. Following are few guidelines for preparing for an interview:

- Know yourself. It is very important to do a self assessment. It is assumed that only you can tell best about yourself. So, under self assessment effort, a candidate has to gather oneself. It is concerned with having an in-depth knowledge about work experience, personal beliefs and values, strengths, weaknesses, education, skills and expertise you have to offer, current and future goals, salary expectations, location preferences.

- Know about the company. Collect as much information as you can get about the company where you are appearing for the interview. Such information can sometimes help you to impress the interviewer. It also shows your sincerity towards the interview. The major source of collecting information about the company is its official website. The information could be about the business and products of the company, main officials, future plans, brand image etc. Such information helps you out in answer one of the common question asked by the interviewers, „Do you know something about our company?
- Know the job and profile. Before appearing for interview it is imperative to check the job description. A job description clearly tells about the tasks required to be performed, minimum qualification required, and other physical and mental capabilities that required for the position. Identify your strengths and weaknesses in context of the job description. It also helps you in creating a strategy to highlight the strengths and handle the shortcomings.
- Update your Resume‟. It is always suggested that one should keep on revisiting and updating the resume‟. Generally, an interviewer refers the Resume at the time of interview. The Resume must be free from any false information and grammatical mistakes. Any false information in the Resume simply attracts integrity issue and go against you.
- Know your interviewer. Not necessarily but if possible try to collect some information about the interviewer. So, if name and/or designation of the interviewer is available to you then you must gather information about him or her with the help of

company website or social media platforms. The information so collected can be used to frame your answers in a better manner.

- Know the interview format. If possible, ask about the interview format. Such information guides you in preparing for the interview accordingly. The preparation for one to one interview would be different from a panel interview or a discussion interview.
- Anticipate questions. It is always a wise strategy to anticipate and prepare for the obvious and not so obvious questions. For anticipating questions, various online platforms and discussion forums could be consulted. Create a list of such questions and prepare their probable answers.
- Be aware about the venue of the interview and reach there before time. If you have to go to a different station then try to reach there a day before. This will help you in avoiding last minute hassles and chances of reaching late for the interview. Overall, this effort will help you in managing time.
- Managing document folder. It is one of the most ignored areas of preparation. Document folder is a folder that carries all such documents that a candidate might require at the time of interview. Some experts are of the view that the way an individual manages his or her documents folder describes many personality traits. Properly managed folder shows your sincerity and preparedness for the interview. It also helps a candidate to avoid any last minute confusion and nervousness. The best way to manage a document folder includes arrangement of documents mentioning your experience and qualification in reverse chronological order, extra copies of your resume, around

ten updated photographs, interview call letter, and basic stationary items such as pen, pencil, eraser, stapler, tags, flags, and blank white papers. A properly arranged folder makes you independent at the place of interview.

- More you practice for the interview better you perform. There is no shortcut to practice. Practice gives you confidence. It is suggested to rehearse the anticipated questions and their probable answers.
- Another aspect that gives a candidate confidence is the individual"s outfit. More professionally you dress up for the occasion better impression you can make. Always wear formals for the interview. It displays your sincerity towards a profession. In case of confusion, dress-up conservatively and maintain excellent personal hygiene.
- Although sounds cliché but reaching on or before is still the best thing you can do to give your selection process a good start. Punctuality is still considered as a prized possession so arrive on time for the interview. It also provides you ample time to refresh yourself for the interview.

14.5.2 *Interview*:During this phase a candidate has to perform and prove one"ssuitability for the job. It is the time to show your potential during face to face interaction with the interviewer. Few suggestions to handle this phase are:

- Ask permission to enter into the interview room.
- Show your confidence through your body language.
- Be polite but assertive.

- Talk to the point.
- Justify your answers.
- Be honest while answering a question.
- Carefully listen to the questions and answer accordingly.
- Always maintain an eye contact while answering a question.
- Look interested for the job.
- Speak in clear voice and appropriate tone.
- Be relaxed.
- First think then speak.

14.5.3 *Afterinterview*: If you get an opportunity to ask something from theinterviewer, never say „No Question" because it can give an impression that either you are not prepared or you are not interested in the position. So it is suggested that a candidate must prepare few questions in advance. Some of these questions might be:

- What would be the further process of selection?
- What kind of initial assignments would I get?
- If selected, would there be a training program for me?

14.6 INTERVIEWER PREPARATION AND PERFORMANCE

Just like a candidate is expected to prepare for the interview similarly an interviewer is also required to do lot of homework before conducting an interview. Conducting an effective interview requires lot of skill and preparation. At the time of interview, a candidate is also evaluating the interviewer. As an interviewer you are the face of your organization and the impression of your company depends upon how well you conduct the interview. Following are the certain guidelines for the interviewer to conducting an effective interview:

- Analyze the candidate profile before beginning the interview process.
- Must obtain a clear understanding about the job description and decide on important candidate related parameters.
- Smile and make the candidate comfortable.
- Must gain basic legal knowledge about the rights of employers and employees.
- Structure your questions in advance.
- Do not ask irrelevant or uncomfortable questions.
- Provide proper time to interviewee to respond.
- Avoid any kind of biasness.
- Never show off.
- End the interview on a positive note.
- After the interview, immediately write down notes and comments about interviewed candidates.

14.7 POPULAR FAQ'S DURING AN INTERVIEW

As advised in the earlier section that anticipating interview questions and preparing their answers is a must do exercise for the candidates. An interviewer generally tries to evaluate a candidate"s various aspects like behavioural, technical knowledge, stress handling capability, presentation skills and spontaneity etc. Some of the Frequently Asked Questions (FAQ) during the interview are:

- Introduce yourself
- Why you have applied for this position?
- Mention your strengths and weaknesses.

- Share your experiences during your previous assignment.
- Why we should hire your for this position?
- What are your salary expectations?
- Where do you see yourself after 5 years?
- What do you know about our company?
- How your education will contribute to this job?
- Mention your biggest achievement or failure, so far.
- What are your location preferences?
- Can you work in shifts?
- What matters you more—money or job profile?
- Tell me about your interest areas.
- Do you like multi-tasking? If yes, justify.
- Mention your long-term and short-term career goals.

14.8 CHECK YOUR PROGRESS

Fill in the blanks:

1…….. is the kind ofinterview in which many candidates are interviewed by the panel members simultaneously.

2. An ……… is a two way communication between theinterviewer and the interviewee wherein both the parties try to judge each other in order to create a fit.

3. ……… one who conducts an interview.

4. ……… one who appears for an interview.

14.9Summary

An interview is a two way communication between the interviewer and the interviewee wherein both the parties try to judge each other in order to create a fit. The purpose of an interview can be to get the information about candidate"s suitability for the job; employee"s training requirements, identifying reasons of an employee for leaving the job, appraising the performance of the employee etc. during the year. Interviews can be of several types and each interview has certain phases. Both interviewer and interviewee have to put in lot of effort to make interview a successful exercise.

14.10 KEYWORDS

- **Interview**: An interview is a two way communication between theinterviewer and the interviewee wherein both the parties try to judge each other in order to create a fit.
- **Interviewer**: One who conducts an interview.
- **Interviewee:** One who appears for an interview.

14.11 SELF-ASSESSMENT TEST

Q1. Define interview and its purpose for an organization.

Q2. Mention various types of interview.

Q3. What are the various steps involved in an interview process?

Q4. What are the essentials for a candidate while preparing for an interview?

14.12 ANSWERS TO CHECK YOUR PROGRESS

1. Group Interview
2. Interview
3. Interviewer
4. Interviewee

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Subject: **Business Communication**	
Course Code: **MBA - 106**	Author: **Mr. Ankit**
Lesson No. - **15**	Vetter:
Meetings, Agenda and Minutes	

STRUCTURE

15.0 LEARNING OBJECTIVES

After learning this lesson, one should be able to understand:

- Meaning and Objectives of Meeting
- Various types of Meeting
- Requisites for a valid Meeting

15.1 INTRODUCTION

Meetings are the most popular method of interactive communication. It facilitates direct and face-to-face communication at various levels in a organization. They serve as channels of oral communication among the different stakeholders of the organisation.As per the Collins, meeting is an act of coming together. In a business setting, when two or more people gather to discuss an issue of significance, it could be termed as a business meeting. Alternatively, meeting is an approach through which a group of individuals tries to resolve certain issues faced by their organization. In general, a meeting occurs when two or more people meet and discuss. In a business organization, depending upon the situation meeting could be conducted at different levels and with different styles. A meeting could be organizational or functional and of formal or informal style. Various formal and informal groups such as Board of Directors, shareholders, functional heads, departmental heads, employee unions, and trade partners can hold a meeting. Essentially, a meeting must be fruitful and achieve its objective. In order to meet the purpose of a meeting, all the participants of the meeting must contribute to their fullest for maximizing the output of the discussion. Meetings are conducted to handle varied matters pertaining to an organization.

However, they are supported by written communication like notices to bring people together, agenda to structure the meeting, minutes to record the proceedings and report to pass information to the higher authorities.

15.2 MEANING OF MEETING

A meeting is get-together of a group of persons to discuss ways and means to deal with a specific time-bound task assigned. A meeting is take place when two or more than two persons meet. It is essential condition of a valid meeting.But it does not really define the meeting of a company. A meeting may be defined as the gathering together of two or more persons by previous notice or by mutual agreement for discussion and transaction of some business.In the context of a 'company meeting' a 'meeting' is a get-together of the company's members, shareholders, directors, and debenture-holders with a previous notice and a time and place previously defined.

The definitions of a meeting are as follows.

"Any gathering, assembly, or coming together of two or more persons for the transaction of some lawful business of common concern is called Meeting". (**P.K. Ghose)**

"A concurrence or coming together of at least a quorum of members by previous notice or mutual agreement for transacting business for a common interest is a Meeting". (**K. Kishore**)

So, it can be concluded that a meeting is the coming together of two or more persons, or a quorum of members of a company by a prior notice and mutual agreement at an agreed place and time for transacting some lawful business of the company.

15.3 OBJECTIVES OF MEETING

Following are the main objective of meeting:

- To inform and explain the information to the members.
- To understand the situation.
- To get feedback from the members.
- To exchange ideas and experience among the members.
- To persuade members to accept changes.
- To resolve conflicts and confusions.
- To take decisions of matters affecting the group or the organization.
- To generate a positive attitude among the participants.

15.4 TYPES OF MEETING

The main types of meetings are the following:

1. **Formal meeting:** When any meeting is arranged by following official formalities, rules and etiquette, then it is called formal meeting. It is a pre-planned gathering of two or more people who have assembled to achieve a common goal through verbal interaction. These meetings are characterized by their predetermined topics, a set of objectives and formal notices. These meetings are held at a specific time, at a defined place and according to an agreed agenda. Formal meetings are typically lead by a chairperson with the discussions and agreements recorded in a written form known as minutes.
2. **Informal meeting:** When any meeting is arranged without maintaining official rules and regulations, it is called an informal meeting. It is a meeting which is far less heavily planned and regulated than a formal business meeting. It so lacks many of the defining features of a formal business meeting, such as minutes, a chairperson and a set agenda. These informal meetings are far more likely to take place in a casual setting, such as a restaurant or a coffee shop, or at one of the participant's desks, rather than take place in a

boardroom. Such a meeting can be called upon by giving short notice using informal media. This type of meeting is very common in the workplace.

3. **Private meeting:** Private meeting is called for discussing confidential and restricted issues where general people have prohibition to access. Only selected people are allowed to attend the meeting.
4. **Public meeting:** When a meeting is held in a public place to discuss issues regarding public interests, it is called a public meeting. Here, general people are cordially invited.
5. **Company meeting:** When a meeting is called by the general manager, director or secretary (Who has power of attorney) of a company to discuss issues or affairs of a company, it is called company meeting. It is divided into following types:
   - **Statutory Meeting:** It is the first meeting of the members of a public limited company. It is held only once in the life of a public company. It must be held within a period of not less than one month nor more than 6 months from the date at which the company is entitled to commence business. The main purpose of the statutory meeting is to inform the shareholders of the company about all the important facts relating to the new company. The Board of Directors must, at least 21 days before the day on which the meeting is to be held, forward a report called the 'statutory report' to every member of the company. The report contains all the necessary information relating to the formational aspect of the company.
   - **Annual General Meeting (AGM):** It is a mandatory yearly gathering of a company's interested shareholders and directors for discussing business-related issues. According to the companies ordinance 1984**,** every company, without exception, shall hold a general meeting of its members every year. This annual general meeting is to be convened and held by the directors of the company. The members have no authority to convene the

annual general meeting of the company. An annual general meeting (AGM), the directors of the company present an annual report containing information for shareholders about the company's performance and strategy. At the annual general meeting, the chairman of the company presides over the meeting. He may give an overall status of the company performance to members or shareholders of the company. The secretary prepares the minutes of the meeting and may be asked to read important papers.

- **Extraordinary General Meeting:** It is also called a special general meeting or emergency general meeting other than the annual general meeting and statutory meeting. The extraordinary general meeting is deal with urgent matters that arise in between the annual shareholders' meetings. The board of directors of the company have the power to call an extraordinary general meeting whenever, in its opinion, it deems fit. The reason for the existence of an extraordinary general meeting is that the annual general meeting is conducted within a gap of about 18 months between two consecutive meetings. This gap is mandatory and shall be maintained; however, if an urgent matter arises between the two annual general meetings, then it can be handled by way of an extraordinary general meeting. An extraordinary general meeting of a company may be called in the following circumstances:
    - To make an alteration in the company's memorandum or articles of association
    - To issue fresh debentures
    - To increase, reduce or reorganise the company's share capital
    - Any other urgent matter
- **Meeting of Board of Director:** Meetings of directors are called Board Meetings.These are the most important as well as the most frequently held meetings of the company. It is only at these meetings that all important

matters relating to the company and its policies are discussed and decided upon. A board of directors is an elected group of individuals that represent shareholders of the company. This board is the governing body of a company that typically meets at regular intervals to set policies for corporate management and oversight. All individuals that make up an organization's board of directors are usually making the valid quorum for the meeting. The Companies Act gives wide discretion to the directors of companies to frame rules and regulations regarding the holding and conduct of Board meetings. These rules are commonly known as Standing Orders.

- **Class Meeting:** Class meetings are those meetings, which are held by the shareholders of a particular class of shares, e.g. preference shareholders or debenture holders. Class meetings are generally conducted when it is proposed to alter, vary or affect the rights of a particular class of shareholders. For example, for cancelling the arrears of dividends on cumulative preference shares, it is necessary to call for a meeting of such shareholders and pass a resolution as required by the Companies Act. In case of such a class meeting, the holders of other class of shares have no right to attend and vote.
- **Meeting of Debenture Holder:** The debenture holders of a particular class conduct these meeting. The debenture holders meetings are called when the company issue any fresh debentures or wants to alter the rate of interest on any debentures already issued. The rules and procedures of these meetings are usually stated on the reverse of debenture trust deed.
- **Meeting of Creditors:** The creditors calls for meeting when a company issues debentures on its incorporation or later and wants to make an agreement with the holders of debentures. Infect, creditor meeting is not the company meeting because such meeting is organised by the creditors.

The provisions for creditor meeting are defined in Section 230 of the companies act. The creditor meeting is call for the following purpose:

- To settle any suit between the creditors and the company
- To reduce the amount of credits or interest payable
- To get the creditors consent to the reorganisation or amalgamation of the company
- To get the creditors consent to the winding up of the company

- **Director Committee Meeting:** The companies which have diversified fields of activity constitutes committees of its directors to deal with different issues. When the director or chief of the committee calls a meeting on certain issues for which the committee is formed is called director committee meeting. Only members of the committee can take part in such meeting. Such committee are of two types:
    - **Permanent Committees:**It is the company's working committee. The main functions of this committee is the day to day administration of the company. The committee meets regularly and takes decisions about company's administration. The committee members are selected from the members of the board and its chairman is the chairman of the board of the directors.
    - **Temporary Committees:** These committees are constituted to take decisions on matter that are important for the time being. The board of directors considers the recommendation of these committees and make the final decision.
- **One-Man Meeting:** The presence of two or more than two persons is essential for conducting a meeting. According to law, there can not be a one-man meeting. But there are some exceptions stated in the companies act where a meeting is deemed to have been held by the presence of only one person. These exceptions are as under:
    - Meeting Convened by Tribunal

- Absence of Quorum in an Adjourned Meeting
- Meeting Convened by court
- Meeting of one-man committee of board of directors
- Class meetings of shareholders or creditors

15.5 REQUISITES OF VALID MEETING

Any meeting of a company is valid only if it is held in a proper manner. It is very important that the meeting of company have the all requisites of a valid meeting and are according to provision of law. It is important to point out here that not only the proceeding of the meeting held contrary to the provision of law will be invalid but also all decisions taken in such meeting shall be void. The companies act defines the provisions that need to be followed by every company in convening and conducting the company's meetings. The main requisites of a valid meeting are:

- Notice of Meeting
- Agenda of Meeting
- Resolutions of Meeting
- Minutes of Meeting
- Quorum of Meeting
- Proxy for Meeting
- Chairman of Meeting
- Methods of voting in Meeting

15.5.1 NOTICE OF MEETING

The word 'notice' is derived from the Latin word that meaning is knowledge. The term 'Notice' in relation to a meeting signifies the bringing of knowledge of the meeting to the person concerned. A meeting is to be properly held only when notice of meeting is served to the concerned persons. The notice informs the members as to the date, time and place of the meeting, the issue to be discussed in the meeting and if possible, respective contribution expected from different participants of the meeting.**An effective notice of meeting gives the recipient all the information they need to prepare for the meeting in written form, similar to an invitation to an event.** The notice of meeting may take the form of a memo, letter, email or in the case of a public notice, a poster.A notice of meeting should contain enough information for the recipient to attend the meeting without consulting other references or documents. It should include several components.

The figure 7.0 portrays a sample Performa of notice for the Annual/Special General Meeting of the XYZ Land Trust is to be held on Saturday, 12 April 2020 at the Police Citizen Youth Centre, Warwick, commencing at 10.00am.

Figure 7.0 Sample Performa of Notice of Annual/Special General Meeting

Notice of Annual/Special General Meeting

25 March 2020

[Name]
[Address]
[Town State Postcode]

Dear _________

An Annual/Special General Meeting of the XYZ Land Trust (XYZ) is to be held on **Saturday, 12 April 2020** at the Police Citizen Youth Centre, Warwick, commencing at 10.00am.

It is important that a quorum is achieved for this meeting in order for all discussions and decisions to be validated. As per the XYZ constitution, rule 99AB 'a quorum for all general meetings of the members of the land trust is not less than 'x' members present at the meeting'.

A number of issues will be discussed at this meeting, including:

- additional member nominations
- recent resignations
- administrative arrangements
- proposed amendments to the constitution
- Land trust capacity building training.

Please find enclosed an agenda outlining these issues. If you have any questions, please contact either:

15.5.2 AGENDA OF MEETING

An agenda is a list of topics covered in a meeting. A well prepared agenda will assist chairperson in directing the business of the meeting and ensuring that decisions are reached in an efficient manner. A copy of the agenda must be sent to the members along with the agenda of the meeting. All the items included in the agenda must be serially arranged. If any change is to be done in the order, the approval of the members is needed.

Preparation of Meeting Agenda:

A meeting agenda is a vital requisite of a meeting and must be carefully prepared beforehand. It contains the topics for discussion during for the upcoming meeting. Having a clear agenda helps the participants to prepare for it. Preparing agenda is very useful practice because of:

- If it is circulated in advance, it helps the members to come prepared for the meeting.
- Since agenda has a set order, it helps the chairperson to conduct the meeting smoothly.
- It ensures that only matters relevant to that particular meeting are discussed.
- It ensures that every point is properly taken up for discussion.
- It facilitates the preparation of the minutes.

Drafting of Meeting Agenda:

Drafting an agenda for a meeting does not necessarily require a set of skills, as long as you know what the meeting is all about and who should attend the meeting. you can create an agenda in just a span of one day. But if you are looking for some guidelines in creating a meeting agenda, following point should be kept in mind while drafting the meeting agenda:

- It should be clear and explicit.
- It should be in a summary form.
- The routine items should be put first and the other matters later.
- All the matters of similar or allied character should be placed near each other on the agenda.

- All the items included in the agenda must be within the scope of the meeting.
- All the items included in agenda must be written the scope of the notice calling the meeting.

Elements of Business Meeting Agenda:

Following are the basic elements that should be included on the business meeting agenda to conduct an effective meeting:

- **Types of Meeting:**The business meeting agenda should state what type of meeting it is. Whether it is a department meeting, committee meeting, Board meeting, Shareholder meeting, and so on.
- **Meeting Objectives and Goals:**The business meeting agenda should have a clear statement of objectives and goals of meeting.
- **Date of the Meeting:** The agenda of a business meeting should mention the date, when the meeting will take place.
- **Start and End time of Meeting:** The business meeting agenda should mention the starting time (when meeting will start) of meeting and closing time (when meeting will end) of its ends.
- **Venue of the Meeting:**The business meeting agenda should mention the venue or location of the meeting where the meeting conducting.
- **Topics and Subtopics of Meeting:** The business meeting agenda should states the main topics and subtopics that must be discussed in a meeting.

15.5.3 RESOLUTIONS OF MEETING

A resolution is the final form of a decision taken at a meeting by voting on a motion, with or without amendment. When something is proposed at a meeting, it is called a motion. In other words, the subject matter to be discussed in the meeting by the members is presented as motion. When the discussion about the motion is over, the chairman of meeting calls for a vote. If the requisites number of persons or members personally or by proxy, vote in favour of the motion, it becomes a resolution. A resolution is the outcome of the discussion in the meeting. It is binding on the organisation. It becomes effective when it is passed and the minutes make the evidence of such resolution.

Rules Regarding Resolutions:

Every association, business, or company has to function according to the guidelines of the resolutions passed in general meetings, executive meetings, committee meetings and any other if any. Therefore, the importance of resolutions is immense. Certain rules have to be strictly observed for passing resolutions. They are:

- The drafting of a resolution has to be carried out with great care so that the purpose or meaning of the resolution is easily and clearly understandable without any ambiguity. The secretary can help in the drafting process as an expert. The motion itself shall be drafted in such a manner that it can be adopted as a perfect resolution.
- There are different styles and forms of drafting a resolution. Any one style can be followed. It is desirable that a formal resolution is drafted in a specialized style.
- A resolution must be entered in the Minute Book in verbatim, i.e., word for word.
- Once a resolution is passed it cannot be revoked or cancelled either at the same meeting or at any subsequent meeting by passing another resolution.

Types of Resolutions:

Following are the main types of resolutions:

1. **Ordinary Resolution:**This is most common type of resolution.An ordinary resolution is passed by a simple majority of votes which is more than the 50% of votes of the members personally or by proxy. A simple majority means the excess of votes 'for' the resolution than 'against' it. If the votes for and against the resolution are equal than the chairman can cast his votes for the

resolution to be accepted or rejected. This type of resolution is necessary to take decisions on ordinary matters of the association or companies. According to companies act, an ordinary resolution is required to be passed in the following cases:

- To change the name of a company identical to the name of another company
- To alter the company's share capital
- To accept the annual accounts and balance sheet of the company
- To appoint and fix the remuneration of the company's auditors or to replace the auditors
- To alter the prospectus of the company
- To fill the vacancies of directors retiring by rotations
- To approve the remuneration of directors
- To approve voluntary winding up if the articles provided
- To approve appointment and remuneration of liquidator for voluntary winding up.

2. **Special Resolution:** A special resolution needs a specific margin of votes such as two-third majority or three-fourth majority personally or by proxy to pass the resolution.Such resolutions are necessary when any decision has to be taken affecting the very constitution of the organisation or company. Special resolution is a procedure by which a company or organisation can perform such important acts which are necessary for the smooth operations of its business. The companies act clearly states the following activities which a company can perform only by a special resolution:
    - To alter the provisions of its memorandum, articles and its registered office from one state to another
    - To reduce its share capital
    - To keep register of members at a place other than the registered office
    - To make variations in the rights of special classes of shares

- To obtain an order from the court for winding up of the company
- To issue further shares to any person other than equity shareholders
- To appoint one or more person to investigate the affairs of the company

15.5.4 MINUTES OF MEETING

Minutes is a record of the proceeding of any meeting. During the course of meeting, the items or topics listed in the agenda are discussed serially one by one. All the participants express their views/opinions and discuss amongst themselves the pros and cons of each item of agenda. Finally, they arrive at some conclusions or decisions, which are always kept on official records. We call them as minutes of a meeting.Thus minutes are the official records of the proceedings of the meeting. In other words, these are the brief of discussions held and decisions taken at the meeting. It is the duty of an authorized person to retain all such discussions, deliberations and decisions in writing specifically. The main purpose of writing minutes are to keep record of formal discussion and preparing background for future discussion.

Elements of Minutes of Meeting:

The minutes of a meeting must contains:

- Date and number of meeting
- A list of name of those who attend the meeting
- A list of those who did not attend the meeting and from whom apologise were received
- The record of conformation of the previous minutes and any amendments agreed to by the committee
- The essential, relevant background to the topic under discussions
- A clear and unambiguous record of the decision reached/resolution, and if appropriate, of those individuals/bodies responsible for taking subsequent action.

- Where discussion of a specific case leads to a policy issue, it is important that a separate minute be written on the policy issue.

15.5.5 QUORUM OF MEETING

The another requisite of a valid meeting is the required quorum of members. A quorum is defined as the minimum number of members must be present for a valid meeting. A meeting cannot start or transact business until there is a minimum number of voting members, a *quorum or majority.* Without a *quorum*, the meeting is never correctly constituted. It cannot transact business validly. Only such members who have the right to vote can constitute a quorum. Any business transacted where a *quorum* is not present is null and void. What should be the appropriate quorum is solely at the discretion of committee members. The number of members qualifying for a majority may vary from meeting to meeting or organization to organization.Such a number is desirable so that a meeting gets a representative character and no decisions are taken with a very small number of persons being present. At the same time the quorum shall not be too big so that a meeting falls through on account of small attendance.

Exception of quorum for a valid meeting:

Normally, the quorum is necessary for a valid meeting. But in the following circumstances a less number of members may make the quorum:

- Whenever a meeting is adjourned for want of quorum, any number of members presents at the adjourned meeting shall make the quorum.
- In case of class meetings if one person alone holds all the shares of that particular class of shares then he alone shall make the quorum.
- At a Board meeting when a matter comes up in which one or more than one director is or are interested then, director or directors concerned cannot take part in the discussion. The remaining directors shall make the quorum.
- In case of an annual general meeting of a company ailed by the order of the Central Government on the complaint by only one member of the company, or

a general meeting called by the Company Law Board on the application of one member of the company then the member alone present in person or by proxy, shall make the quorum when the meeting is held.

15.5.6 PROXY FOR MEETING

Proxy means substitute. In the world of meetings, proxy means a substitute sent by a members to attend a meeting and vote on his behalf. The idea comes from the Companies Act, 2013. The section 105 of the Act provides that a member of a company is entitled to send another person to attend a meeting and to vote on his behalf. A proxy cannot vote if the members arrives late and decide to vote for him/her self. But the proxy so appointed shall not have any right to speak, at the meeting. A proxy has a special importance in a company's meeting. Generally, shareholders of a company are spread over the entire country. It is not always possible for them to personally attend the company's meetings. In such case, the members for whom it is not possible or difficult, to attend the company's meetings appoint another person to represent them in such meeting. The instrument appointing a proxy must be in writing and must be signed by the appointer or his attorney duly authorised in writing.

15.5.7 CHAIRMAN OF MEETING

The another requisites of a valid meeting is the chairman to preside over the meeting and conducts its proceedings. The chairman is the head of the meeting. He or she presides over meetings and makes sure that meetings are conducted in an orderly manner. In the absence of the chairman, the deputy or Vice chairman takes over the helms of affairs. Unless there is provision to the contrary, the member personally present at the meeting shall elect one of themselves to be chairman of the meeting by a show of hands or by a poll.For leading a meeting, a chairperson needs to shuffle between different leadership styles. This enables him/her to guide a meeting to its destination in the form of conclusion. Leadership style could be authoritarian wherein discussion is totally under the control of the chairperson and members who are in support are appreciated. The drawback of such style is it hinders the free flow of views of members. On the contrary, participative style of leadership provides an opportunity to all the members to put forth their opinions. Adopting such a style for conducting a meeting could be time consuming. Overall, a chairperson needs to shuffle between the leadership styles to meet the objective of the meeting. Apart from leadership style, a chairperson must understand the presence of diversity among the members ranging from hyperactive to submissive, yes man to arrogant and excellent listeners to poor listeners. It is important to ensure that every member must contribute. At the end of the meeting, chairperson needs to clearly mention the deliberations made, decisions reached, and future course of action.

Qualities of a good chairman:

Following are the main qualities that should be presence in a good chairman:

- He/she must have very good communication skills
- He/she must be highly knowledgeable
- The chairman or chairperson must be an impartial individual
- The chairman must be capable of making good decisions without differing
- The chairman must be one who isn't prone to being discouraged

Functions or duties of Chairman during the meeting:

The Chairman of a meeting performs the following important functions or duties during meetings:

- He/she ensures that the meeting is properly held and according to rules
- The chairman takes all major decisions at a meeting and he normally takes these decisions after consulting with the secretary
- The chairman of a meeting is responsible for putting matters to vote if consensus is not reached

- After a vote has been held, it is the chairman's responsibility or rather duty to declare the voting results
- The chairman makes sure that order prevails at the meeting all the time
- The chairman sees to it that the meeting is not overshadowed by irrelevant discussions
- The chairman ensures that previous minutes are read before the commencement of the meeting. He/she also makes sure that the minutes read are correct
- The chairperson makes sure that the meeting is held in correspondence with the agenda and its standing order
- The chairperson will clarify any misunderstanding that erupts during the course of a meeting
- The chairman lets members of the meeting know whether progress is being made or not
- At the end of the meeting, the chairman lets members know what they have achieved
- It is the duty of the chairman to confirm the minutes, by putting his signature, prepared by the secretary after the meeting is over.

15.5.8 Methods of Voting in Meeting

Voting is the explicit expression of assent or dissent for or against any proposal or resolution. When a motion or proposed resolution is discussed by the members and is then put to vote to ascertain the decision of the majority of the members.Voting is defined as the process of formally indicating your choice between two or more candidates or motions. During a formal meeting, participants normally vote on a motion. A motion is a suggestion or proposal that someone brings during a meeting, which is then debated on and then voted on.

For example, during a meeting, the chairperson may ask that participants cast their votes for or against a particular proposal/motion. The chairperson can say something like this:

"*At this point we are now going to vote on the motion that salaries of our workers should be increased by 10%".*

Having said this, then a method of voting is chosen and then voting can begin taking place during the meeting. There are a number of ways voting can take place during a meeting. Some of them are:

1. **Voting by Show of Hands:** This is the simplest and most widely used method of voting in a company meeting. In such voting procedure, the chairman of the meeting asks the members supporting the motion to raise their hands and then count the number of hands raised. After this, he asks those opposing the motion to do so, and again counts the number of hands. If the number of hands raise in support of the motion is greater than those opposing it, the motion is carried; otherwise it is dropped.
2. **Voting by Poll:** voting at meetings are normally done through a poll. A poll is the process whereby people make their choice about a particular issue by stating it or ticking it on a pre-printed voting paper. At the end of the voting, the voting papers are gathered and results are declared.
3. **Voting by Division:**in this method of voting, a motion or proposal is put before the participants in the meeting to vote for or against. Participants vote for or against the motion by rising from their seats and walking into different rooms. One room will stand for participants who support the motion, whereas the other room stands for participants who are not in favour of the motion. Special tellers then count the occupants of each room and relay the results to the chairperson who then declares the final results.
4. **Voting through a Ballot:** In this type of voting, members in a meeting make their decisions regarding a particular issue on individual voting papers in

secret. Having secretly indicated their choice on the voting paper, the paper is then put into a ballot box and then counted later after the entire voting process.

5. **Voting by Acclamation:**It is also known as **voice voting.** As the name implies, this type of voting lets participants to state their decision with regard to a particular motion by saying it loud to the hearing of the chairperson and the other participants at a meeting. During voice-voting, the chairperson of the meeting would normally ask the participants in favour of a particular motion to cast their votes by saying 'yes'. The chairperson would then ask those who are against the motion to cast their votes by saying 'no'. Based on the number of voices that say '**yes**' or '**no**', results are declared.
6. **Voting by Electronic Mode:** It is also known as E-voting. E-voting is a facility given to the members of a company to cast their votes on the resolutions through electronic mode. It provides an opportunity the shareholders residing in distant places to take part in the decision making process of the company.

15.6 CHECK YOUR PROGRESS

Fill In the Blanks:

1. A **------------** is formally arranged gathering for the purpose of discussing an issue concerning a large number of persons.
2. When any meeting is arranged by following official formalities, rules and etiquette, then it is called **-------------** meeting.
3. **----------------** is a facility given to the members of a company to cast their votes on the resolutions through electronic mode.
4. The **---------------** is the head of the meeting.
5. A **----------------** means a substitute sent by a members to attend a meeting on his behalf.
6. **----------------** is a record of the proceeding of any meeting.

15.7 SUMMARY

Meetings are an excellent way of handling issues and sharing information. Every organization must ensure that their meetings become more constructive than boring. Most importantly there must be an issue worth discussing at a meeting. Meetings are generally conductive for three purposes namely information sharing, problem solving, and rejoicing. Chairperson as well as the members of the meeting must understand their roles and responsibilities. Any meeting has few important elements like Notification of meeting, Agenda of meeting, and Minutes of meeting. The purpose of notification is to inform all the members of the committee about the meeting. Agenda of the meeting states the business to be transacted at the meeting. Minutes of the meeting provides a snapshot of the business transacted and resolution passed over various agenda items. The organisers of meeting should clearly understand the purpose of each element. For writing Notice, Agenda and Minutes standard formats or guidelines should be adopted in order to avoid any ambiguity. Seating arrangement for a meeting is another important decision area, as it impacts the flow of communication and eventually the outcome of a meeting.

15.8 KEYWORDS

- **Agenda:** An agenda is a list of topics covered in a meeting.All the items included in the agenda must be serially arranged.
- **Minutes:** Minutes is a record of the proceeding of any meeting. The main purpose of writing minutes are to keep record of formal discussion and preparing background for future discussion.
- **Proxy:** In the world of meetings, proxy means a substitute sent by a members to attend a meeting and vote on his behalf.
- **E-Voting:** E-voting is a facility given to the members of a company to cast their votes on the resolutions through electronic mode.

- **Resolution:**A resolution is the final form of a decision taken at a meeting by voting on a motion, with or without amendment.

15.9 SELF-ASSESSMENT TEST

1. What is meeting? What are its objectives?
2. What do you mean by meeting? What are the different types of meetings?
3. What is Agenda? And why is it important to circulate among the members before the meeting?
4. What are the different points should be kept in the mind while drafting Notice and Agenda?
5. Write short notes on following:
    - Resolutions
    - Quorum
    - Methods of voting
6. Draft a Notice and Agenda of the 5th annual meeting of board of directors of car manufacturing company.
7. What is meeting? What are the requisites of a valid meeting?

15.10 ANSWER TO CHECK YOUR PROGRESS

1. Meeting
2. Formal
3. E-voting
4. Chairman
5. Proxy
6. Minutes

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Subject: **Business Communication**	
Course Code: **MBA-106**	Author: **Dr. Mani Shreshtha**
Lesson No. **16**	Vetter: **Dr. Sanjay Tiwari**
Group Discussion	

STRUCTURE

16.0 LEARNING OBJECTIVES

After going through this lesson, you will be able to:

- understand the relevance of discussing in groups
- know ways to conduct a group discussion
- know the key strategies to perform better in a group discussion

16.1 INTRODUCTION

Decision making is an integral part of a manager"s profile. A decision can be taken alone or with the discussion with others. Every discussion requires a detailed analysisof situation at hand. Such a careful analysis helps in reaching a logical decision. As the old saying goes, „Two heads are better than one", companies are relying more on joint decision making in order to get better outcomes. Every discussion must have an issue that needs to be discussed in a systematic way through active participation of its members. Any discussion without purpose is a waste of time. In a group discussion, all its participants present their opinions and ideas orally. At the end of the discussion the participants are expected to meet the purpose of the discussion. Aim of a group discussion can be to provide a way out in a crisis situation, share information, assess the pros and cons of a strategy, or generate a consensus on decision. Groups could be formal or informal. As such there is no fixed number for conducting a group discussion but for increasing the effectiveness of a discussion the ideal range is eight to fifteen participants. A number less than eight might results into lack of diverse inputs on the issue while a larger group compromises the participation of each member of the group.

16.2 ADVANTAGES OF GROUPS

It is generally believed that two or more people can offer a better solution to a problem in comparison to an individual. Keeping this belief in mind group discussions are promoted at various levels in our professional life. The biggest advantage of discussing a problem in a group is that it enables the analysis of the issue from different perspectives. Every individual has his or her own point of view to look at the situation. Therefore, such discussions allow a comprehensive coverage of an issue from diverse angles. Once a group is at a consensus, chances are there that at the time of implementation of decision it will get higher acceptability in the organization. While creating a group for discussing highly volatile issues, representatives of various bodies of the organization could be included. Such a step safeguards the interests of each body at the time of decision making. Although discussing in groups has several advantages still it suffers from certain lacunae. Generating a consensus among group members is the biggest challenge. In certain cases, few dominating members try to overpower others and impose their ideas on the group. It results into a skewed decision making. Also, different viewpoints of the members often results into no decision. If poorly conducted, group discussion loses its focus and members startsettling their personal scores. Generally, no specific person is assigned as the leader of the group thus making it very difficult to channelize the discussion. Simply put, an ineffective group discussion is wastage of time, money, and energy.

16.3 GROUP DISCUSSION AS A COMPONENT OF SELECTION PROCESS

One of the best use corporate sector is making of group discussion is in hiring domain. It is being used as a prominent tool in deciding the suitability of a prospective candidate towards a job. The reason for gaining popularity is the unique feature of group discussion. Through a group discussion within a limited time various traits of many candidates can be assessed simultaneously. As a routine exercise for selection process group discussions are conducted along with a written test and a personal interview. Group discussion also enables the assessment of fit between the candidate and the organization. Following are the few traits and skills that can be assessed through a group discussion:

16.3.1 *Leadership skills:*Ability of a person to steer the discussion and influence thethought process of others can be assessed in through a group discussion. How an individual is taking an initiative, keeping the discussion on track and involving others to be the part of the discussion shows his leadership capabilities.

16.3.2 *Communication skills:*During a group discussion communication skills of acandidate can also be checked. The cues to check the communication skills are usage of proper vocabulary, logical sequencing of thoughts, appropriate usage of body language and clarity in speech. A good communicator need not repeat the words as all other participants understand them clearly in one time. Clarification of intentions shows ineffective communication skills.

16.3.3 *Interpersonal skills:*Behaviour of members in group could also be observedduring group discussion. Showing respect to the viewpoints of others and giving them chance to speak indicates good interpersonal skills. Assessment of interpersonal skills of an individual indicates his compatibility towards working in a group.

16.3.4 *Knowledge base:*During a group discussion knowledge of a articipant about a specific issue as well general awareness could be tested. It can also be identified whether an individual is well versed with his internal and external environment.

16.3.5 *Analytical and problem solving skills:*Through a group discussion capability ofan individual to analyze the situation from different angles could also be checked. From the views presented by an individual, it can be concluded whether he or she is able to understand the issue properly or not. Also, whether the solutions offered for the problem at hand are properly justified or not. The strength of the logical solution is a clear indicator of analytical and problem solving skills.

The ability to assess above mentioned skills and characteristics of an individual in a short duration makes group discussion an effective tool in the hand of management. It is one of the fastest techniques to eliminate the less suitable candidates during the selection process.

16.4GROUP DISCUSSIONS: TYPES

There are various factors that decide the suitability of a particular type of group discussion. These factors include hiring policy of the organization, level in the organization, availability of time and space etc. considering these factors, a group discussion could be classified into following broad categories:

- *Topic based:* In this kind of group discussion, participants are expected to discusson a given topic. Many a times, especially in case of job selection process, participants are given multiple topics and the group can chose any one of them to discuss further. The choice of final topic is based upon the consensus among the group members. A topic for discussion varies from factual to abstract.
- *Timing of topic*: The topic for group discussion could be announced either beforethe date of discussion or on the spot. Pre-announced topics gives an opportunity to participants to prepare for discussion while on spot topic checks the presence of mind of the participants. In an on spot situation, participants are given five to ten minutes to arrange their thoughts.

  Case based: Sometimes the participants are given a case to discuss upon. Thecase could be from a real life situation or hypothetical one. At the end of the case few questions are posed to the participants. All the participants are expected toanalyze the case properly and provide the most logical and innovative solution the question.

16.5PROCESS OF GROUP DISCUSSION

Broadly there exist two scenarios regarding group discussion. Either you have to conduct it or participate in it. In both the scenarios, a proper understanding of process of group discussion is must. The person responsible for conducting a group discussion is known as moderator. Whether conducted in formal or informal environment it is always advisable to follow a proper procedure to make group discussion an effective exercise. Following are the few step by step guidelines to conduct a group discussion:

16.5.1 *Know the purpose*: Before conducting a group discussion its purpose must beclear to everyone. A purpose could act as a guiding force that can keep the discussion on track. A purpose could also provide a basis for evaluating the effectiveness of the discussion. The purpose for discussion could range from discussing applicability of a strategy to the selection of a suitable candidate.

16.5.2 *Decide group members:*In case many participants are there, they need to bedivided into smaller groups. So, next decision is about the number of participants in a group and number of groups. As suggested earlier, eight to fifteen members per group make it ideal for discussion.

16.5.3 *Seating Arrangements:*In order to provide suitable environment for discussion,proper seating arrangements need to be made. A good seating arrangement helps the participants to communicate effectively. As a rule, every member of the group must be in a position to look and communicate with all the other members of the group. The popular seating arrangement styles are circular and semi circular styles.

16.5.4 *Give necessary instructions:*The role of a moderator is to announce necessaryinstructions prior to the commencement of the discussion. These instructions are given to ensure the smooth conduct of the discussion. Instructions could be related to time limit for discussion, general rules of conduct etc.

16.5.5 *Announcement of topic:*Now it is the time to announce the topic or provide thecase for discussion. Generally, at this stage few minutes are provided to the participants to organize their thought. Permission to use pen and paper varies from moderator to moderator.

16.5.6 *Discussion time:*At this stage, moderator gives permission to start the discussion.All the participants try to present their viewpoints with supportive arguments on the given topic. One of the members generally initiates the discussion and others start pouring in their views and so on. Unless and until mutually decided, no particular sequence is followed to present the views. At the conclusion stage, one the member takes initiative to summarize the discussion in the light of the purpose.

16.5.7 *Assessment:*Once the discussion is over the judges evaluate the performance ofeach member on a pre- decided criteria. Such evaluation criteria might include group behaviour, communication skills, leadership qualities, analytical skills, subject knowledge etc.

16.6ROLES IN GROUP DISCUSSION

At the time of commencement of a group discussion, all the members are at par with each other. Still, all the members assume different roles at different stages during the discussion. Choice of role assumed by an individual depends upon his/her personal characteristics. In addition to it, sometimes a member plays more than one role during the discussion. Following is list of some roles played by members during the discussion:

- *Starter:* This member initiates the discussion and set the tone for further discussion.

- *Connector:* This member tries to connect the ideas of all the members of the group.
- *Extender:* This member extends the viewpoints presented by previous speaker byadding more information.
- *Encourager:* This member ensures that all other members are actively participating in the discussion.
- *Critic:* A critic always provides significant analysis of the presented idea.
- *Peace maker:* If a situation arise that the members of the group are locking hornswith each other, this member tries to pacify them to ensure a harmonious discussion.
- *Tracker:* A tracker keeps the discussion on track and prevents it from goinghaywire.

16.7DO'S AND DON'TS OF GROUP DISCUSSION

For an individual, success during the group discussion depends upon a unique combination of various skills, personality characteristics and practice. In order to make a mark during the discussion, one must strike a balance among these factors. Many of the traits are inherent while few can be acquired through practice. An individual before participating in a group discussion must go through the following guidelines. These guidelines work as a proactive measure to perform better during a group discussion.

- Keep your calm.
- Read more and more for having basic understanding about varied fields.
- Always organize your thoughts before speaking.
- Try to understand the context of the given topic.

- Start the discussion only if you are confident.

- Compliment your body language with the words you are saying.
- Listening carefully to the viewpoints of other members.
- Motivate non participative members to speak.
- Grab the opportunity to conclude the discussion.
- Be respectful to others.
- Support your arguments with factual information.
- Present your strongest argument first.
- Always maintain an eye contact with group members.
- Handle criticism gracefully.
- Finish the discussion within allotted time.
- Work towards getting a consensus of group members.
- Never address a judge or moderator during group discussion.
- Strike a balance between verbal and non verbal communication.

16.8EXPRESSIONS AND THEIR PURPOSE

During a group discussion, expressions play a valuable role. What you are saying and how you are saying, both are equally important. Following is a list of few expressions and purpose for which these could be used:

Expression	When to use
In my view I feel that To my belief	When you are interesting in giving your viewpoint
I don"t agree I differ on what you are saying I have a different view	When you are not agreeing with other"s viewpoint
Correct I do agree I am of the same opinion I also feels the same	When you agree with other"s viewpoint
What you have to say What do you think What are your views	When you require opinion of others on your argument
Excuse me Please listen May I have your attention Could you please elaborate this Just a moment	When you want to speak by cutting others
I reiterate my point I mean that Let me put it again You just supported what I already mentioned	When you wish highlight your viewpoint

16.9 EVALUATION OF A GROUP DISCUSSION

The last stage of any group discussion is its evaluation. The evaluation is guided by the purpose of the group discussion. If the purpose is decision making then it has to be checked whether the group has arrived at a logical decision or not. As mentioned earlier, group discussions are used as a prominent tool in the hiring process of an organization. In such case, the fit between the prospective employee and the job is checked through group discussion. Certain skills and personality traits of an individual are assessed during the discussion. These skills include communication, leadership, interpersonal, intellect and analytical skills. For assessment, an evaluation sheet is prepared. This sheet carries multiple rows and columns wherein various skills and traits are mentioned. The evaluator is expected to rate the participant on a scale of one to five against the skill or trait. A rating of one indicates not acceptable and five indicates excellent. To avoid any kind of biasness, rating score of all judges could be clubbed and an average is taken. A sample format for evaluation is presented below:

Group Number **Name of Participant**		**Ratings**				
S. No.	**Evaluation Criteria**	**Excellent**	**Good**	**Average**	**Poor**	**Not Acceptable**
1	Leadership Qualities					
2	Communication Skills					
3	Analytical Skills					
4	Interpersonal Skills					

Signature of Evaluator

16.10 CHECK YOUR PROGRESS

Fill in the blanks:

1. ………. refersa systematic oral communication activity wherein allthe participants interact with each other for exchange of ideas and thoughtsto serve a purpose.

2.…….. isa format used to evaluate various skills and traits of aparticipant in group discussion.

3. ……. kind of group discussion in which participants are expected to discusson a given topic.

4. A …… keeps the discussion on track and prevents it from goinghaywire.

16.11SUMMARY

A group discussion is a systematic oral communication activity wherein all the participants interact with each other for exchange of ideas and thoughts to serve a purpose. For an effective group discussion, decision has to be taken regarding the type of discussion, number of participants and seating arrangements. Every individual must follow the guidelines for conducting and participating in the group discussion. On the basis of its purpose, every group discussion must be evaluated.

16.12KEYWORDS

- **Group discussion**: A systematic oral communication activity wherein allthe participants interact with each other for exchange of ideas and thoughts to serve a purpose.
- **Group roles**: Different roles played by an individual at different timesduring a group discussion.
- **Evaluation sheet:** A format used to evaluate various skills and traits of aparticipant in a group discussion.

16.13SELF-ASSESSMENT TEST

Q1. What is a group discussion? Mention its various types.

Q2. Two heads are better than one. Comment.

Q3. Describe the role of group discussion in hiring process?

Q4. Explain the process for conducting a group discussion.

Q5. Describe the do"s and don"ts for a group discussion.

16.14 ANSWERS TO CHECK YOUR PROGRESS

1. Group Discussion
2. Evaluation Sheet
3. Topic Based
4. Tracker

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Subject : **Business Communication**	
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Lesson No. **17**	Vetter : **Dr. Sanjay Tiwari**
Electronic Mail and Telephone Etiquettes	

STRUCTURE

17.0 LEARNING OBJECTIVES

After going through this lesson, you will be able to:

- Differentiate between effective and ineffective email messages.
- Draft impressive email messages.
- Know the better way to attend and make a phone call.

17.1 INTRODUCTION

Presence of technology in our daily has also changed the way we are communicating.This change could be observed while communicating in our professional as well as personal lives. People who used to write lengthy hand written letters are now writing crisp emails. Usage of paper has eventually vanished from offices. All the troubles occurring during older ways of sending information are now replaced by just typing your message and clicking the send button. Email has revolutionalised the way of handling written communication as it provides an opportunity to send information instantly to individuals as well as groups located anywhere in the world. This characteristic of email has globally established it as one of the most widely accepted tool for written communication. Through an email you can:

- Send the message instantly
- Send more information in one go
- Send the information to many receivers simultaneously
- Have the confirmation about receipt of the mail
- Get the faster feedback
- Optimize resources especially time and money

17.2 NEED FOR EMAIL WRITING ETIQUETTES

Ever increasing usage of email as a mode of communication has also raised few concerns. People have started molding the format of email as per their convenience. It causes lot of confusion especially in case of cross cultural communication. A need has been felt to keep a check on what we are writing, when we are writing, and how we are writing. The responsibility increases especially at the time of drafting a professional message. To write an effective email, it is imperative to learn about Email writing etiquettes. Email writing etiquette is a set of rules and guidelines that people use to communicate more effectively while using emails. Another popular term for online acceptable behaviour is "Netiquette" or Network Etiquette. Most important ingredients of such etiquette are knowledge, understanding and courtesy. Knowledge of email etiquettes enables the employees of an organization to create persuasive messages, to generate positive impression on the receiver of the information, and to avoid any kind of legal risk arising out of ambiguous messages. Knowledge of basic email related etiquettes can transform an ineffective communicator to an effective one. Overall thebasic purpose learning email etiquettes is to provide a proper structure to the communication.

17.3EMAIL STRUCTURE

Email writing is quite similar to business letter writing. It carries all the components of a business letter but differs in the format in which the information is inserted. Following are the important components of an email contributing to its structure:

- FROM: email address of the sender is mentioned here.
- DATE: it shows the date and time of the sent message.
- TO: It shows email address of receiver (s)
- CC: Carbon Copy. In case the information has to be conveyed to many recipients simultaneously.
- BCC: Blind Carbon Copy. When sender wishes to hide the identity of receivers from each other.

- SUBJECT: A word or a phrase has to be written here to signify main content of the message.
- SALUTATION: It displays a greeting to the receiver of the mail.
- MAIN BODY: It is the main portion of the message and generally includes information paragraphs.
- CLOSING: A polite phrase indicating the end of the message
- SIGNATURE: It provides information about the sender of the message.
- ATTACHMENT: if sender wants to send certain additional information, an attachment is sent.
- ACTION BUTTONS: Buttons like reply, reply all, forward, move, send, delete, save the draft etc. are known as action buttons.
- FORMATTING BUTTONS: These buttons provide an option for changing text colour, font style, indentation, bold, underline, italics, bullets and numbers etc.

17.4EMAIL WRITING: COMMON MISTAKES

Every email account holder either receive mails and send mails as a routine. Every person is prone to commit certain mistakes at the time of drafting and sending a mail. If known, most of these mistakes are unavoidable. Some of these mistakes are:

- Forwarding unsought after mails
- Repeated usage of signature in a single thread
- Using a gender biased language
- Sending mails in haste
- Mentioning but not attaching a file

- Prejudging the information in the mail
- Using cliché like „ very important‟ and „ very urgent‟ in subject line
- Not using salutation.
- Poor framing of subject lines
- Using „Reply All‟ button without knowing its purpose
- Over use of Bcc box
- Poor drafting of message
- Using jargons in the message
- Writing too lengthy messages
- Inappropriate use of colours, font styles, and emoticons

Following is an example of poorly written email:

> Mr. AT,
>
> Why did you give me an F? I attended most of the classes and at least tried to understand the materials. I think I deserved at least a passing grade. I studied hard for the exam in hopes that I would at least pass the class. Now I am behind another 2 semesters because I have to retake this class and then take Managerial Acct. Can you please reconsider? Hope to hear from you soon. Thanks, Jammy
>
> Source: http://www.teachingcollegeenglish.com/2009/07/26/examples-of-poor-email/

17.5 EMAIL WRITING: DO'S AND DON'TS:

Knowledge of email etiquettes can result in effective written communicating. It enables the communicator in creating persuasive and clear messages. It also creates a strong positive impression on the receiver. Following are certain dos and don"ts, if properly considered, results in creating an effective email:

- Chose your email address wisely. In today"s world, email address is your identity. Wrong choice of words or characters while choosing an email address could cause grave concerns in the long run. For example.

  Poorly chosen email address: dashingamit@yahoo.com

  Well chosen email address: amit.gupta@gmail.com

- An email is considered as a faster mode of communication. So, the moment you receive a mail, try to respond to it within next 24 hours.
- Be cautious while using „Reply All" button. Purpose of Reply All button is to send your reply to all the email addresses mention in the main, cc, or bcc columns. So, if you wish to reply only to sender of the mail, use Reply button.
- While drafting an email, follow all the principles of good letter writing. Throughout your email, maintain a courteous and friendly tone. Never reply to a mail in a bad mood. Choice of words may vary with the mood causing long term repercussions.
- Just like a formal letter, give a proper salutation to the person you are addressing.
- For common point of discussion always use a single thread. Never start a new thread to discuss the information related to old thread. In case you wish to discuss another unrelated issue, it is always advisable to compose a new mail.
- Never press the „Send" button in haste. It is always advisable to recheck the email addresses, subject line and the content of the message before sending it. A message once sent is irrevocable.

- Never assume that any information sent via email is confidential. Beware, such information could still be tracked. So it is advisable not to share any sensitive and personal information over email.
- Never use your personal email address to send professional information and vice-versa.
- In case you wish to hide the identity of all the recipients from each other use „Bcc" field.
- Never forward chain mails and other junk to others. It reduces the credibility of sender for future important messages.
- Do not write long emails. If information to be discussed is too long, use attachments. In general, an email must be crisp and clear.
- Organize the information in the email from the most important to least important.
- Never type your message in all capital. It not only irritates the reader but also prone to mistakes.
- While referring to a previous communication, always give a brief about it. It is wrong to expect the receiver to recall the previous mails.
- Use gender neutral language like Chairperson in place of Chairman.
- While replying, read all the queries and answer them all. It creates trust and confidence among receivers.
- Always check the compatibility of attached file.
- Always draft a relevant and informative subject line. Usage of overused words like IMPORTANT and URGENT should be avoided.
- Always provide a snapshot in case of lengthy mails.

- Avoid usage of Jargons, Acronyms, and Emoticons while writing emails.

17.6NEED FOR TELEPHONE ETIQUETTES

Just like email, telephone or mobile phone is another popular tool for communicating. A mobile phone used to communicate orally with the receiver. Technology has enabled today"s phones to be used as smart phones loaded with remarkable features. It has increased the utility and usage of phones during professional as well as personal communication. This increased usage has increased the requirement to learn about telephone etiquettes to improve the effectiveness of communication.

17.7RULES FOR ATTENDING AND MAKING CALLS

During a telephonic conversation, a person is either attending a call or making a call. Both the scenarios require a deliberate effort from the caller and the receiver to make their communication effective. There are certain rules that need to be followed at the time of attending and making a call. These rules are:

While attending a phone call

- Talking over phone is actually presenting you indirectly. It helps in creating your first impression.
- Your voice tone matters a lot. Always speak with a smile in your voice (and on your face).
- While attending a call, try to answer the telephone by the third ring.
- Always choose decent ring for your caller tone and ringtone. Kind of ringtone and caller tone you are having, describes your personality.
- Pick the phone only when you are fully prepared to answer it. Answering a phone while munching is considered as bad.

- Be an active listener. Always sound interested in the caller‟s conversation. Try to respond whenever expected during the conversation.
- In case of a missed call, try to return the call promptly. That shows the respect for the communicator and communication.
- Don‟t speak louder on your cell phone
- Maintain a distance of at least three meters from the nearest person when talking on a cell phone.
- Use an earpiece in high-traffic or noisy locations.
- Tell callers when you‟re talking on a busy location, so they can anticipate distractions or disconnections.
- Respect „quiet zones‟ and „phone-free areas‟ at work and in public venues.

While making a phone call

- Keep the time in mind. Do not call before 8 a.m. or after 9 p.m. unless you have specific permission.
- Make sure your greeting is Professional
- Be polite to everyone with whom you speak
- Identify yourself
- Ask if this is a good time to talk
- Speak clearly
- Use pleasant tone
- Keep all cellular conversations brief and to the point.
- Focus on the call; not on doing something else
- Don‟t eat, drink, or cough while on the phone

- Speak with more energy
- Be and sound courteous, professional, understanding, helpful, and friendly.
- Explain things in an understandable way.
- End calls on a pleasant note.

17.8 RULES PHONE AND MEETINGS

Attending or conducting a meeting is an integral part of an individual‟s corporate life. Although general rules related to phones remains same but usage of phones during meetings requires special attention. Some of such guidelines are:

- During the meeting phones should be switched off or put on silent mode.
- If you are leading the meeting, remind everyone to do this before you begin.
- Do not read or send text messages during a meeting.
- If you forget to switch to silent and it rings, turn it off immediately and apologize
- If the call pertains to the subject matter of the meeting or if expecting an emergency call: Clear it with the chairperson of the meeting.
- Inform meeting participants that you are expecting the call.
- Only take that specific call, if it‟s someone else, divert to voicemail.
- Keep the phone on vibrate in a place where you could grab it immediately.
- Sit near the exit so you can leave the room quickly and quietly.
- After attending that call, switch off your phone.

17.9 CHECK YOUR PROGRESS

Fill in the blanks:

1. …….. is used for information to be conveyed to many recipients simultaneously.

2. ……… is a specified areas where phone usage is prohibited.

3. …….. is a set of rules and guidelines that people use to communicate moreeffectively while using emails.

4. …… refers to communication transmitted through computers.

17.10SUMMARY

Email is considered as widely accepted tool for personal and professional communication. Email writing etiquettes provide rules and guidelines for drafting effective messages. These guidelines provide help in a situation when messages is being drafted and sent. Sticking to the email etiquettes creates a good impression onthe receiver of information. It also saves you from embarrassment. A lot of practice and avoidance of common errors improves the email writing skills. During a telephonic conversation, a person is either attending a call or making a call. Both the scenarios require a deliberate effort from the caller and the receiver to make their communication effective. There are certain rules that need to be followed at the time of attending and making a call.

17.11KEYWORDS

- **Email writing etiquette**: It is a set of rules and guidelines that people useto communicate more effectively while using emails.
- **Quiet Zones**: Specified areas where phone usage is prohibited.

17.12SELF-ASSESSMENT TEST

Q1. Explain the relevance of understanding email writing etiquettes.

Q2. Mention five do"s and don"ts that one has to follow while sending an email.

Q3. What are the various guidelines for making an effective phone call?

Q4. What precautions one has to take while using phone during a meeting?

17.13 ANSWERS TO CHECK YOUR PROGRESS

1. Carbon Copy
2. Quiet Zone
3. Email Writing Etiquette
4. E-mail

17.14REFERENCES/SUGGESTED READINGS

- Adair, John. Effective Communication. London: Pan Macmillan Ltd., 2004.
- Bovee, Courtland L, John V. Thill & Barbara E. Schatzman. Business Communication Today: Tenth Edition. New Jersey: Prentice Hall, 2010.
- Lesikar, Raymond V and Marie E. Flatley. Basic Business Communication: Skills for Empowering the Internet Generation: Ninth Edition. New Delhi: Tata McGraw-Hill, 2002.
- Rutherford, Andrea J. Basic Communication Skills for Technology: Second Edition. Delhi: Pearson Education, 2007.
- Sharma, R. C. & Krishna Mohan. Business Correspondence and Report Writing: Third Edition. New Delhi: Tata McGraw-Hill Publishing Company Limited, 2007.

Mr. AT,

Why did you give me an F? I attended most of the classes and at least tried to understand the materials. I think I deserved at least a passing grade. I studied hard for the exam in hopes that I would at least pass the class. Now I am behind another 2 semesters because I have to retake this class and then take Managerial Acct. Can you please reconsider? Hope to hear from you soon. Thanks, Jammy

Source: http://www.teachingcollegeenglish.com/2009/07/26/examples-of-poor-email/

- Talking over phone is actually presenting you indirectly. It helps in creating your first impression.
- Your voice tone matters a lot. Always speak with a smile in your voice (and on your face).
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- Be polite to everyone with whom you speak
- Identify yourself
- Ask if this is a good time to talk
- Speak clearly
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- Keep all cellular conversations brief and to the point.
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- Don"t eat, drink, or cough while on the phone
- Speak with more energy
- Be and sound courteous, professional, understanding, helpful, and friendly.
- Explain things in an understandable way.
- End calls on a pleasant note.

24.9 Rules Phone and meetings:

Attending or conducting a meeting is an integral part of an individual"s corporate life. Although general rules related to phones remains same but usage of phones during meetings requires special attention. Some of such guidelines are:

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- If you are leading the meeting, remind everyone to do this before you begin.
- Do not read or send text messages during a meeting.
- If you forget to switch to silent and it rings, turn it off immediately and apologize

- If the call pertains to the subject matter of the meeting or if expecting an emergency call: Clear it with the chairperson of the meeting.
- Inform meeting participants that you are expecting the call.
- Only take that specific call, if it"s someone else, divert to voicemail.
- Keep the phone on vibrate in a place where you could grab it immediately.
- Sit near the exit so you can leave the room quickly and quietly.
- After attending that call, switch off your phone.

CHECK YOUR PROGRESS

Fill in the blanks:

1. …….. is used for information to be conveyed to many recipients simultaneously.
2. ……… is a specified areas where phone usage is prohibited.
3. …….. is a set of rules and guidelines that people use to communicate more effectively while using emails.
4. …… refers to communication transmitted through computers.

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Email is considered as widely accepted tool for personal and professional communication. Email writing etiquettes provide rules and guidelines for drafting effective messages. These guidelines provide help in a situation when messages is being drafted and sent. Sticking to the email etiquettes creates a good impression on the receiver of information. It also saves you from embarrassment. A lot of practice and avoidance of common errors improves the email writing skills. During a telephonic conversation, a person is either attending a call or making a call. Both the scenarios require a deliberate effort from the caller and the receiver to make their communication effective. There are certain rules that need to be followed at the time of attending and making a call.

24.11 Keywords

- **Email writing etiquette**: It is a set of rules and guidelines that people useto communicate more effectively while using emails.
- **Quiet Zones**: Specified areas where phone usage is prohibited.

24.12 Self-Assessment Questions

1. Explain the relevance of understanding email writing etiquettes.
2. Mention five do‟s and don‟ts that one has to follow while sending an email.
3. What are the various guidelines for making an effective phone call?
4. What precautions one has to take while using phone during a meeting?

ANSWERS TO CHECK YOUR PROGRESS

1. Carbon Copy

2. Quiet Zone

3. Email Writing Etiquette

4. E-mail

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