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Estd : 2001

DEPARTMENT OF MBA & RESEARCH CENTRE

BUSINESS COMMUNICATION (MBA16)

FIRST SEMESTER, MBA

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Module 1:

Introduction: Meaning & Definition, Role, Classification – Purpose of communication, Communication Process, Characteristics of successful communication. Importance of Communication in Management, Communication Structure in Organizations, Communicating within Organizations – Levels of communication, Communication flow, Communication in Conflict Resolution, Communication in Crisis, Communication and Negotiation, Communication barriers, Communication in across-cultural setting

Meaning & Define of Communication

The word "Communication" is derived from the Latin word 'communicare' meaning- to share. It stands for a natural activity of all human beings to convey opinions, feelings, information, and ideas to others through words (written or spoken), body language or signs.

Communication is the process of conveying intended meanings from one entity or group to another through the use of mutually understood signs and rules.

Essential features of communication

- Communication is a dynamic process
- Communication is unavoidable
- Communication is systematic and universal
- Communication is as essential to any business as blood is to the human body. Therefore, it is an unavoidable phenomenon.
- Communication is a continuous process which includes various events and activities that are inter-related and inter-dependent.
- Communication is complete and effective only if there is two-way traffic.
- Communication is systematic where every component of the process is affected by every other component.
- Communication is a universal phenomenon where all living creators communicate in their own ways and styles.

Basic principles of communication

- It should be complete.
- Communicated statements should be concrete and specific and not vague.
- The message communicated should be clear whether oral or written.

Role of Communication

- **Exchanging Information**
  Communication is important to exchange information between two or more parties
- **Goal Achievement**
  If you are working with a group of people then one needs to share opinions and goals to ensure that everyone else is on the same page
- **Decision Making**
  The decision making regarding the business is dependent on information that you would collect regarding the particular aspect of the business.

Classification of Communication

- **Intrapersonal communication:**
  It is talking to oneself in one's own mind.

- **Interpersonal communication:**
  It is the exchange of messages between two persons.

- **Group communication:**
  It can be among small or large groups, like an organization, club or classroom, in which all the individuals retain their individual identity.

- **Mass communication:**
  It occurs when the message is sent to large groups of people. In this process, each person becomes a faceless individual with almost no opportunity for personal response or feedback.

- **Verbal communication:**
  It means communicating with words, written or spoken. Verbal communication consists of speaking, listening, writing, reading and thinking.

- **Non-verbal communication:**
  It includes using of pictures, signs, gestures and facial expressions for exchanging information between persons. It is done through sign language, action language, or object language.

- **Formal Communication and Informal Communication:**
  - **Formal Communication**
    Formal communication refers to the communication that flows along a formal organizational structure. This flow of communication is created along an officially recognized position to ensure smooth, orderly and timely flow of information.
  - **Informal Communication:**
    The communication that takes place outside the formally prescribed network or channel is known as Informal communication. Informal communication is spontaneous and has no set of rules and regulations. It takes any direction and is also called a Grapevine.

    Grapevine communication:
    Grapevine refers to informal communication that flows in any direction and has no set of rules and regulations. It is the communication that flows outside the prescribed network or channels. It is also referred to as the unofficial talk about matters related to the organization's work programs, status, individual managers, management's policies and plans, company's performance and success, and such other matters that circulate among the members of the organization.

- **Internal and External Communication:**

  ⊙ **Internal Communication:**

  Internal communication refers to the flow of communication within the organization in a well-defined pattern of hierarchy. The internal communication may take different directions such as downward communication, upward communication and horizontal or lateral communication.

  ⊙ **External Communication:**

  The communication that flows between the organizations and outside is known as external communication. External communication may be inward or outward. Inward communication refers to the communication received by the organization from its customers, other organizations, govt departments, etc

- **Audio visual communication:**

  Audio visual communication is a productive form of communication. Using sound and lighting equipment improves communication by heightening the awareness of your audience's sight and hearing. Audiences who use more of their senses to engage at events remember those events for a longer period of time.

- **Organizational Communication**:

  Organizational communication is a broad field that encompasses all forms of communication that allow organizations such as companies, government agencies, and non-profits to function, grow, connect with stakeholders, and contribute to society.

- **Upward communication and downward communication:**

  ⊙ Upward communication or Vertical communication that flows from the subordinates to their superiors. The purpose of upward communication is to get the feedback regarding the performance of the job, to encourage the employees to express their views, opinions and discuss their problems if any.

  ⊙ The communication that flows from the superiors to the subordinates is known as downward communication. The purpose of downward communication is for educating and training employees, issuing instructions, advising and counseling.

<u>Purpose of Communication:</u>

Broadly speaking, in business we communicate to provide following ideas:

O **Communication to Inform:**

Communication to inform is directed by the desire to expose, develop and explain the subject. It focuses about communication.

O **Communication to Persuade:**

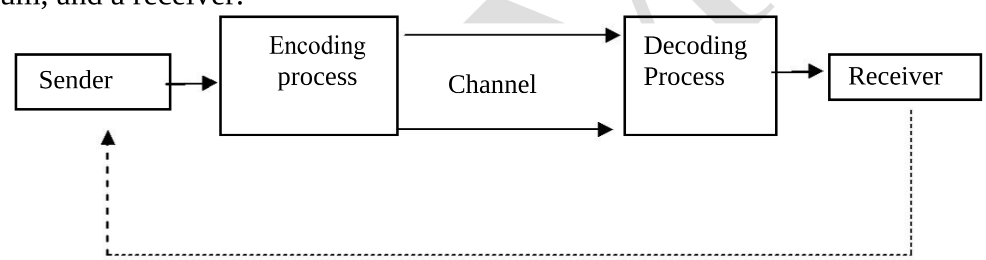
The communicator may seek primarily to persuade the reader. In such a form of communication the focus is on the receiver and not the message. Persuading means the act of influencing the other person to change their attitudes, beliefs, feelings or thoughts. In business, the seller may persuade the buyer to buy their products. The executives may persuade the workers to accept any changes or in collections from customers persuasion, takes place. Communication skills and ability is essential for persuading. Using proper words and symbols, persuasion can be done effectively.

Elements of communication

- **Sender:** The communication begins from the sender who wants to transmit the message to another person.
- **Encoding**: Putting the message into appropriate words, symbols or gestures is known as encoding.
- **Message:** The idea or information in the physical form is known as message.
- **Channel:** The channel or medium is the method used for transmitting the message.
- **Receiver:** The receiver is the person to whom the message is sent, and he perceives the message and attaches some meaning to the message.
- **Decoding:** The receiver gets the message through decoding– by receiving, understanding and interpreting the message
- **Feedback:** The reversal in the communication process is feedback whereby, the receiver expresses the response of the sender's message

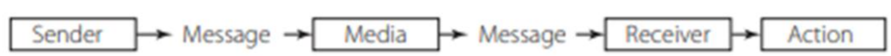
The process of Communication

The process of communication begins with a person's desire to share or exchange an idea, thought, or feeling with another person or persons. It basically involves a sender, a message, a medium, and a receiver.



1. The linear Concept of Communications:

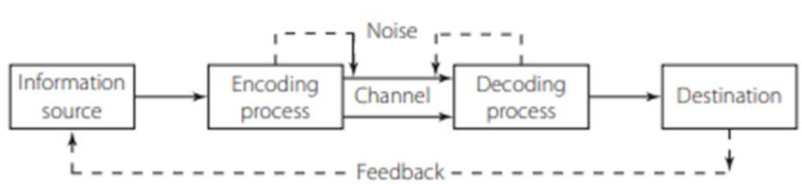
According to this, the receiver passively receives the message and directed or desired by the sender. Communication is intended to control/manipulate the receiver. It is assumed that the message, while passing through the medium chosen by the sender, reaches the receiver without any distortion or change.



2. The Shannon-Weaver Model:

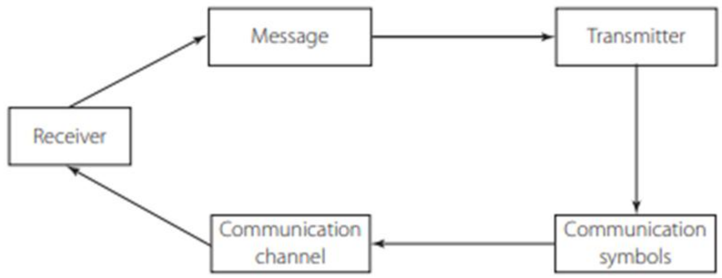
Shannon's model of communication is based on the mathematical or mechanistic view of the communication process, in which the basic problem is that the message received is not the same as the message sent. He attributed the loss to noise.

Weaver introduced the idea of feedback as a corrective counter to noise. However, in the Shannon–Weaver model, feedback was not considered to be an integral component because the model conceived the communication process as a linear act and feedback as a new act of communication. Therefore, in the Shannon–Weaver model shown below, feedback is represented by dotted lines.



3. **The Two-way communication processes:**

The two-way concept of communication is more contemporary. It considers communication essentially to be a reciprocal process and a mutual exchange of messages. It makes no sharp distinction between the roles of the sender (source) and the receiver, because the same person plays both roles, often simultaneously.



Principles of effective communication or what are the characteristics of successful communication?

An organization must follow certain principles in order to make communication effective.

The principles of communication also called as the 7 C's of communication are:

1. **Candidness**: In all business transactions, one's view of a matter should be honest and sincere and should reject prejudice or bias. The guiding principle should be fairness to self and to others involved in the situation. Candid talk also exhibits the speaker's self-confidence. In oral communication, confidence is a key element in creating an impact. When something is said without hesitation, it expresses a confident manner.
2. **Clarity:** The principle of clarity is most important in all communications, especially in face-to-face interactions. It is not always easy to verbalize ideas accurately on the spot during conversations, presentations, or other oral forms of interaction. Clarity requires the use of accurate and familiar words with proper intonation, stresses, and pauses.
3. **Completeness:** The principle of completeness requires that speakers communicate whatever is necessary, provide answers to all possible questions that could be raised, and add additional information, if necessary, as footnotes.
4. **Conciseness:** In business and professional communication, brevity is important. One should avoid being repetitive. It is a common but erroneous assumption that repeating whatever has been said in multiple ways adds emphasis to the message. Fewer words should not mean less meaning. Rather, it is possible to achieve intensity and concentration without sacrificing essential meaning.
5. **Concreteness:** Concreteness means being specific and definite in describing events and things. Avoid using vague words that don't mean much.
6. **Correctness:** In the spoken form of communication, grammatical errors are not uncommon. The speaker can forget the number and person of the subject of the verb if the sentence is too long. Sometimes even the sequence of tenses is incorrect.
7. **Courtesy:** In conversational situations, meetings, and group discussions, an effective speaker maintains the proper decorum of speaking. One should say things assertively, but without being rude. Courtesy demands not using words that are insulting or hurtful to the listener.

Importance of Communication in Management:

Every organization needs an effective communication system to enable it to function and flourish. In an organization, communication is a means:

- To increase employees job performance and effectiveness by updating their knowledge.
- To promote employees' sense of belonging and commitment.
- To effect changes smoothly.
- To motivate and create a sense of identification with the organization's goals
- To inform and convince employees about decisions and the reasons behind those decisions.
- To develop employees a clear understanding of their roles and future growth opportunities in the organization
- To empower employees with information on development and activities.
- Hence, an active communication system is vital for the good health of the organization. If there is a continuous sharing of ideas and interactive meetings between the management and workers, the overall atmosphere of understanding and goodwill would prevail in the workplace. If decision making is transparent employees would understand reasons for those decisions and accept and implement them even if they affect them adversely.

Communication Structure in Organizations:

In Business organizations, the effectiveness of a communication system depends upon the extent to which the necessary information (required for decision making) reaches the concerned person (who needs that information) at the right time (when the information is needed). This network of information supports the overall functioning of management by integrating and coordinating the work force for achieving organizational objectives.
Hence every organization creates a network (Channel) for information to pass through it different levels of authority and functional heads and units.

O Vertical Communication:

In organizations there are well-defined lines/ routes for passing on communication. At the boardroom level, policy decisions are taken. From there, downward information and instructions are sent to senior managers or a group of senior managers.

O The senior managers ensure that the policy decisions are easily understood, implemented, sustained, monitored, reviewed and reported as feedback. Any information on feedback (performance data or employee's experience or suggestions) is in turn sent upward.

O In this organizational system of communication, the key links are managers and supervisors. They pass on information upwards and downwards.

O Managers and supervisor are also responsible for carrying out follow up action on the required lines. In all large organizations, the HRD/HRM or personnel department manages the circulation of information among employees. Personnel managers are in constant touch with all sections of employees. They can identify needs; guide on policy matters and supervise infrastructural arrangements.

O Still when an organization has too many hierarchical levels, managers face a lot of difficulty to reach the ground level employees and shop-floor employees. In all such situations, communication tends to be slow in reaching and delayed in getting absorbed and acted upon. The cost of this inevitable delay caused by the sheer size of the structure of the organization may sometimes be too high.

O **Horizontal Communication:**

Also known as peer communication, it is usually needed within the organization in relation to the following cases:

- **Geographical location of divisions:**
  In a large setup, divisions may be based on geographical areas. Such divisions may be known just by numbers or single letters.

- **Functional organizations:**
  Normally business and industrial organizations form divisions based on different functions, such as production, marketing, finance, personnel and training and development. All such divisions function independently and yet remained linked with each other through peer-group communication and work flow information. With the growth of technology and size of organizations, the widespread production of goods and services needs to be coordinated through the channel of horizontal communication.
  From the stage of selection of raw material to that of a finished product, numerous processes are involved in completing the given task of production. At each stage of the production process, the job of a work-group depends upon the timing and form of work received from the preceding work group. Any failure in the smooth work flow adversely affects the performance at successive stages of production.

Levels of Communication

1. **Meta Communication**

Metacommunication refers to the subtle, often nonverbal, cues and signals that surround our primary message in communication. Metacommunication includes tone of voice, facial expressions, gestures, and even our silence. These elements can drastically change the meaning of the words spoken, making them an essential part of effective and assertive communication.

2. **Intrapersonal Communication**

In this level of communication, you are both the person 'sending' and 'receiving' the message. Because you play this dual role, the chances of misinterpretation or miscommunication are essentially non-existent.

3. **Interpersonal Communication**

Talking with another individual, exchanging text messages or emails, video conferencing, even nonverbal like a shrug of the shoulders or a meaningful glance, are all examples of interpersonal communication. For interpersonal communication to be considered successful, the person receiving the message has to receive and comprehend the message that the sender intended to send.

4. **Group Communication**

The term "group communication" refers to the messages that are exchanged by group members. The messages that are exchanged by group members provide evidence of the nature of the group. The messages that are exchanged identify whether the group is a social group or a task group.

5. **Public Communication**

Public communication is a method to share program, ideas, or propaganda to public. The main ideas is to give people a new information or knowledge.

6. Mass Communication

Mass communication is "the process by which a person, group of people or organization creates a message and transmits it through some type of medium to a large, anonymous, heterogeneous audience." This implies that the audience of mass communication is mostly made up of different cultures, behavior, and belief systems.

Types of Communication Flow/ 4 Types of Direction in Formal Communication

1. **Downward Communication**

Communication in the first place, flows downwards. That is why, traditionally this direction has been highlighted or emphasized. It assumes that the people working at higher levels have the authority to communicate to the people working at lower levels. This direction of communication strengthens the authoritarian structure of the organisation. This is also called Down Stream Communication.

2. **Upward Communication**

   The function of upward communication is to send information, suggestions, complaints, and grievances of the lower-level workers to the managers above. It is, therefore, more participative in nature. It was not encouraged in the past, but modern managers encourage upward communication. This is a direct result of increasing democratization. This is also called Up Stream Communication.

3. **Lateral or Horizontal Communication**

   This type of communication can be seen taking place between persons operating at the same level or working under the same executive. Functional managers operating at the same level, in different departments, through their communication, present a good example of lateral communication. The main use of this dimension of communication is to maintain coordination and review activities assigned to various subordinates.

4. **Crosswise Communication**

   Diagonal or crosswise communication takes place when people working at the same level interact with those working at a higher or lower level of organizational hierarchy and across the boundaries of their reporting relationships.

COMMUNICATION IN CONFLICT RESOLUTION

Conflict is a necessary part of team problem solving and innovative thinking; can be productive and positive if handled properly.

Conflicts are described as positive or negative on the basis of their favorable or unfavorable results for the conflicting parties. Conflicts are positive when they end in mutual satisfaction of both the parties. But a negative even when it is resolved leaves one or more conflicting persions dissatisfied with the result.

Successful conflict resolution depends on ability to:

- Manage stress while remaining alert and calm.
- Control your emotions and behavior
- Pay attention to the feelings being expressed as well as the spoken words of others

- Be aware of and respective of differences. By avoiding distrustful words and actions.

Conflict Resolution Skills

- **Quickly relieve stress**- The capacity to remain relaxed and focused in tense situations is a vital aspect of conflict resolution.
- **Recognize and manage the emotions**- Emotional awareness is the key to understanding yourself and others. The ability to handle conflicts depends on being connected to our emotions.
- **Improve your nonverbal communication skills**- Non verbal communication includes eye contact, facial expressions, tone of voice, posture, touch and gestures. The most important information exchanged during conflicts and arguments is often communicated nonverbally.
- **Use humour and play to deal with challenges**- Humour can help in resolving arguments and disagreements by communicating in a playful way. When humour and play are used to reduce tension and anger, reframe problems, and put the situation into perspective, the conflict can actually become an opportunity for greater connection.

COMMUNICATION IN CRISIS

Crisis communication refers to the technologies, systems and protocols that enable an organization to effectively communicate during a major threat to its business or reputation.

Crisis communication process

- Do not ignore the external parties and the media. Answer their questions
- Don't criticize individuals
- Effective communication must be encouraged at the workplace during emergency situations
- Information must flow across all departments in its desired form
- Crisis communication specialists must learn to take quick decisions
- Make sure information is kept confidential

<u>Successful Crisis communication</u>

- **Keep it simple –** keep your crisis communications simple and easy-to-consume for everyone. When communicating in times of crisis, simplicity is best, and clarity is king. Ensure your message has a clear objective, and make it relevant and tailored to your target audience.
- **Make it credible –** Do you and your crisis communication team have credibility? Does your audience trust you? This is where it's important to make sure that your delivery matches your message. Ensure you always present the evidence to support your message.
- **Show empathy –** showing empathy during crisis is crucial. The best way to show empathy to people affected by the crisis is by active listening and encouraging bottom-up feedback.
- **Show competency –** In times of crisis and change, highlighting your organization's competency is important. Do you have the skills, knowledge, resources, and people to follow through and get things done? If so, remind your people that you are ready to handle unprecedented situations.
- **Make it share-worthy –** make your crisis communications visual and share-worthy. Word-of-mouth will help spread your message and reach a wider audience. Encourage your people to share the message internally and externally where relevant.

COMMUNICATION IN NEGOTIATION

Negotiation is essentially an exercise in communication. The underlying objective is to use communication techniques to convince, persuade, or alter the perceptions of another.

The three most significant elements of communication include:

- verbal communications
- non-verbal communications
- the medium of communication

Verbal Communication

The effectiveness of verbal communication in a negotiation depends upon the ability of the speaker to encode thoughts properly and on the ability of the listener to understand and decode the intended message(s).

Language operates at two levels: the logical level (for proposals or offers) and the pragmatic level (semantics, syntax, and style). We often focus upon logical attributes instead of semantic or style attributes.

In any event, the meaning conveyed by a proposition or statement is a combination of one logical, surface message and several pragmatic messages.

A negotiator's word choice, tone, tempo, and inflections may not only signal a position but also shape and predict it.

Nonverbal Communication

Non-verbal communication is anything that is not words. Examples of non-verbal communication include: vocal cues or paralinguistic cues; facial expressions; eye contact; interpersonal spacing; posture; body movements; gestures; touching, etc.

Generally, successful communicators are nonverbally sensitive, nonverbally expressive, nonverbally self-controlled, and motivated to perform for their audiences.

It can be extremely important with regard to persuasion, power, and trust. People assert dominance and power through nonverbal cues. For example, high social power is reliably indicated by patterns of looking while speaking and listening.

A skilled negotiator will use non-verbal communication in a manner that furthers her strategy and strengthens her position.

A neutral exhibition of non-verbal communication is known as attending behaviours. Attending behaviour lets the other know that you are listening and prepares her to receive your message. Examples of attending behaviour include making eye contact when speaking and adjusting one's body position to show engagement.

Communication Channel

People negotiate through a variety of communication media: over the telephone, in writing, and increasingly through such electronic channels as e-mail and teleconferencing systems, instant messaging, and even text messaging.

It is important to recognize the context of the negotiation and select a communication channel that maximizes the potential for value creation and agreement.

Sometimes, however, there is little option to choose a channel. In such a case, it is important to be aware of the general hurdles that any communication channel entails.
For example, there is evidence that negotiation through written channels is more likely to end in an impasse than a negotiation that occurs face-to-face or by phone.

There is also evidence that e-mail negotiators reach agreements that are more equal than face-to-face negotiators.
Further, negotiators using e-mail need to work harder at building a personal rapport with the other party if they are to overcome the limitations of the channel that would otherwise inhibit optimal agreements or fuel impasse**.**

For more information refer:
https://youtu.be/AZPpot37p00

Channel	Strengths	Weaknesses	Expectations	When to Choose
IM or Text Message	• Very fast • Good for rapid Exchanges of small amounts of information • Inexpensive	• Informal • Not suitable for large amounts of information • Abbreviations lead to misunderstandings	Quick response	• Informal use among peers at similar levels within an organization • You need a fast, inexpensive connection with a colleague over a small issue and limited amount of information

Channel	Strengths	Weaknesses	Expectations	When to Choose
E-mail	• Fast • Good for relatively fast exchanges of information • “Subject” line allows compilation of many messages on one subject or project • Easy to distribute to multiple recipients • Inexpensive	• May hit “send” prematurely • May be overlooked or deleted without being read • “Reply to all” error • “Forward” error • Large attachments may cause the e-mail to be caught in recipient’s spam filter	Normally a response is expected within 24 hours, although norms vary by situation and organizational culture	• You need to communicate but time is not the most important consideration • You need to send attachments (provided their file size is not too big)
Fax	• Fast • Provides documentation	• Receiving issues (e.g., the receiving machine may be out of paper or toner) • Long distance telephone charges apply • Transitional telephone-based technology losing popularity to online information exchange	Normally, a long (multiple page) fax is not expected	• You want to send a document whose format must remain intact as presented, such as a medical prescription or a signed work order • Allows use of letterhead to represent your company
Memo	• Official but less formal than a letter • Clearly shows who sent it, when, and to whom	• Memos sent through e-mails can get deleted without review • Attachments can get removed by spam filters	Normally used internally in an organization to communicate directives from management on policy and procedure, or documentation	You need to communicate a general message within an organization
Letter	• Formal • Letterhead represents your company and adds credibility	• May get filed or thrown away unread • Cost and time involved in printing, stuffing, sealing, affixing postage, and travel through the postal system	Specific formats associated with specific purposes	You need to inform, persuade, deliver bad news or negative message, and document the communication
Report	Significant time for preparation and production	Requires extensive research and documentation	Specific formats for specific purposes; generally, reports are to inform	You need to document the relationship between large amounts of data to inform an internal or external audience
Proposal	Significant time for preparation and production	Requires extensive research and documentation	Specific formats for specific purposes; generally, proposals are to persuade	You need to persuade an audience with complex arguments and data

Seven Elements of Negotiations

1. **Interests**. Interests are "the fundamental drivers of negotiation," according to Patton—our basic needs, wants, and motivations. Often hidden and unspoken, our interests nonetheless guide what we do and speak. Experienced negotiators probe their counterparts' stated positions to better understand their underlying interests.
2. **Legitimacy**. The quest for a legitimate, or fair, deal drives many of our decisions in negotiations. If you feel the other party is taking advantage of you, you are likely to reject their offer, even if it would leave you objectively better off. To succeed in negotiation, we need to put forth proposals that others will view as legitimate and fair.
3. **Relationships.** Whether you have an ongoing connection with a counterpart or don't think you'll ever see her again, you need to effectively manage your relationship as your negotiation unfolds. Relationship dynamics become all the more important when you have an ongoing connection: future business, your reputation, and your relationships with others may hang in the balance. You can strengthen the relationship by taking time to build rapport and by meeting your own high ethical standards throughout the process.
4. **Alternatives** and BATNA. Even as we take part in negotiations, we are aware of our alternatives away from the table—what we will do if the current deal doesn't pan out. Negotiation preparation should include an analysis of your BATNA, or best alternative to a negotiated agreement, according to Getting to Yes. For example, a job candidate may determine that she will start applying to grad schools if a particular job negotiation falls apart.
5. **Options**. In negotiations, options refer to any available choice's parties might consider to satisfy their interests, including conditions, contingencies, and trades. Because options tend to capitalize on parties' similarities and differences, they can create value in negotiation and improve parties' satisfaction, according to Patton.
6. **Commitments**. In negotiations, a commitment can be defined as an agreement, demand, offer, or promise made by one or more party. A commitment can range from an agreement to meet at a particular time and place to a formal proposal to a signed contract.
7. **Communication**. Whether you are negotiating online, via phone, or in person, you will take part in a communication process with the other party or parties. The success of your negotiation can hinge on your communication choices, such as whether you threaten or acquiesce, brainstorm jointly or make firm demands, make silent assumptions about interests or ask questions to probe them more deeply.

BARRIERS TO COMMUNICATION:

The barriers can be divided into four groups:

1. Semantic barriers
2. Physical barriers
3. Organizational barriers
4. Psychological barriers

O **Semantic Barriers:**

The problems in the process of encoding and decoding the message into words or other impressions are considered as semantic barriers. Poor grammar, different language, poor vocabularies are examples of semantic barriers.

O **Poor Vocabulary:**

The usage of inappropriate words and inadequate words will not make the idea to be communicated clear. It is not possible for the communicator to convey the message in the right sense.

O **Different Language:**

In an organization, if the employees do not have a common language it becomes a barrier to convey the ideas and feelings.

O **Different context for words and symbols:**

There are certain words and symbols which have several meanings. So, the receiver must know the context of words and symbols, there is a possibility of misinterpretation and misunderstanding

O **Physical Barriers:**

The obstacles that prevent a message from reaching the intended recipient are known as Physical barriers. Some of the physical barriers are as follows:

1. **Noise:** Noise is any disturbance that reduces clarity of communication. Noise distracts the person communicating and acts as a barrier to communication.
2. **Improper time:**
   The message must be conveyed at proper time otherwise it loses its effectiveness. For instance, if the superior asks his subordinate to attend some urgent work during closing hour of work, it may cause resentment in the subordinate who is in a hurry to catch a bus to reach his house
3. **Distance:**
   The distance between the sender and the receiver acts as a barrier in the communication process. If the distance is more, the communication will be ineffective unless proper use of fax or telephone or any other media is made.
4. **Overload information:**
   If the information is overloaded, the reader's attention gets distracted. The theme of the message is diluted.

O **<u>Organization Barriers:</u>**

1. **Rules and regulations of the organization:**
   Due to rigid rules and regulations relating to communication, there is a delay of message and it is a discouragement to employee in conveying their innovative ideas and creativity.
2. **Hierarchical Relationship:**
   Hierarchical i.e, formal superior- subordinate relationship restricts the free flow of communication in an organization. Specially, upward communication is intentionally distorted.
3. **If meetings are not conducted:**
   If organizations are not conducting staff meetings often, it lacks free flow of communication and widens the communication gap between persons.

4. **Choice of Channel:**
   Due to wrong selection of channels to communicate, it becomes a barrier. For example if written communication is used to communicate to the illiterates, it will not convey any message to them. It becomes useless.

O **Psychological Barriers:**

1. **Perceptions:**
   Based on needs, motives, experience we perceive certain things and ignore certain things. Different people with different perceptions may misinterpret the message conveyed to them.

2. **Attitude:**
   The attitude of superiors and subordinates also affects the flow of communication. If the superiors lack confidence in themselves it may filter the communication. The subordinates' attitude also affects the communication.

3. **Poor listening:**
   Poor listening is one of the barriers which retards the communication flow and prevents understanding of the real meaning of the message conveyed.

4. **Egotism:**

   A person with egoism loses his level of understanding person's emotions, attitudes, feelings etc, which results in hindrance of the communication process.

5. **Emotions:**
   A person with negative emotions cannot think rationally and cannot communicate effectively to others and at the same time cannot receive the message as it is. For effective communication one requires affection, compassion and a silent mind.

6. **Using appropriate channels:**
   Wrong choice of channels to communicate is one of the barriers to communication. This can be overcome by using appropriate channels depending upon different situations. For instance, to communicate most confidential matters, the best form of communication is oral communication. Similarly, one must use symbols, pictures to communicate effectively to illiterates who cannot read and understand written communication.
7. **Improving the skill of listening:**
   Effective listening is an essential requirement for effective communication. While listening one must concentrate on the speech and they must not be selective and partial listeners, but total and deep listening is essential.

8. **Improving upward communication:**
   To make communication effective, it is essential that it must be understood by the receiver and get feedback from them regarding this. In an organization, feedback is possible only if there is upward communication system. So, management is required to improve upward communication and encourage subordinates to express freely their opinions and problems if any.

COMMUNICATION IN CROSS CULTURAL SETTINGS:

All are influenced by cultural background which impacts on all aspects of life family structures, beliefs about religion and spirituality, social interactions, dress, gender roles of men and women etc. The concepts of culture and language are intertwined and, in many ways, difficult to separate.

It is also important not to assume that all people from that community will behave in the same way or have the same communication needs. Individuals will vary in terms of their values and beliefs, education levels, life experience, level of literacy, strength of commitment to their cultural norms and degree to which they use ethno-specific services.

CULTURAL SENSITIVITY

Managers looking for global business opportunity often join formal classes to get a feel for local cultures. Sensitivity to local cultures is necessary to stay in business. For instance, dinner diplomacy in China is often more effective than boardroom meeting for securing business.

Meeting and Social visits.

Differences in cultures are seen in the way people from different cultures behave on meeting someone for the first time.

Group behavior

Cultural differences are also noticeable in the way people in groups act when they are joined by a new person.

Paying visit.

Visiting is a formal act. Calling out the name of the host of a house is usually considered improper in most culture.

Addressing others.

Different cultures have different ways in which people address each other.

DEVELOPING CULTURAL INTELLIGENCE:

Our attitudes, values, beliefs, social behavior, and language crystallize in the crucible of culture. Therefore, to be able to act and respond correctly in intercultural situations, it is important to know the other individual cultural back ground.

High-context culture:

In a high-context culture, there are many contextual elements that help individuals understand the rules. Much is taken for granted while communicating. A person who does not know the unwritten rules of the culture may find communication confusing.

Low-Context Culture: In a low-context culture, very little is taken for granted. Therefore, explicit statements and explanations are required. The chances of misunderstanding by those outside that culture are minimized.

Time as a Cultural Factor:

Monochronic Time:

Monochronic time means doing things in a sequential manner, one thing at a time.

Examples: North-America, Germany.

- Do one thing at a time.

- Concentrate on the job at hand.
- Think about deadlines and what must be achieved.
- Put the job first.
- Seldom borrow or lend things.
- Emphasize promptness.

Polychronic time:
In a polychronic culture, human relationships are valued more than time. Polychronic people do not hurry to get things done, and they get things done in their own time.

Example: France

- Do many things simultaneously.
- Are highly distractible and subject to interruptions.
- Think about what will be achieved.
- Put relationships first.
- Borrow and lend things more easily.
- Base promptness on relationship factor.

Space as a Cultural factor:

- Different cultures vary in their concern for space and social relationships within it. Concern for space primarily suggests personal body space. But it also relates to space in other situations such as in one's room, in traffic and in the office.
- People are extremely sensitive to any intrusion into their personal space by others. But the area of personal territory differs from culture to culture and relationship to relationship. This concern for space may extend to the level of territorial possessiveness. In fact, perhaps all territorial feuds and wars result from an overzealous concern for space. This is often seen in offices, where some individuals with territorial tendencies fight for exclusive use of their office desks, behaving as if they possessed the desk when they are simply not using it.
- People of high territoriality tend to be from low-context cultures. People of low territoriality tend to have less sense of ownership of personal space and, accordingly, boundaries have less meant for them.
- This cultural analysis should help us understand an individual's actions in the context of the type of culture to which he or she belongs. For example: the reason for a person being late to a meeting may not be laziness or lack of respect, but rather his or her having a polychronic cultural background and a more flexible attitude towards timings.

Module 2:
Oral Communication: Meaning – Principles of successful oral communication – Barriers to communication – Conversation control – Reflection and Empathy: two sides of effective oral communication. Modes of Oral Communication. Effectiveness of oral communication
Listening as a Communication Skill: Approaches to listening, how to be a better listener, Process of listening
Nonverbal communication.

What is Oral Communication?
Oral communication, also known as verbal communication, is the exchange of verbal messages between sender and receiver. It is more immediate than written communication. It is more natural and informal. The study of human behavior shows that 70% of our life is spent communicating. Out of the total time spent in communicating, normally, 45% relates to listening, 30% to speaking, 16% to reading and 9% to writing. Thus, 75% of our time, we spend in listening and speaking. Therefore, people in business learn to use this time to their best advantage for creating and sustaining good relationship through their ability to listen and speak effectively.

Difference between Oral Communication and Written Communication

Oral communication	Written communication
• Demands ability to think • A word once uttered cannot be taken back • Hard to control voice pitch and tone Very difficult to be conscious of our body language.	• Never know if the message is ever read • Impersonal and remote • Immediate feedback is not available Time consuming • Many people do not like reading and writing official or business messages

Oral communication refers to spoken words through face to face or through electrical devices such as phone, teleconferencing, public address system etc. Examples: Interview, public speech, meetings
Making Oral communication effective:
• The words should be pronounced correctly and clearly.
• The message to be effective must be presented in a logical sequence.
• The tone of the message should be according to the situation so that the message appeals to the heart of the people.
• The person speaking must have self-confidence, only then it overcomes inner inhibitions and comes out with sufficient knowledge of the subject.
• In order to maintain the attention of the listener and create interest, the sound of the voice should not be steady and flat.
• The message to be presented must be concise and complete. It should neither be overloaded nor under loaded.

PRINCIPLES OF SUCCESSFUL ORAL COMMUNICATION

a) Purpose-The purpose of talking effectively is to be heard and understood by the listener.

b) Simple Words-It is important to use language that is free from long – winded sentences, clichés and old-fashioned words and phrases. It is best to employ commonly used words and short and simple sentences

c) Rhythm and tone-
• Our language should have the commonly used words, and short and simple sentences.
• The pitch of our voice should take into consideration the distance between the listener and the speaker.
• The tone should be marked by the accent of Sincerity and confident tone
• An effective speaker learns to control and use his tone and body language to support the message communicated by words.
• Verbal 7%, tone of voice 38% and visual 55%

d) Pace of speaking-
• The spoken word is short lived. The listener cannot turn back to the spoken words as the reader can.
• Listener has to listen closely and attentively. There should be a due correlation between the pace of speaking and the rate of listening.
• Converse slowly with semantic pauses.

e) Fluency-Fluency usually means ease as a condition of speaking. But a fluent speaker is one who is heard with ease. The listener does not have to strain his mind to receive, register, and interpret the message heard. No long pauses and nonstop rushing through words.
Therefore, a speaker has to be very careful about his words and the manner of speaking them. In oral communication, the manner of speaking is at many times more important than the words, which communicate only 7% of the total message. Albert Mehrabian's research reveals astonishing facts about how exactly different factors contribute to a speaker's total message ---
• Verbal 7%
• Tone of Voice 38%
• Visual 55%
An effective speaker therefore learns to control and use his tone and body language to support the message communicated by words.

BARRIERS TO COMMUNICATION
The **reasons** why human communication becomes **complex** and sometimes **incorrect** are:
a) The encoding process was incorrect, in that the sender did not compose the message correctly with respect to the receiver, or did not provide enough information to the receiver on how to decode the message.

b) The decoding process was incorrect, in that the receiver did not or could not decode the message using the same basis as the sender used, or
c) There was other factor in the use of language, technology or medium that caused alteration to the message.

There are **two sets of causative factors** that impede the exchange of information in an effective manner. One set of such factors is referred to as **'Noise'**, and the **'Other Barriers to Communication'**.

A. Noise

Noise refers to those elements which interfere with the process of transmitting and receiving messages transmitted by the Sender. Some examples of noise are:
a) Physical noise: external sounds in the environment in which the transaction is happening. Crowded cafes, public places, social gatherings and such like generate a multitudes of sounds that could interfere with the process by being distracting as well as confusing.

b) Physiological factors, such as deafness, lack of or low vision or other disabilities on the part of the receiver that causes loss or distortion of information.

B. Other Barriers to Communication

Barriers are those factors which cause changes (distortion and misinterpretation) in the interpretation of the message by the receiver. Some of the barriers are:

a) Psychological and Attitudinal issues: A number of these issues could come into play, such as selective listening based on the emotional state of the receiver, the relationship between the participants in the transaction (*for example: what can I learn from subordinates and less experience people*), any predisposition the receiver might have, such as bias, prejudice, gender bias or even prior experience in dealing with the sender (for example: *the last time the client lied to me, and will do so this time too*). These factors act as filters that change the way information is decoded, resulting in improper exchange.

b) Lack of Interest or Motivation: In order for the receiver to be motivated and open to receiving the message in its totality, it is necessary for the sender to overcome any initial resistance that the sender may offer. The sender, upon the initiation of communication will evaluate the situation and ask oneself if he or she should invest her time and effort in this dialogue. The basic question asked by the receiver is 'What's in it for me?". Only if there is some value perceived by the recipient will she open up and become completely receptive to the sender. It is therefore necessary for the sender to explain her purpose and what is the benefit or other value that the receiver will get by participating in this exchange.

c) Language-related: differences in structure, grammar and use of vocabulary between the sender and the receiver. Accent and pronunciation (for example: desert vs. dessert) could result in ambiguity. The rate of speech, pausing, silence and intonation could give rise to different interpretation by the recipient.

d) Cultural: People from different cultures and geographies can and will interpret message based on their frame of reference, causing aberration in the decoding process. Stereotyping on the basis of culture or nationality is an example of a barrier in this context (for example: people who studied in (Indian and British) public schools are elitist). Some words and their usage have varied connotations in different parts of the world; the use of these words could lead to widely divergent reactions on people.

e) Knowledge-related: During the synthesis and composition of a message, the sender will have made assumptions relating to the knowledge and skills of the receiver. If these assumptions are incorrect, the receiver will not be able to comprehend the message.

CONVERSATION CONTROL:

It means that with practice, one can control his own conversation, and in time be able to influence others and encourage them to respond in a positive way. Conversation control involves skill of listening and talking in a positive and meaningful way at an appropriate time.

Conversation Control involves skills of listening and talking in a positive and meaningful way at an appropriate time. It includes Techniques of changing the direction of conversation smoothly. The ability to allow a discussion without interruption. Conversation control helps to carry on and conclude our conversation effectively on a note of satisfaction as a mutual understanding and agreement.

Conversation control does not mean that you can control someone's conversation. What it does mean is that with practice you can control someone's conversation. What it does mean is that with practice you can control your own conversation, and should be able to influence others, and encourage them to respond in a positive and relevant way.

- Interacting with people in meetings in a convincing way
- Being able to react to criticism in a confident manner
- Developing skills in interviewing
- Learning how to get correct information quickly

Practical Uses of conversation control skills

- How to sell or buy
- How to negotiate
- How to interview
- How to participate in a meeting
- How to disagree without being rude
- How to compliment/praise
- How to respond to personal criticism Skills needed for effective oral communication.

Controlling the direction of conversation

All conversations contain facts and opinions. The real purpose of conversation to exchange feelings and facts. In positive situations, where the facts and opinions being discussed converge, the conversation is smooth and both the parties are in relative accord with each other. But in the negative situation, the skill of the conversationalist lies in realizing the reasons for divergence, tensions and complications.

Sequential Conversation:

When we converse in a skillfully controlled way, we make statements that are in sequence to what is said by the other person. There is a logical link between the statements made by the speaker and the listener. The listener receives carefully what is being said and waits for his proper chance to join in to say clearly and forcefully what he has to say. But he carries forward the conversation in a connected and sequential form. In this way, within a short time, ideas and thoughts are developed in a structured pattern.

Empathy

Empathy is the intellectual identification with or vicarious experiencing of the feelings, thoughts, or attitudes of another.

Reflecting

Reflecting on someone’s statement means that you must first understand the underlying feeling exactly and accurately and then speak in such a manner that the other person feels that you have indeed seen the issue from his point of view. The purpose of reflecting on something is to help the other person see his feelings and ideas with greater clarity and precision.

Direction of conversation

a) **Rejection:** if your point is completely turned down, it means there is no possibility of further discussion on the issue. Hence the conversation comes to an end. For example, candidate asks an invigilator for more time to finish an examination; the request would be rejected summarily.
b) **Disagreement:** there is a willingness to continue with the discussion, but disagreed with suitable reasons.
c) **Consideration:** The point of consideration is when the other person does not reject your proposal and wants further discussion or examines it in order to be convinced of its validity. At this point, you should offer more information to enable the other person accept your proposal. Agreement: This is positive expression of acceptance of the idea or proposal by both parties. It all can lead to further action.
d) **Commitment**: This is the conclusion of a successful conversation. The opinions or proposals discussed are accepted and achieved the goal of conversation.

Conversation control deals with:

a) Managing negative responses

- Avoid completely rejecting the other person's arguments
- Do not use negative expressions
- Assure the other person that you keep their concerns in mind
- Summarize whatever been discussed never get desperate, frustrated when confronted with rejection.

b) Ability to notice Cues and clues

• Cues and clues together with signs and signals point out what is important and what is not.

• A cue is a key word or phrase a person uses when he/she wants to indicate that something is important to him/her.

• A clue is a word or a set of words that someone else gives to us.

• In written messages the writer can draw the reader's attention by highlighting important words, but in oral communication, the listener's attention to the importance or unimportance is drawn by not only the choice of words, but also the tone of speaker's voice or some other signals such as facial expression, eye contact, body movements and gestures.

• These cues and clues flow out from speaker to listener consciously and unconsciously. They show the direction of emphasis that the speaker or the listener pays to the content of the message.

• In our conversation there are always some key words. These key words act as cue to other persons to draw their attention to what we consider important.

• Cues are what we give to others about our view of things and clues are what others give us about their views of things. Generally, people give most important clues unconsciously; through what is called '**leakage**' the body talk that involves a whole lot of non-verbal signals.

c) Recognizing cues and clues

• Cue is what we give out to quivers to point out what we hold as important part of our conversation

• Clues are what we receive from others on matters they regard as important.

d)Interpreting signs and signals

• Conversation is composed of verbal and visual indicators.

• Verbal indicators involve cues given and clues received

• Visual indicators consist of signs given and signals received. While speaking, we all unconsciously keep moving our hands, eyes, head and other parts of the body. All these non- verbal acts reflect the state of our mind.

• Signs consist of visual indicators such as frown, smile, and eye movements and so on we give to others. Signals are behavioral indicators others give us. For example, drinking of water every 15 minutes during a speech is a sign of thirst given by speaker to the audience. But to the audience it may act as a signal of the speaker's nervousness.

APPLICATIONS OF CONVERSATION CONTROL

a) Meetings

• Meetings are yet another medium of oral communication.

• Message can be easily and understandably communicated through the medium of meetings.

• It is concerned with ensuring that people communicate clearly to resolve problems and make the best of opportunities.

b) Agenda as a control

• For formal meetings, the first requirement is to prepare a complete agenda of the issues to be discussed in order of their sequence of discussion.

• It will indicate issues which will be taken up and how and in what time they will be covered

• A carefully prepared agenda is the first means of controlling the proceedings of a meeting.

• An agenda helps in fixing, at the outset, the duration of the meeting by allotting appropriate time for discussing each item.

• An advance circulation of agenda papers to enable members of the meeting understands the issues and prepares them to present their viewpoint.

The chairperson

• A person whose role is to direct and conduct the proceedings in an orderly manner.

• Should be able to use his skills of controlling conversation by focusing on important issues and meaningful solutions.

The procedure

- Agenda should be signed and approved by chairperson
- The chairperson begins the meeting by reading the agenda
- And in case no objections to any of the issues are received, the minutes are taken as approved and signed by the chairperson.
- Discussion has to be meaningful and controlled
- The speaker can summarize what is being said at the end of the meeting
- During the discussion the disagreements should be expressed carefully
- Above all, the skills of avoiding parallel conversation and ensuring linked sequential conversation and disagreeing without offending is basic for the smooth conduct of business in a meeting.

c) To be assertive without being aggressive

• To be assertive is to be confident. To be assertive, you should not say yes when you want to say no. Instead say no in a positive and firm manner.

• To use skill of assertive conversation, communicate, with firmness, convey to the other person what you want and why. Indicate your response or opinion without hesitating in simple clear words.

• To communicate with firmness, convey to the other person what you want why.

d) Conversational attack and controlled response

• In business, rudeness and discourtesy should never be allowed to creep into communication
• Never use strong abusive language that will complicate the situation.
• Negotiating through conversation control teaches us self-discipline. It trains us to convey to others that we really realize, understand and fully appreciate their feelings, views and grievances.
• It requires the skills of managing and controlling the interaction between two sides.
• In negotiation both the sides try to present a case tactfully and win.
• The strategy involves the skill of showing that you understand the other persons point/position without necessarily agreeing with it.

CHARACTERISTICS OF EFFECTIVE ORAL COMMUNICATION

Oral communication is characterized by seven Cs - Candidness, Clarity, Completeness, Conciseness, Concreteness, Correctness and Courtesy. Oral communication should provide a platform for fair and candid exchange of ideas.
The effective communicator should follow the following:

a) Consider the objective
b) Think about the interest level of the receiver
c) Be sincere
d) Use simple language
e) Brief and precise
f) Give full facts
g) Use polite words and tone
h) Cut out insulting message
i) Allow time to respond
j) Say something interesting and pleasing to the recipient.

TYPES OF CONVERSATION

• Parallel conversation
• Sequential conversation

Parallel conversation

We engage in conversation to find out facts, or know the issues and this aim can be fulfilled when we take interest in what is initially sated by him. And the other person seeks further information on what is originally stated by asking questions and exploring the meaning of the messages indicated by clues and non-verbal signals. But if we do not do so,
The two parallel statements cannot meet and therefore, cannot be linked together.
For example:
X : It is necessary that we increase our export
Y : I think it is most important for us to reduce our manpower immediately

Sequential conversation

• Converse in a skillfully controlled way, we make statements that are in sequence to what is said by the other person.
• There is a logical link between the statements made by the speaker and listener.
• This conversation between two persons always fruitful. This is possible only when the other person attaches some value to what is said by the speaker.

Reflection and empathy

• Body language should show real interest in listener
• Make eye contact
• Speak as person with genuine feeling of concern for the other person.
• Time taken to communicate
• Purpose of communicating with the listener
• For example: Suppose we arrange the conference or seminar when the chief guest of the seminar says" Can I take a leave I have an important appointment" you can say "we need your valuable presence" this reply reflects the importance of the chief guest presence. Reflecting someone's statement needs to be done most carefully.
• You must first understand the underlying feeling exactly and accurately. Then speak in such a manner that the other person feels that you have indeed seen the issue from his/her point of view.
• Your body language should show your real interest in him/her.
• Sense of time as skill: In oral communication, the speaker should always keep in mind the time taken to communicate. The time limits announced in formal oral activities should be strictly observed. The audience should not feel rushed through any part of your conversation or presentation.

Summarizing

• Able to recognize, analyze, and evaluate what the other person said.
• It is to pick out the central thought, the main theme or the essential idea.
• Summarizing is of great value and is the skill most needed for negotiating or solving a problem.
• In written communication, we have full text before us and we summarize carefully going through the text at least twice or thrice. In case of oral communication, summarizing is the act of recognizing the leading cues and clues during the course of communication and making them to understand the underlying feelings and emotions.
• For example, before concluding the meeting the superior can highlight the important thoughts discussed during the meeting.

TWO SIDES OF EFFECTIVE ORAL COMMUNICATION:

O **Listening and presenting** are the two sides of effective oral communication. Listening is an important component of conversation control. To be able to understand and appreciate the other person, one should allow him to express freely, without being interrupted and listen carefully. Hence to improve one's skills of conversation control one should know whether one is a good or poor listener.

O **Poor listeners** tend to annoy and disturb the speaker. Therefore, cut out habits such as interrupting, or showing little interest in what is being discussed. If you find that you tend to disturb the other person constantly by putting in "yes" "but" and "ifs"; it is advisable to practice avoiding this behavior. Try to encourage the other person by your body language and expression. Indicate that you feel interested and understand what is being discussed.

O Be an **effective presenter**: The other side of oral communication is the ability to present one's viewpoint. In order to be an effective presenter, try to present facts, not opinions; keep to the point; keep the listener's interest in mind; support arguments with suitable examples; and ask for feedback and answer questions honestly.

O **Make eye contact** and avoid being vague, unfocussed, with little eye contact, discouraging questions, showing lack of confidence and not getting to the point. By practicing these basic skills of good listening and effective presentation one can gain conversation control and be successful in one's role as manager, negotiator, or in any other situation involving conversation or discussion.

Oral communication takes place through the following Modes:

a) Face-to-face:

A face-to-face communication may be between two or more people. It takes the form of speech, small meetings or an interview. Immediate feedback is possible under this type of communication. In case of discussions or persuasion, face-to-face communication is most suitable

b) Tele conferencing:

Teleconferencing is popularly used when two or more people are thousands of Kms away from one another. It eliminates unnecessary travel by executives and ensures long distance communication. Through teleconferencing they can hear and see each other talk with one another as if they are sitting in one room together.

c)Telephone:

In the present world, telephone is one of the most widely used communication media. The urgent matters are dealt with a phone. A telephone helps people to come into contact even at a great distance.

It saves time and immediate feedback is also possible. However, it lacks visual feedback and is very difficult to hold the receiver's attention for a long time.

d)Voice Mail:

In cases where the receiver is not available over phone for a period of time, telephone tag the electronic message system of voice mail is used. It allows to leave the message by the sender with the receiver who picks it up later on. This type of media is useful when one way information is to be conveyed. Moreover, it saves time and money.

Guidelines for Effective Oral Communication

Oral communication should provide a platform for fair and candid exchange of ideas. The communicator should keep in mind the following tips and guidelines:

- Consider the objective.
- Think about the interest level of the receiver.
- Be sincere.
- Use simple language and familiar words.
- Be brief and precise.
- Avoid vagueness and generalities.
- Give full facts.
- Assume nothing.
- Use polite words and tone.
- Eliminate insulting implications.
- Include some information that is interesting and pleasing to the recipient.
- Allow time to respond.

LISTENING

Listening is defined as “Receiving messages in a thoughtful manner and understanding the meaning in the messages”. It is also defined as “the ability to understand and respond effectively to oral communication”.

Hearing is the first step in listening. It takes place when sound waves strike the ear. It doesn’t involve understanding the message. Hearing involves ears, but listening involves the ears, eyes, heart and mind.

Six principles of good listening:

1. Avoid external distraction while listening to somebody.
2. Put you mind free from presumptions.
3. Ensure that you are free from negative emotions.
4. Be patient and don’t haste into making premature judgment and evaluation
5. Do not be a selective or partial listener
6. Show that you are interested

The barriers to effective listening are

- Distraction in one’s mind
- Noise
- Emotional excitement
- Overload of the message

Various Approaches of listening:

O **Appreciative**: To relax and enjoy the listening experience

O **Emphatic**: To support and understand the emotions of the speaker

O **Discerning**: To gather complete and accurate information

O **Comprehensive**: To organize information and understand the meaning of the message.

O **Evaluative**: To critique information and make a decision.

List the various steps of Listening

- **Concentrate** so that the message reaches the mind.
- **Acknowledge** – show the speaker that you are listening
- **Respond**- provide feedback when necessary
- **Exercise emotional control** – be free from pre conceived notions, judgments etc
- **Sense**-listen not only for content but also for understanding its meaning correctly
- **Structure**- create a structure of all that is spoken so there would be a flow of thoughts that could be remembered

Good listeners	**Poor listeners**
• Do not interrupt • Remain patient • Make eye contact • Show interest • Look attentive • Concentrate • Ask open questions	• Over - talkative • Inattentive • Interrupt • Impatient to talk • "Yes, but." approach • Poor concentration • Very critical

GUIDELINES FOR IMPROVING LISTENING SKILLS

- **Speak less listen more**: The purpose of listening is to know what the speaker wants to say or to learn from the speaker. Listening is an act of cooperation in the sense that it takes advantage of other's knowledge and experience.
- **Do not be a sponge**: It is not necessary to listen on every word of the speakers. Instead, it is more important to get the main point, theme, central idea and concentrate on it. Observe body language: Effective listeners do not pay attention. only to what is being said, but also notice how it is said. They observe the body movements keenly.
- **Focus on the speaker**: Facing the speaker and making eye contact make the speaker feel that the listener is interested in what he or she is saying.
- **Separate the ideas from the speaker:** Effective communicators are not conditioned by their personal impressions and prejudices, but are able to focus on the content of what is being spoken. Listen for what is left unsaid: Careful attention to what is not said, in addition to what is said, can tell the listener a lot about the speaker's feelings and attitude towards the subject of discussion Avoid becoming emotional: good listeners remain calm and do not become emotionally charged or excited by the speaker's words.
- **Do not jump to hasty conclusions:** Listeners should allow the speaker to conclude his or her

point. Only then should try to interpret and respond to it.

- **Empathize with the speaker**: Effective listeners keep in mind the speaker's point of view and understand the state of the speaker.
- **Respect the speaker as a person**: It is important to listen with respect for the other person. Do not allow the speaker to feel hurt, ignored or insulted.

Various types of Listening:

O **Attentive Listening:**

It is a type of listening wherein, the listener pays attention on the words that are being said. When a person is listening to presentations, lectures, instructions, it requires attentive listening so that the information and ideas received are understood and stored in the memory.

O **Selective Listening:**

Selective listening means not taking the message as it is. The listener tries to identify himself with the situation either partially or wholly. He selects the desired part and ignores the undesired part of the message.

O **Active or Emphatic Listening:**

It is a type of listening where the listener listens intensively to understand the person completely, i.e. both emotionally as well as intellectually. In other words, it refers to listening not only through ears, but also through eyes and the heart.

O Pretending Listening:

This type of listening is nothing but like just hearing. That is, a person who is listening just pretends to be listening through facial expressions. When he or she is actually not listening.

O Critical or evaluative listening:

This type of listening is required when we are listening to political speeches, sales talks, elocution contests, etc. It means, a person who is listening should evaluate and judge on the message and decide whether to act upon it or not.

O Appreciative Listening:

In this type of listening, a person listens and appreciates the person's ideas and opinions. An appreciative listener is free from egoism. Listening to music and poetry requires appreciative listening.

Benefits of Listening:

O It helps in obtaining more information

O It helps in learning more about people and how their minds work

O It facilitates good relationship with people

O It helps in obtaining suggestions and new ideas.

O It helps in understanding the problem clearly and solving the same.

THE PROCESS OF LISTENING

Listening is an integrated process, which consists of the following phases: undivided attention, hearing, understanding, interpreting, evaluating, empathizing and conceptualizing.

All aspects of oral verbal communication require one to focus on what is being said, understand it, and register it as part of one's body of knowledge and experience.

Undivided attention: Effective listening requires a certain frame of mind. The process of listening is rooted in attentively hearing the message. Undivided attention admits no distractions and no intrusive thoughts or ideas that are unrelated to the message. To concentrate on what is being said, an earnest listener would focus on the message and not let other things compete for his or her attention.

Understanding: A listener can hear words but must listen to know their intended mean ing. Perfect communication is when the full meaning of what is said has been under stood. This includes words, tone, and body talk. A good listener hears words, observes body movements, gestures, facial expressions, and eye movements, and notices variations in tone and pitch of voice. If the listener attends only to words without paying close attention to how they are said, he or she may be missing the real, intended meaning of those words.

Interpreting: Understanding and interpretation follow the phase of hearing. The listener attempts to comprehend what is heard. Understanding the language may not be enough for fully comprehending the message and successfully participating in the act of communication. It should be accompanied by the ability to interpret what is communicated, which occurs when the listener takes account of his or her own knowledge and experience.

Evaluating: Communication requires that the listener have the critical ability to see for himself or herself the value of what is being discussed or heard. It is only then that the listener can closely follow the argument. The evaluation of content is closely related to the listener's own interest in what is being communicated.

Empathizing: A sympathetic listener sees the speaker's point of view. He or she may not agree with what is said, yet such a listener allows the other person to say what he or she wants to say.

Conceptualizing: Conceptualization occurs when the listener finally assimilates what has been heard in the context of his or her own knowledge and experiences. This is why listening is not only important but also indispensable for perfect communication.

Hearing: Listening involves hearing distinct sounds and perceiving fine modulations in tone. The receiver recognizes the shape of words and intonation patterns. Familiarity with the sound of words and the spoken rhythm of speech contributes to the attentive ness of the listener.

NONVERBAL COMMUNICATION

Non-Verbal Communication:

Communication through symbols is called Non-Verbal communication. It may be in writing or oral. Written nonverbal communications are pictures, maps, charts and graphs. Oral non-verbal communication is conveying meaning through facial expressions or gestures.

Definition - Nonverbal communication is the wordless message received through the medium of gestures, signs, bodily movements, facial expressions, tone of voice, color, time, space and choice of words.

• Unworded messages are transmitted by non-verbal clues and signs. They exist in the form of Meta communication and kinesics communication.

• Some non-verbal message usually accompanies the verbal message. The verbal and the nonverbal together form the total meaning of the message communicated.

• They exist in the form of meta communication and kinesics communication

Metacommunication

• A metacommunication is an implied meaning conveyed by the choice of words, tone of voice, silence or omission.

• It is a message communicated not through words, but along with words.

• Ex: Try to reach the airport well on time

• The remark offers sound advice, and also implies that the concerned person is habitually late.

Kinesics communication

• Kinesics communication is a message conveyed through non-verbal acts in the form of body movements such as gestures, smiling, postures or style of dressing.

• Kinesics communication is also known as body language or body talk.

• Body language reveals a lot about the encoder and this person's attitude and feelings about the message being transmitted.

• Body language of the decoders also reveals a lot about them and their feelings; but most important, it frequently tells the encoder the extent to which the decoders are accepting or not accepting the message.

Leakage

A nonverbal message conveyed through bodily movements is known as leakage. A successful receiver is able to observe and interpret the leakage.

CHARACTERISTICS OF NONVERBAL COMMUNI CATION

a. Subconscious

i. We are often not aware of the messages we send
ii. We process, interpret, and respond subconsciously
iii. Tone of voice, posture, facial expressions, gestures

b. Contextual

i. Depends on the situation in which it occurs

ii. Consider the special circumstances around actions

c. Ambiguous

i. Open to interpretation and often confusing

ii. Happens quickly

d. Cultural

i. Tone of voice, eye contact, handshakes

ii. Different common gestures can offend culture to culture

FORMS/ CLASSIFICATION OF NONVERBAL COMMUNICATION

1.**Kinesics** - Kinesics is what we commonly called body language and refers to those movements of our body that communicate meaning. Ekman's classification of body movements are as follows:

Emblems- When the movement of body parts represents ideas as icons or mages, the communicative act is emblematic. It pictures the meaning non verbally through physical image.

Ex: A circle made with the thumb and the index finger and the rest of the fingers stretched out is an emblem for OK in American culture and represents a coin for Japanese culture.

Illustrators- These are movements of hands and arms for representing size, shape, frequency or speed of something.

Ex: Widely stretched arm shows enormous size

Body manipulators-These are acts of touching one's own body or an object for no reason. Ex: fidgeting with jewelry or touching one's buttons

These are unintentional acts which are usually considered as clues of nervousness, anxiety or boredom.

Regulators - These are eye movements. Ex: Rolling eyes are associated with restlessness, staring eyes communicate threat, wide open eyes show wonder or shock.

2.**Proxemics** studies the use of space: both interpersonal space and the space within rooms, buildings, precincts and cities. The use of space varies enormously between different cultures and is a constant source of confusion in intercultural communication. According to nature of relationship, there are 4 distinct zones.

- **Public zone-** is the widest territory between the speaker and the audience. The speaker speaks from a raised platform and at a distance of 10 to 15 feet from the audience.
- **Social zone-** is the space maintained between people who are known to each other in a formal way. All business transactions are treated as social transactions. Distance- 4 to 10 feet.
- **Friendly zone** - is the distance we observe at business parties and informal business gatherings. Distance - 1.5 to 4 feet
- **Intimate zone-** is the closest zone and exist between people who are close relatives/friends and

family members. Distance- 6 to 18 inches.

3.Facial expressions/ face facts

• Smile shows the interaction has been pleasant for both the parties
• Positive impression made by a smiling face
• Positive body movements and gestures
• Avoid appearing nervous and aggressive

Positive gestures

• When we speak hands should move freely
• Gestures are natural
• Give strength to our words
• Includes positive listening, good speaking gestures
• Avoid putting your hand inside your pockets

Negative gestures

It involves body movements, postures, gestures such as shaking, tapping, looking at the watch which expresses disinterest of the message. Signs of nervousness

• Hands in pockets
• Scratching
• Biting nails
• Wringing hands
• Crossing arms or legs
• Looking at the ceiling
• Straitening the tie
• Speaking too fast
• Setting the hair with hands

Gestures showing aggressiveness

• Staring
• Pointing at someone
• Folding both arms
• Bending over someone

Gestures showing rudeness

• Shake hands too hard
• Whisper at a social gathering
• Work while someone talks to you
• Yawn
• Start gathering and folding papers before meeting is over.

Gestures showing self-importance
• Eye closed while talking
• Pursed mouth
• Steeping the fingers
• Waving glasses or key ring while talking

Gestures showing lack of good sense
• Chewing pens
• Wringing hands
• Wiping hands across face
• Setting your watch strap
• Banging the table instead of laughing at a joke Gestures showing superiority of position
• Not responding or acknowledging other's greeting
• Staring
• Shouting orders
• Crushing hand shake
• Reclining in the chair

Lateral gestures
Wordless message through body language and facial expressions, there are other wordless signs of power, position, taste and culture such as decoration and size of the office, dress, grooming and so on. They are
• **Physical setting** - An executive position of power is generally seen from the size of his office - room, the kind of furnishing, the size and color of the room
• **Dress** - clothes and shoes - It proclaims a person. It is one of the first things others notice about you. Your clothes, their texture, color; design, style and stitching speak about your taste and aesthetic sense. Look impressive not gorgeous. Never be overdressed for the occasion. Select your clothes according to the nature of your job.
• **Personal space** - It indicates the level of formality, informality, intimacy or distance between the speaker and the listener. In business, you should observe the personal territory that each individual wish to enjoy.

GUIDELINES FOR DEVELOPING NON-VERBAL COMMUNICATION
Watch and read the non-verbal clues
• Interpret non-verbal clues in relation to the situation and culture accurately
• Be careful about false non-verbal clues
• Respond, but do not react to non-verbal signals with self-control.

Know your body language in action
• Do not give conflicting non-verbal clues
• Convey sincerity through your tone and facial expression
• Make eye contact

• Smile genuinely to reflect your feelings
• Avoid power posturing signals
• Remember the first impression is the last impression.

Touching and its context
• Touching has a limited communicative symbolism
• It conveys intimacy and closeness. But the act of touching has its meaning, in relation to its context.

Communication breakdown
• To keen to talk about our own point of view
• When you don't consider whether the other person is understanding
• Same point is being repeated

Lack of rapport
• Harmony between speaker and listener
• Speaker and listener should be on the same wavelength
• The non-verbal language used by the speaker should reflect the body language of the other person.

O Physical Appearance:
Appearance makes the first impression. Lack of neatness or cleanliness, carelessness, clumsiness makes a negative impression, state of health is a very important factor in a persons' appearance; no number of cosmetics can hide lack – luster eyes and poor skin. Poor health is easily reflected in the appearance.

O Paralanguage:
The tone, pitch, quality of voice and rate of speaking convey emotions that can be accurately judged regardless of the content of the message. Silence can be a positive or negative influence in the communication process. It can create tension and uneasiness or a peaceful situation. Silence can also be judgmental by indicating favor or disfavor, agreement or d

Module 3:
Written Communication: Purpose of writing, Clarity in writing, Principles of effective writing, Approaching the writing process systematically: The 3X3 writing process for business communication: Pre-writing – Writing – Revising, Audience Analysis, Writing Positive, Neutral, Persuasive and Bad-news Messages.

Types of Written Communication in Business: Business Letters: Introduction to Business Letters, Types of Business Letters, Writing Routine and Persuasive Letters, Positive and Negative Messages Writing, Employee Reviews, Recommendation Letters, Thank you Letters

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WRITTEN BUSINESS COMMUNICATION

Writing is a mode of communicating a message for a specific purpose.

Written communication in business covers:
- O **Downward communication**: Memos, circulars etc
- O **Upward communication**: Complaints, suggestions etc
- O **Outward communication**: Deeds, legal contracts etc

Written communication needs a lot of imagination and effort to arrive at finished product. Writing reveals one's ability to think clearly and to use language effectively. The ability to communicate information in a simple, concise, and accurate written form reflects a manager's professional competence.

Advantages:
- o Permanent record.
- o Easy to understand.
- o Less prone to errors.
- o Wide access

Disadvantages:
- Involve time.
- Not suitable for illiterates.
- Involves more formalities.
- Immediate feedback is not possible.

PURPOSE OF WRITING

1. **Writing to Inform**

- When the writer seeks to provide and explain information, the writing is called informative writing.
- It is also called expository writing because it expresses ideas and facts.
- Focus of informative writing is on the subject or the matter under discussion.
- Informative writing presents information not opinions
- Purpose – to educate and not persuade.
- It's written with maximum objectivity

Checklist

- Does it focus on the subject under discussion?
- Does it primarily inform rather than persuade?
- Does it offer complete and exact information?
- Can the information be ascertained?

2. <u>Writing to persuade</u>

O It aims at convincing the reader about a matter which is debatable.
O It expresses opinions rather than facts.
O It is also called as argumentative writing because it supports and argues a certain viewpoint or position.
O Focus is on the reader.
O Purpose-to convince the reader

Check list

- Does it focus on the reader?
- Does it basically seek to convince?
- Does it support its view point by giving information or valid reasons? o Does it finally evoke the intended response from the reader

<u>Clarity in Writing</u>

An important requirement for effective writing is to recognize the needs, expectations, fears, and attitudes of the audience or receiver and the reader of the written communication.
The written word often gets cluttered with complex construction of sentences. Meaning of the sentences can be lost because of complex sentences.
The purpose of business writing is to achieve the understanding and reaction needed in the quickest and most economical way. To do this one has to follow the principles and structure of effective writing.

<u>PRINCIPLES OF EFFECTIVE WRITING</u>

1) <u>ACCURACY</u>

To achieve accuracy, the writer should check and double check:

- All facts and figures
- The choice of words
- The language and tone

Whether a communication is formal or informal, one should always write “between you and me” not “between you and I”. Hence communication should be guided by rules of grammar, correct choice of words and appropriateness of the word for the subject, audience, and purpose of a particular piece of writing.

- Follow the rules of grammar
- Pay attention to punctuation marks
- Check words for spelling and usage

A message should be communicated correctly in terms of grammar, punctuation, and spellings.

Concord-Rule of concord or agreement

- The verb must agree in number and person with its subject. A singular verb should be used with a singular subject and a plural verb with a plural subject.
  Example: It is correct to say, "She comes from Jaipur" but incorrect to say, "They comes from Jaipur".
- Compound subjects require a plural verb. Example: The boy and girl are singing.
- When a collective noun (class, team) is used in the sense of a single unit or as a whole, the verb used with it is singular.
  Example: Our class has won the match.

Dangling modifier

- Dangling modifier is a word or a phrase that modifies a word not clearly mentioned in the sentence. When the name of the doer of action is not clearly stated in the introductory phrases, the phrase then modifies the subject that appears in the independent clause that follows.

Example: *Having completed the homework, the radio was switched on.* (Subject of the introductory phrase is not mentioned and hence we have a dangling modifier)
Mary having completed the homework; the radio was switched on.

Unnecessary shift in tenses

- Tense should be consistent within the sentence and from sentence to sentence.

Example: He usually makes sensible moves although he often changed his mind.
(Shift from present tense to past tense)

Prepositions

- <u>*Expression of time*</u>

- 'At' denotes a specific moment or point in time Ex: The meeting begins at 3.00 pm
- 'On' is used for a particular day. Ex: My sister's wedding is on Monday.
- 'In' is used with future tense and 'after' with the past tense Ex: She will come back in an hour

Ex: She came back after an hour
- Prepositions are not needed if the point of time is qualified by an adjective

Ex:I go to temple on everyday(wrong) I go to temple everyday (right)

- <u>*Expression of place*</u>

- In- used before the names of large places such as capital cities, countries and states.

Ex: I live in Bangalore
At- used before villages and smaller town. Ex: My friend lives at Hassan

2) BREVITY

Brevity lies in saying only what needs to be said and leaving out unnecessary words or details. Brevity is not to be achieved at the cost of clarity. Being brief does not mean saying less than what the occasion demands. To achieve brevity

- **Avoid wordiness**: Wordiness can also be avoided by changing long clauses into phrases.
  Ex: The vast majority of farmers in India are poor in a greater or lesser degree
  Most Indian farmers are quite poor.
- **Develop logical paragraphs**-One idea per paragraph.
- **Control paragraph length**- Adopt sub paragraphs if too long.

Language, Tone and level of formality

- **Language** – To ensure that a piece of writing is understood by the target audience, it is essential to use language that is commonly understood. Standard English includes the most commonly used and accepted words. It should follow the rules of grammar, sentence construction, punctuation, spelling, paragraph construction and so on.
- **Tone** – Tone refers to the feelings created by words used to communicate a message. The tone of a piece of writing depends on the relationship between the writer and those who receive the message.
- **Level of formality** – Reflects the attitude of the writer towards the subject and audience. It may be *informal, semiformal or strictly formal.*

Informal tone

A writer uses an informal tone for social or personal communication and for informal writing. Deviations from Standard English change the tone of writing from formal to informal or very formal. The informal tone includes the use of slang, colloquialisms and regional words.

- **Colloquialisms:** These are casual words or phrases used in informal writing. Example- “guy” for a person, “kids” for children, “flunk” instead of fail.
- **Slang:** It consists of informal words, phrases or meanings that are not regarded standard and are often used by a specific profession, class and so on. Example – Ad for advertisement.
- **Regional words**: These are used primarily in a particular geographical area. Words such as “verandah”, “portico”, “bazaar”.

Semi – formal tone

It lies somewhere between informal and academic. It is expressed mostly through standard English and is written according to the accepted rules of grammar, punctuation and spelling with a few contractions that add a sense of informality.

Strictly formal tone

It is scholarly and uses words that are long and not frequently spoken in everyday conversation. The construction of the sentence and paragraph is also academic and literacy in its tone.

Positive language

- Letters, memos and other written formats should accentuate positive thoughts. Negative language is bound to distance the reader.
  - Negative: Your faulty fan motor will be replaced
  - Positive: We are sending a new fan motor with one year guarantee.

You - attitude

- You – attitude is the reader's point of view. In good business writing the author should write from the reader's point of view by emphasizing the benefits and interests of the reader.
- Author's emphasis: To reduce office work and save time, we are introducing a new system of registration errors
- Reader's emphasis: To facilitate your registration process, we are changing our system of registration.

Natural language

- Letters and memos must be written in the language of everyday speech. We should avoid using clichés and dull expressions.

Ex: use "I" or "We" instead of "The undersigned"

Active voice

- Choose the active voice to help the reader understand the main message at the very beginning of the sentence. Readers prefer active voice for its directness, faster pace and clarity.
  - Active: Packaging often describes the product's look and feel to the buyer.
  - Passive: The product's look and feel is often described to the buyer by its packaging.

3) CLARITY

- An important requirement for effective writing to recognize the needs, expectations, fears and attitudes of the audience or receiver and the reader of the written message.
- The writer must keep in mind that the structure of his thoughts has to follow the structure of language, that is, the format of sentences, paragraphs, and the composition as a whole.
- Writers must follow the principles of unity, coherence that bind words into sentences, sentences int o units, or paragraphs an d paragraph s into essays (the full composition).

SYSTEMATIC APPROACH TO BUSINESS WRITING

i. Purposeful

It conveys information and solve s problems. You should have a definite purpose to fulfill in each message.

ii. Persuasive

Its goal is to make the audience accept the message.

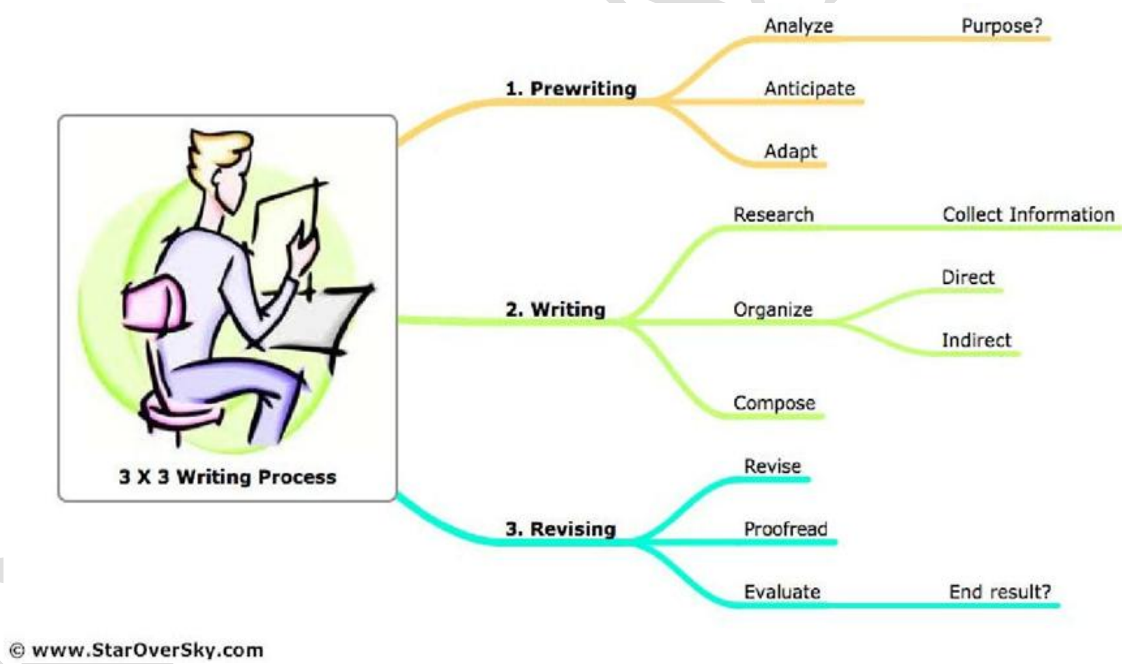
iii. Economical

It is concise and doesn't waste the reader's time. Length is not rewarded.

iv. Reader-oriented

It focuses on the receiver, not the sender. You will concentrate on looking at a problem form the reader's perspective instead of seeing it from your own.

GUFFE Y'S 3-X-3 WRITING PROCESS



Do All Writers Follow the Sam e Steps?

- Writers have different composition styles.
- The order of writing steps may vary.
- The process is recursive, not linear.
- Collaboration and working with a computer affect the writing process.

Do Short Messages Require a Writing Process?

The steps may be condensed or performed rapidly, but good writers consider them all.

Phase 1: Prewriting

Team members work closely to determine purpose, audience, content, organization

Phase 2: Writing

Team members work separately.

Phase 3: Revising

Team member's work together to synthesize, but one person may do final proofreading.

PHASE 1: ANALYZING AND ANTICIPATING: AUDIENCE, PURPOSE

1. <u>Analyze the task</u>

Write with a team and compose by yourself

Identify the purpose

Ask yourself two questions

(1) why am I sending this message?

(2) What do I hope to achieve? Messages may have primary and secondary purposes.

The primary purpose of sending business messages is typically to inform and persuade. A secondary purpose is to promote goodwill.
Most business messages do nothing more than informs. They explain procedures, announce meetings and create messages to persuade like selling products, convince managers.

Select the right channel

After identifying the purpose of your message, you need to select an appropriate channel, selection depends on following factors

- How important is the message?
- How much feedback is required?
- How fast is feedback needed?
- Is a permanent record necessary?
- How much can be spent?
- How formal and confidential is the message?

2. <u>Anticipate the audience</u>

A good writer anticipates the audience for a message: What is the reader like? How will that reader react to that message? This helps to make decisions about shaping the message. You will discover what kind of language is appropriate, whether you are free to use specialized technical terms, whether you should explain everything.

Choosing communication channels

Channel	Best Use
Blog	When one person needs to present digital information easily so that it is available to others.
E-mail	When you need feedback but not immediately. Lack of security makes it problematic for personal, emotional, or private messages.
Face-to-face conversation	When you need a rich, interactive medium. Useful for delivering persuasive, bad news, and personal messages.
Face-to-face group meeting	When group decisions and consensus are important. Inefficient for merely distributing information.
Fax	When your message must cross time zones or international boundaries, when a written record is significant, or when speed is important.
Instant message	When you are online and need a quick response. Useful for determining whether someone is available for a phone conversation.
Letter	When a written record or formality is required, especially with customers, the government, suppliers or others outside an organization.
Memo	When you want a written record to clearly explain policies, discuss procedures, or collect informatio within an organization.
Phone call	When you must deliver or gather information quickly, when nonverbal cues are unimportant, and when you cannot meet in person.
Report or proposal	When you are delivering complex data internally or externally.
Voice mail message	When you want to leave important or routine information that the receiver can respond to when convenient.
Videoconference or teleconference	When group consensus and interaction are important but members are geographically dispersed.
Wiki	When digital information must be made available to others. Useful for collaboration because participants can easily add, remove, and edit content.

3. **<u>Adapting to Task and Audience:</u>**

i. *Spotlight audience benefits*

Empathic communicators envision the receiver and focus on benefits to that person. *Ex: The warranty starts working for you immediately.*

ii. Cultivate the "you" view-*The most successful messages are receiver oriented.*
Ex: You will receive your order.
Your account is now open.

iii. Don't Use sensitive language*, avoiding gender, race, age, and disability biases. Avoid gender biased language by leaving out the words man or women or by changing to a gender free word. You need to indicate racial or ethnic identification only if the context demands it. Specify age only if it is relevant.*

iv. Be conversational but professional

Use familiar, precise and conversational words
Ex: Your report was excellent, not Your report was totally awesome! v. Express your thoughts positively.

Certain negative words create bad impression because they appear to blame or accuse readers. You express option to the reader what can be done instead of what can't be done.

v. Simplify your language and use familiar words.

Use short, familiar words and avoid using big words.

Ex: *salary* not remuneration *begin* not *commence or initiate*

vi. Use precise, vigorous words.

Strong verbs and concrete nouns give readers more information and keep them interested. Using familiar but precise words helps receivers understand better.
Ex: *fax me,* not *contact me buy staples,* not *get those things for me*

PHASE 2: ORGANIZING AND WRITING BUSINESS MESSAGES

1. <u>Research</u>

Smart business person would begin writing a message after collecting all the needed information. Before writing, conduct formal or informal research to collect or generate necessary data.

Formal Research Methods

- Access electronically – Internet, databases, CD-ROMs
- Search manually – books, articles, and other secondary sources
- Investigate primary sources – interviews, surveys, focus groups
- Experiment scientifically – tests with experimental and control groups

Informal Research and Idea Generation

Most routine tasks – such as composing e-mail, memos, and letters require data that you can collect informally. It can be done using the following techniques:

- Look in office files.
- Talk with your boss.
- Interview the target audience.
- Conduct an informal survey.
- Brainstorm for ideas.

2. <u>Organizing Data</u>

Organizing data involves grouping and patterning. Well organized messages group similar items together; ideas follow a sequence that helps the reader understand relationships and accept the writer's views.

Listing and outlining

In developing simple messages, some writers make a quick scratch list of the topics they wish to cover. Writers often jot this scratch list in the margin of the letter or memo. Alphanumeric outlines show major and minor ideas; decimal outlines show how ideas relate to one another. The familiar alphanumeric format uses Roman numerals, letters and numbers to show major and minor ideas. The decimal format, which takes a little getting used to, has the advantage of showing how every item at every level relates to the whole. Both outlining formats force you to focus on the topic, identify major ideas, and support those ideas with details, illustrations or evidence.

Grouping ideas into patterns.

Two organizational patterns provide plans of action for typical business messages: The direct pattern and indirect pattern. The primary difference between the two patterns is where the main idea is placed. In the direct pattern the main idea comes first followed by details, explanation or evidence. In the indirect pattern the main idea is placed after the details or explanations.

Direct pattern for receptive audiences

In preparing to write any message, you need to anticipate the audience's reaction to your ideas and frame your message accordingly. When you expect the reader to be pleased, interested then use the direct pattern. That is, put your main point, the purpose of your message in the first or second sentences.

Indirect pattern for unreceptive audiences

When you expect audience to be uninterested, unwilling, displeased then use indirect pattern. In this pattern you don't reveal the main idea until after you have offered explanation and evidence.

3. Composing

Once you have researched, organized data, you are ready to begin composing. As you begin composing, keep in mind that you are writing the first draft, not the final copy. As you take up each idea, imagine that you are talking to the reader. In writing first draft leave double space so that you have room for changes.

Creating Effective Sentences
Recognize phrases and clauses.

Sentences must have subjects and verbs and must make sense. Clauses have subjects and verbs, but phrases do not. Because clauses' and phrases, the key building blocks of sentences, are related groups of words.

Use short sentence

Effective sentences are short and stress important ideas. Sentences of 20 or fewer words have the most impact.

Emphasize important ideas.

Place an important idea at the beginning of the sentences. Emphasize an important idea that act as a subject in a sentence and provide explanations and details.

Use the active voice for most sentences.

In the active voice subject performs an action and sentences are direct and easy to understand. In the passive voice subject receives an action.

Ex: Active voice - Anand selected new computer
Passive voice – New computer selected by Anand

Use the passive voice to deemphasize the performer and/or to be tactful.

Although we prefer active verbs in business writing, passive verbs are useful in certain instances.

For example when the performer is unknown or insignificant, use passive voice.

Avoid dangling and misplaced modifiers.

A modifier dangles when the word or phrase it describes missing from its sentences.

<u>PHASE 3: REVISING MESSAGES</u>

It means improving the content and sentence structure of the message. Proofreading involves correcting its grammar, spelling, punctuation, format and mechanics. Evaluating is the process of analyzing whether the message achieved the purpose.

1. **Editing**

A stage of the writing process in which a writer strives to improve a draft by correcting errors and by making words and sentences clearer, more precise, and more effective.

Keeping it clear

One of the first revision tasks is assessing the clarity of your message. To acieve clarity, resist the urge to show off or be fancy. Remember that your goal is not to impress an reader. Instead, the goal of business writing is to express not to impress.

This involves two simple rules (1) keep it simple (2) keep it conversational.

Keep it conversational

Clarity is further enhanced by language that sounds like conversation. This does not mean that your letters and memos should be chatty or familiar. This means avoiding Jargons and technical terms. Business messages should sound warm, friendly and conversational, not stuffy and formal.

Keep it concise

Another revision task is making certain that a message makes its point in the fewest possible words. Single words can be replaced by wordy propositional phrases. Ex: *Later instead of - at a later date*

Revising for vigor and directness

We can reduce wordiness and improve vigor by (1) kicking the noun habit and (2) dumping trite business phrases

Kicking the noun habit

Some writers addicted to nouns, needlessly transforming verbs into nouns. This will increase the sentence length, slows the reader and muddies the thought.

Ex:	*Wordy noun Phrase*	*Verb*
	Conduct a discussion of	discuss
	Give consideration to	consider

Dumping trite business phrases

In business writing writers should not repeat the stale expressions that other writers have used over the years. Your writing should sound fresh and more vigorous if you eliminate the unnecessary phrases.

Ex: *Trite Phrase*	*Improved version*
As per your request	as you request
Enclosed please find	enclosed is

Revising for readability

To help receivers anticipate and comprehend ideas quickly, two special writing techniques are helpful: (1) parallelism (2) highlighting

To achieve parallelism, match nouns with nouns, verbs with verbs, phrases with phrases and clauses with clauses. Avoid mixing active voice with passive voice verbs.

Ex: *Not parallel*	*Improved*
The policy affected all vendors, suppliers and those involved with consulting	The policy affected all vendors, suppliers and consultants.

One of the best ways to improve comprehension is through graphic highlighting techniques. Readers not only understand your message more rapidly and easily but also consider your efficient and well organized. Headings help writers to organize information and enable readers to absorb important ideas. Spot light important items by setting numerals, bullets, capital letters, bold face and italics.

1. <u>Proofreading</u>

Correcting grammar, spelling, punctuation, format, and mechanics. Locate sentence subjects to see whether the verb agree with the subject. Make sure the introductory clauses are followed by commas. Double check your use of semicolons and colons. Compare all names and numbers with their sources because inaccuracies are not immediately visible. A safe proofreading method, is reading from a printed copy is more likely to find errors and to observe the tone. "Things really look different on paper". Read very sentence to catch bad line endings, strange page breaks and unusual spacing.

How to Proofread Complex Documents

- Allow adequate time.
- Print a copy preferably double-spaced.
- Be prepared to find errors.
- Read once for meaning and once for grammar/mechanics.
- Reduce your reading speed.

2. Evaluating

As part of applying finishing touches, take a moment to evaluate your writing. How successful will this message be? Does it say what you want it to? Will it achieve your purpose? How will you know if it succeeds? The best way to judge the success of the communication is through feedback. Encourage the receiver to respond to your message. The feedback will be helpful to know how to modify future efforts to improve the communication technique.

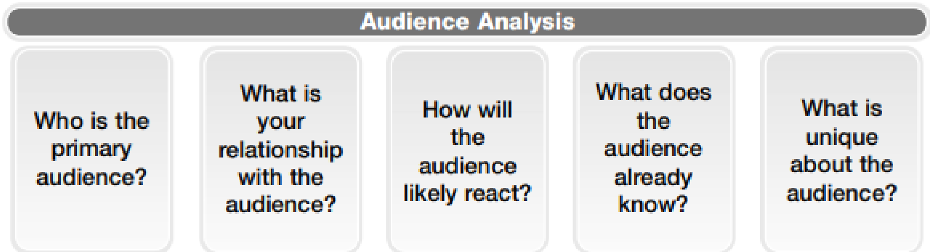
ELECTRONIC WRITING PROCESS

1. **Note Taking:** Skeletonize your notes as you take them in the library. Use abbreviations, such as J. for Journal. Then on your desktop computer, record the notes to a file. Next, use the word-processing feature called search and replace to search for each occurrence of J. and replace it with Journal. Do the same with your other abbreviations.
2. **Searching:** Especially if you are writing a lengthy research paper or working on a long-term project at work, place your research data in a database. Put similar topics under one heading. Later, when you are writing, seek out that heading to see your sources.
3. **Word-Polishing:** If your word processor doesn't have a built-in dictionary, load separate packages now that help you find the right word when you are stumped. Load stand-alone grammar- and style-checkers if your word processor doesn't have them. Be careful, however, of too much reliance on these checkers. Grammar-, style-, and punctuation-checkers have different capabilities; they seldom catch the same errors.
4. **Outlining:** Another valuable feature is an outline, which may be a separate program or part of a word-processing package. Outlines allow you not only to outline your thoughts quickly but also to rearrange sections rapidly, change levels and so on. Usually you can import text from other files to the outline and you can send the outline to other files**.**
5. **Changing Defaults:** Open your word-processing software. Do some setting up as you create your new file. This setup will enhance document appearance on your screen and layout later. These commands can alter the appearance on the screen and/or affect the printed output. Check margin widths, typeface and size requirements for body and heading text, headers and footers and page numbers to each page of the document.
6. **Using Multiscreen:** If your word processor supports division of the screen into two or more parts (called windows) split your screen and place your outline in one window. Then start writing your draft in the other window. Split windows also work well for entering superscript numbers for citations with the text in one window and entering the footnote or endnote in the other window.
7. **Searching and Replacing:** As you edit or revise, take advantage of the search-and- replace function of your word processor. Find a word you now realize you misspelled, such as convence, and replace it with convince. Most search-and-replace functions allow you to choose between individual decisions on each occurrence or an entire text search- and-replace.
8. **Linking:** Data in your database can be transferred to another program – say a spreadsheet

   – for statistical analysis and graphical presentation. While these statistical analysis and graphical-presentation steps should occur before you start writing, the results of the steps find their way into the manuscript initially as you draft and later as you revise. You can ask some "smart" word-processing software to realize you are updating data in a spreadsheet and to automatically bring that new data to the manuscript as you work on it over time.
9. **Adding Attribution:** Most word-processing software facilities adding footnotes or endnotes. For example**,** a superscript number is inserted into the text and then the footnote or endnote is filled in for insertion at the correct location.
10. **Using E-Mail:** Electronic Mail or e-mail is a system of electronic correspondence by which users send and receive messages over a network of computer and telecommunication links. It provides a "store-and-forward" service.

Audience Analysis

Audience analysis involves identifying the audience and adapting a speech to their interests, level of understanding, attitudes and beliefs. It involves gathering and interpreting information about the recipients of oral, written or visual communication.



The methods of audience analysis involve that of analyzing demographic studies of relevant segments of the population.

Types of Audience

1) **Primary Audience**- The primary audience is the audience who have to decide whether to accept the sender's message and his recommendations and to act on the basis of that message.
   E.g.: In case of advertisement campaign of interior decoration, the primary audience is prospective customers.

2) **Secondary Audience-** The secondary audience consists of people wo may be asked to comment on the message after it has been approved.
   E.g.: in the above example, the existing users are the secondar audience as the potential buyers ask them about their opinion.

3) **Initial Audience-** It is the audience that receives the message first and routs it to other audience. Sometimes, the initial audience guides the sender regarding designing of the message.
   E.g.: Censor Board permit for broadcasting of films act as the initial audience.
   The editors of the newspapers edit the message before publishing

4) **Gatekeeper Audience**- He/she has the poser to stop the message before it reaches the primary audience.
   E.g.: The secretary of the minister acts as gatekeeper audience as he/she scrutinizes the letters before minister's approval.

5) **Watch dog Audience-** is the audience that has political, social and economic power to influence the primary audience's decision to act upon the sender's message.
   Though such type of audience has power to stop the message yet they influence a lot of primary audience's action.
   E.g.: The industrial reviewers who read the reports and comment upon them
   The Auditor, who attests the authenticity and accuracy of financial statements

WRITING POSITIVE

Positive writing is abundant and clear. Positive writing speaks of possibilities. Negative writing narrows in on flaws and falls over in the grave it digs for itself. Negative writing is stifling. Negative writing finds fault and criticizes.

Positive Messages

Unlike routine requests, positive messages create their own rapport and usually take the form of goodwill messages. A positive message is used when the goal is to make a good impression while expressing the message. Therefore, positive messages are used when expressing appreciations, congratulations or condolences as well as when fostering goodwill. When writing a positive message, use a positive tone and include only relevant, direct and concise information. The information provided should be able to answer the questions that might linger in the readers' minds as they read the message. In addition, include a closing remark that clearly states what steps are to be taken regarding the issue being communicated.

POSITIVE Message – An Example

Dear Mr. Srikanth

With reference to our interview that took place on 22nd October, I feel happy to appoint you as the House Manager [Finance] as per your choice.

I expect you to be joining your new position from 4th November'14. Please be informed that you will be reporting at our Nainital branch on 2nd Nov., so that we can process the remaining formalities.

Also, please be aware that your work spot would be Gauhati for a period of around 02 years after which you can be transferred to your desired place, depending on your all- round performance.

Please write to me stating your willingness to join our group before 22nd so that we have ample time to make arrangements for your journey.

Thanking you and looking forward to meeting you soon,

Sincerely yours
Dheeraj Mishra

Positive messages examples: claim acceptances and adjustments, invitations, invitation confirmations, appreciation messages, good news announcements, recommendation letters.

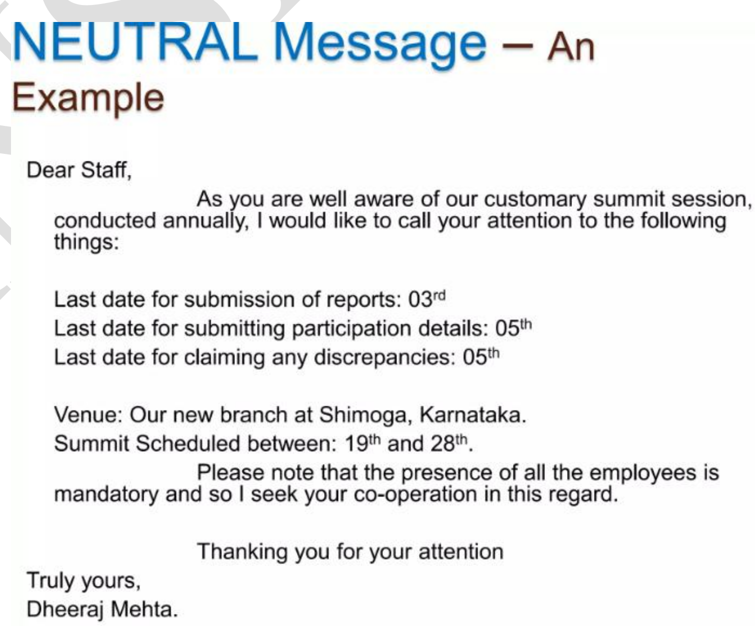
Type of Message	Characteristics
Thank-You Notes	Such messages should be short and simple as well as quick and easy to write. For that reason, not sending them when someone does something nice for you appears ungrateful, rude, and inconsiderate. In fact, sending a thank-you note within 24 hours of interviewing for a job, for example, is not just extra thoughtful but close to being an expected formality. In most situations, email or text is an appropriate medium for sending thank-you messages.
Congratulatory Messages	Celebrating the successes of your professional peers shows class and tact. Such messages create positive energy in the workplace and should be all about the person you are congratulating.

Expressions of Sympathy	Few situations require such sincerity and care with words as expressions of sympathy. Misfortune comes upon us all, and tough times are just a little more tolerable with the support of our friends, family, and community--including those we work with. When the loved-one of a close associate dies, for instance, expressing sympathy for their loss is customary, often with a card, rather than an email or text, signed by everyone in the workplace who knows the bereaved. You can't appreciate email messages the same way you can a collection of cards from people showing they care.
	Remember that these messages should be selfless. Offering your condolences in the most respectful, sensitive manner possible is the right thing to do.

Neutral messages are highly routine messages that carry little if any emotional content, such as when conveying updates to directives or procedures for processing manual account updates. These messages drive the day-to-day work of organizations, enabling new relationships to form, reinforcing existing ones, exchanging ideas and information, and responding to need and opportunity.

A neutral message is one that does not provoke emotion. To clarify, good news might be a job offer. Neutral news might be that the company you applied to confirmed the receipt of your resume. Deductive messages are pretty easy to draft. That is mostly because they come with no ill intent.

Neutral message examples: routine requests, directives or instructions (see the chapter on Instructions), policy or procedure updates, arrangement confirmations or follow ups, claims, general informational messages.



NEUTRAL Message – An Example

Dear Staff,

As you are well aware of our customary summit session, conducted annually, I would like to call your attention to the following things:

Last date for submission of reports: 03rd
Last date for submitting participation details: 05th
Last date for claiming any discrepancies: 05th

Venue: Our new branch at Shimoga, Karnataka.
Summit Scheduled between: 19th and 28th.

Please note that the presence of all the employees is mandatory and so I seek your co-operation in this regard.

Thanking you for your attention

Truly yours,
Dheeraj Mehta.

Negative messages examples:

Part	Example Message
1. Buffer	Thank you for your order. We appreciate your interest in our product and are confident you will love it.
2. Explanation	We are writing to let you know that this product has been unexpectedly popular with over 10,000 orders submitted on the day you placed yours.
3. Bad news + redirect	This unexpected increase in demand has resulted in a temporary out-of-stock/backorder situation. Despite a delay of 2-3 weeks, we will definitely fulfill your order as it was received at 11:57 p.m. on October 9, 2018, as well as gift you a $5 coupon towards your next purchase.
4.Positive action closing	While you wait for your product to ship, we encourage you to use the enclosed $5 coupon toward the purchase of any product in our online catalog. We appreciate your continued business and want you to know that our highest priority is your satisfaction.

Persuasive messages essentially move people to change their behaviors, opinions, or serve to reinforce existing ones.

Example of a persuasive message:

Date: February 19, 2020

To: All employees

Cc:

Bcc:

From: Shasta Abenaki [sabenaki@solsticeyogastudios.com]

Subject: Training for Zoom Virtual Meetings

Hello everyone,

Solstice Yoga Studios is shifting its classes to online format, so knowing how to use Zoom software to advantage is key to our team's success as we adapt to the pandemic closures.

Zoom software is helping us to sustain our operations by enabling employee meetings as well as online yoga classes and chats with yoga practitioners. It can be used to not only communicate face-to-face, but also to share documents and create digital recordings for future reference. It is important that all of us become familiar with the software since it will be used frequently in our daily interactions.

You are invited to attend an online training session on using Zoom virtual meetings software. Join us on March 10, 2020 from 9 a.m. to 12 p.m. at the Annex for a three-hour hands-on training session with our very own Jim Stratos. Masks and proof of vaccines are required, and we will maintain physical distancing. During this session, we will cover the following topics:

- Preparing for your meeting: creating the Zoom meeting, inviting practitioners, setting up the meeting
- Conducting your meeting: Zoom etiquette, incorporating music, engaging participants, ensuring privacy, moderating the chat
- Retrieving the recording: locating and downloading the digital recording, sharing the recording

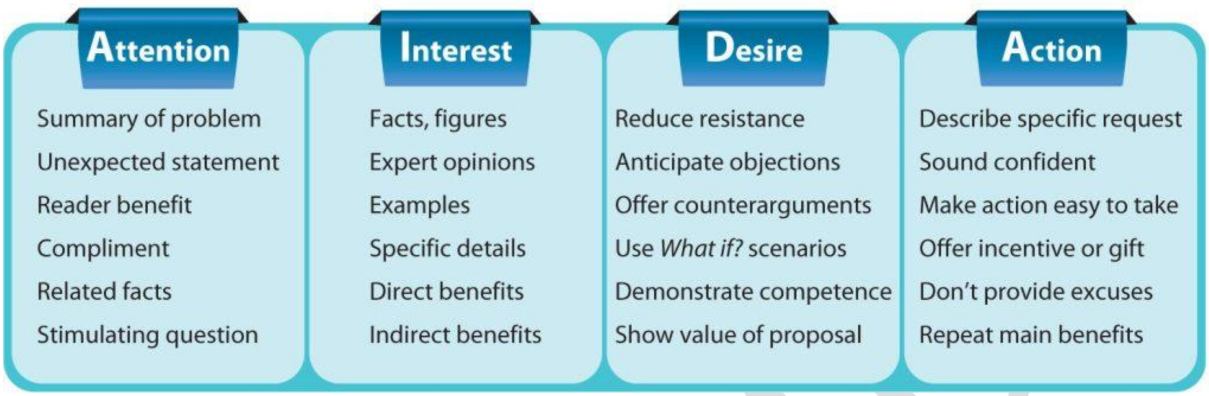
Please let me know by Friday, February 25, 2020 if you will be attending by responding to this email message.

Namaste,

Shasta
416-123-4567

Apply the AIDA Model

This model describes the sequential elements of an effective persuasive message: Attention, Interest, Desire, Action.



BAD NEWS MESSAGES

A bad news message is any communication that is likely to cause a negative emotional response in your reader. You need to manage this communication carefully because you need your reader to understand and accept the bad news and you don't want your reader to feel negatively toward you or the organization you represent. Bad news messages include rejections (in response to job applications, promotion requests, and the like), negative evaluations, and announcements of policy changes that don't benefit the reader.

GOALS OF BAD NEWS MESSAGES

The goals to keep in mind when delivering negative news, in person or in written form:

1. Be clear and concise to minimize the chances of confusion or back-and-forth communication.
2. Help the receiver understand and accept the news.
3. Maintain trust and respect for the business or organization and for the receiver.
4. Avoid legal liability or erroneous admission of guilt or culpability.
5. Maintain the relationship, even if a formal association is being terminated.
6. Reduce the anxiety associated with the negative news to increase comprehension.
7. Achieve the designated business outcome.

COMPONENTS OF BAD NEWS MESSAGES

1. **The opening**: In this section, you'll address the audience. The audience may be a single customer, an employee, the community, customers, or even the general public. The purpose of the opening is to explain the reason for the communication.
2. **The message**: This component delivers the bad news and addresses the issue head-on.
3. **The support**: When supporting the bad news, additional information is presented to explain why a decision was made or how the bad news affects the recipient of the message.
4. **The alternatives**: When presenting bad news, it helps to soften the message by offering options or alternatives. This shows understanding for the frustration or inconvenience the recipient may experience because of the situation.
5. **The close**: When ending the message, an affirmative tone is offered to end the message positively.

Delivering negative news involves a buffer or cushion statement, an explanation, the negative news itself, and a redirecting statement. Whether you choose a direct or an indirect approach, the message should be delivered clearly and concisely, with respect for the receiver and the organization.

Parts of the Negative News Message	Example
Buffer or Cushion	Thank you for your order. We appreciate your interest in our product.
Explanation	We are writing to let you know that this product has been unexpectedly popular, with over 10,000 requests on the day you place your order.
Negative News	This unexpected increase in demand has resulted in a temporary out-of-stock/backorder situation. We will fulfil your order, received at 11:59 p.m. on 09/09/2009, in the order it was received.
Redirect	We anticipate that your product will ship next Monday. While you wait, we encourage you to consider using the enclosed $5 off coupon toward the purchase of any product in our catalog. We appreciate your business and want you to know that our highest priority is your satisfaction.

Direct Delivery	Direct Example	Indirect Delivery	Indirect Example
		Positive introduction	Thank you for your request for leave.
Negative news message as introduction	Your request for leave has been denied.	Negative news message	We regret to inform you that your request has been denied.
Conclusion	Please contact your supervisor if you need more information.	Conclusion	Please contact your supervisor if you need more information.

MODULE 3- PART II

BUSINESS LETTERS

A business letter is a written document you share with your clients, investors, potential hires, and other companies. It addresses the issues or agenda at hand and suggests ways to complete it. Business letters have a specific format and are written in formal language. Business letters are an ideal way to connect, communicate, and collaborate with people in a professional environment.

A business letter is a letter from one company to another, or such organizations and their customers, clients, or other external parties.

ESSENTIALS/CHARACTERISTICS OF GOOD BUSINESS LETTERS

Simplicity

Simplicity in writing essentially means plainness and saying exactly what one means. The writer should not bring in irrelevant details and information. Writer should be straight forward and choose just one word instead of many whenever possible.

- ***One main subject in one letter***

If we have to write about two different subjects to the same company, department at the same time we should write two letters discussing each subject separately.

- ***One thought in one sentence***

Each sentence should be formed so that it contains a single, complete thought.

- ***One idea in one paragraph***

Each paragraph should open with a sentence that summarizes the central idea of the paragraph.

Clarity

Clarity of ideas: Ideas should be logically sequenced in a coherent way.

Clarity in form: Presentation of matter, paragraph divisions, layout, margins and spacing between the lines should be done neatly.

Conciseness

It should be short. This means writing short letters, choosing short words, forming short paragraphs and constructing short sentences. Give only relevant information in the fewest possible words.

Standard and neutral language

Should avoid jargons, technical terms and slang. They should eliminate hackneyed and old-fashioned words.

Sincerity and tone

The writer's tone and sincerity reflect his or her personality.

- ***Confidence***

Before writing a letter, the writer should have complete information on the subject and should be certain about what he or she is saying, the letter will not be evasive or vaguely worded with indirect expressions and passive verbs.

- ***Directness***
- ***Enthusiasm***

The letter should make the reader feel that the writer is genuinely interested in him or her. The writer should choose the word that shows interest in the reader.

• ***Humanity***

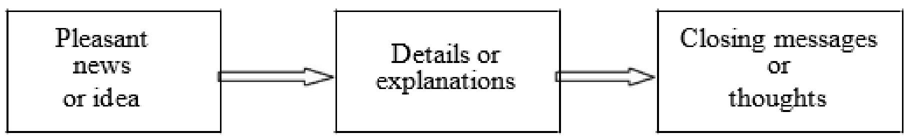
Business letters are generally written in a stiff, formal and mechanical manner. Remember that criticizing or apologizing should be done carefully, as should compliment.

Emphasis

Ideas must be placed in order of their importance. The main idea should be stated in the beginning. Emphasis can be indicated also by repetition, use of punctuation or by using bold letters and underlining.

Business letters are often private and confidential, and the nature of them varies on the stakeholder you're sending them to. The subject matter should be cut-and-dry and purpose-driven, encouraging immediate attention.

Good news letter



A routine letter

The direct organization of ideas in good-news and routine letters follows human psychology. A pleasant or interesting idea will always hold the receiver's attention. Hence, good news can be given in the very first sentence, followed by details and the final message.

This basic plan of presenting ideas can be used in many business situations. These situations include:

1. Routine claim letters and "yes" replies
2. Routine request letters and "yes" replies
3. Routine order letters and "yes" replies

Routine Claim Letters and "Yes" Replies

A claim is a demand or request for something to which one has a right. Examples are a refund, payment for damages, a replacement for something defective, exchanges, and so on.

A claim letter is, thus, a request for adjustment. When a writer thinks that because of guarantees or other specified terms and conditions, the request for adjustment will be automatically granted without delay or without requiring persuasion, he or she writes the letter in the routine form. When the writer believes that a direct statement of the desired action will get a positive response without arguments, he or she can use the following sequence/ pattern of ideas:

1. Request action in the opening sentence.
2. Give reasons supporting the request or action.
3. End by appreciating or thanking the addressee for taking the action requested.

Routine request for an exchange would be granted

Exhibit 9.2
A Routine Claim Letter

Directly states claim

Gives reasons

Ends with a confident repetition of action desired

Please send me another copy of *How to Communicate Under Pressure* to replace the copy returned herewith.

This is the latest edition, but this copy has four pages, from page 60 to page 64, wrongly sequenced, which is confusing and annoying.

The enclosed receipt was packed with the book sent to me.

I shall appreciate an early replacement.

The 'yes' reply letter but the writer does not use the word "grant".

Exhibit 9.3
A "Yes" Reply to a Routine Claim

Date…

Dear…

A copy of *How to Communicate Under Pressure* is on its way to you. You will not be charged for its mailing.
You should receive it within a few days. Our catalogue for the latest arrivals in Communication Strategies/Studies is also enclosed.
Sincerely,

Exhibit 9.4, the writer can simply state the facts of the situation and the action desired. For example, it is more businesslike to say:

Exhibit 9.4
A Businesslike/Impolite Routine Claim

508, Sector 9
Faridabad

June 18, 2010

Agfa Company
531, Linking Road
Bandra, Mumbai – 400 052

Dear Sir,

I am returning a pair of Rayban sunglasses, which you sent me per my order of June 6, 2010.

You will notice there is a scratch on the right lens. As the lens is guaranteed against imperfections, I am returning it to you.

Will you send me a new pair of sunglasses as soon as you can? The enclosed receipt was packed with the sunglasses when they were mailed to me.

I shall appreciate an early exchange as I am going on a trip to Rajasthan at the end of the month.

Yours truly,

Exhibit 9.5
A "Yes" Reply to a Businesslike/Impolite Routine Claim

Date…
Dear Mr…,

One long-lasting, pink Easy Knit shirt is being sent to you against the one you returned to us. Compared with other shirts, Easy Knit shirts do not normally fade in colour and remain wrinkle-free. But for best results, they must be washed by hand and without using any strong bleach.

Our Special Discount sales catalogue is being mailed to you separately.

Truly,

Routine Request Letters and "Yes" Replies

Routine Requests- A letter to, say a vendor, requesting information about a product, should state clearly and completely what information is desired. A request for information should not suggest that the writer wants to place an order.

Routine Orders and Their "Yes" Replies

Routine orders should be explicit and thorough. In addition, they should be very clear about what they expect by giving complete details of the desired product. This includes specifying the time of delivery and the mode of shipment. There should be no ambiguity or chance of confusion or misunderstanding.

Exhibit 9.6
A Routine Request Letter

Pearls Repair Service

155, Kashmere Gate
New Delhi
"If they make it, we repair it."

April 30, 2010

Mr Abhishek Chaturvedi
Order Department
MML Electronics Suppliers, Inc.
135 C, Kolkata

Dear Mr Chaturvedi,
Re: Order No. 497; Shipment No. 246032

In our order of April 10, 2010, we included a request for an electron tube X518E. The shipment we received today does not include the tube we ordered but does include a proton tube. Upon checking your catalogue, I discovered that you intend this tube to be a replacement for the tube X518E, which you have discontinued from your product line.

The supervisor of our repair shop, however, says that he cannot use the replacement tube sent by you. Because of this, we are returning this item from the shipment.

Please credit our account for Rs 2,000 for the tube we did not order and have returned.

Sincerely yours,

Ajay Saxena
Administrative Manager

Exhibit 9.7
A "Yes" Reply to a Routine Request

NEW INDIA TILE COMPANY
444, New Main Street
Charki Dadri – 120072

April 12, 2002

Ms Sonia Suri
General Manager
Escorts Medical Hospital
Neelam Bata Road
Faridabad, Haryana

Dear Ms Suri,

We will be more than happy to replace the Durafinish tiles in front of the elevators and in the lobby area of Escorts Hospital as you requested in your letter of March 28, 2002.

When we installed the tile (Model 520) in December 2000, we guaranteed the no-fade finish. The tile you selected is imported from Italy and is one of our best-selling products. Recently, the manufacturer added a special sealing compound to the tile, making it more durable.

Our sales representative, Mr Deepak Rai, will call on you in the next few days to inspect the tiles and make arrangements for replacing them, at no additional cost. I appreciate your calling this situation to our attention because we are always eager to know how our products are performing. We guarantee our customers' full satisfaction.

Sincerely yours,
Mokshit Sharma
MS:tk
cc: Mr Deepak Rai

Exhibit 9.8
A Routine Order Letter

Maria Interiors, Inc

12, Andheri West
Mumbai – 400 012

July 1, 2001

Silvania Office Products
B-27, Lajpat Nagar
New Delhi

Attention: Order Department

Dear Sir,

Please send me the following office supplies as listed and priced in your summer catalogue 91:

8 pkgs	D33E-886	Colour-coded files with heavy manila folders—letter size
4 boxes	D33E-276	Square box-files—capacity 2
24	D33E-3325	Large capacity 3-ring binders—letter size

Please charge these to the Maria Interiors account. I would appreciate quick delivery of these items. Please ship by the fastest freight available.

Sincerely,

Akshay Sharma
Office Manager

Exhibit 9.9
A "Yes" Reply to a Routine Order

Silvania Office Products

B-27, Lajpat Nagar
New Delhi

July 12, 2009

Mr Akshay Sharma
Office Manager
Maria Interiors, Inc.
12, Andheri West
Mumbai – 400012

Dear Mr Sharma,

The following items were shipped to you today by Worldwide Express, rush service:

8 pkgs	D33E	Colour-coded files with heavy manila folders—letter size
24	D33E-3325	Large capacity 3-ring binders—letter size

Enclosed is the invoice for Rs 4,000, which includes sales tax. Your order for four boxes of square box-files—2 in capacity (D33E – 276) should reach you within 14 days, also by Worldwide Express. Because of the great popularity of these durable, high-capacity hole punchers, they are currently out of stock. A shipment from the supplier is due shortly, and when it arrives, we will fulfil your order immediately.

Thank you for your order, and please let me know if I can be of service in the future. For your convenience, I am enclosing a preview copy of the new catalogue, No. 107, which will be mailed to our customers in early December.

Sincerely,

Rajesh Bhatia

Sales Manager

RB:rb
Encl. : Catalogue No.107
: Invoice

PERSUADING LETTER

Persuasive Letter is a letter written to persuade an organization/s or individual/s towards accepting the writer's (sender's) issue, interest or perspective. Persuasion is the process of changing people's attitudes or influencing their actions. Persuasive messages aim to influence audience who are inclined to resist. The best persuasive messages are closely connected to audience existing desires and interests. The persuasion can be related to any matter (Complaint, sale, petition, request or any other matter which requires convincing).

Persuasive messages have to be structured in the following way:

- ***a) Attention:*** In this phase the receiver of the message has to be convinced about the usefulness of the message.
- ***b) Interest:*** In this phase the message has to stimulate interest of the receiver.
- ***c) Desire:*** In the desire phase of the persuasive message, the receiver's willingness to take action has to be developed.
- ***d) Action:*** In this phase the persuasive message ends with urging for action on the part of the receiver.

Guidelines for writing Persuasive Letter

- ***a) Passion for Persuasion:*** The sender of the message has to be firm in his opinions to persuade others.
- ***b) Outline and Organize:*** The actual writing of the letter should not begin unless to have outlined your criteria and organized the relevant matter. To outline the matter collect any supporting material which vouches persuasion. This matter can be news clippings, short video, images, case hearings etc.
- ***c) Research your Persuasion:*** Know each and everything about the subject of persuasion.
- ***d) Pros and Cons:*** To become substantial, views should be tested by figuring out the advantages and disadvantages of persuasion.
- ***e) Introduction:*** The sender of the message should give a proper introduction about himself.
- ***f) Drafting:*** Drafting allows to improve and improvise letter. The outline of the letter comes in use here and so does the material organized. Use these to write the letter to full effect.
- ***g) Use AIDA:*** As applicable in sales letter, AIDA formula can also be utilized here. It is suitable because a sales letter is also a type of persuasive letter.
- ***h) Emphasizing the Figures:*** Statistics, figures of your persuasion establish faith. They are also evidences, adding authenticity towards your argument.
- ***i) Write in Present Tense:*** Writing in the present tense makes the issue pertinent. It shows that the matter is urgent and requires prompt action. Writing in the past tense makes the statement stale and writing in future tense can lead to delayed decisions.
- ***j) Be Emphatic:*** Emphatic here means to assume that the readers will respond in a positive tone. This emphatic strategy garners positivism in your writing.
- ***k) Emotional Quotient:*** Certain words and phrases appeal to the heart and mind. Use appropriate phrases to have an emotional effect on the reader.
- ***l) Add Credibility:*** Credibility is added through the figures and facts you include in your letter. Nonetheless, you can add some more credibility through testimonials of certain esteemed

authorities and/or certain valued individuals. You can include certain signatures of people who are affected or who support your cause.

m) ***Proofreading and Revising:*** Sum up your letter. Check your facts and figures. Double check the addresses, appropriate salutations and sign offs at the end. Remove grammatical errors and poor sentences. Insert any information which may have been left out.

n) ***Attach Essential Documents:*** To add extra impact always enclose important documents like agreements, email received, earlier complaint letters, receipts, warranty etc. Keep original copies of letters, faxes, e-mail and related documents with you.

Exhibit 9.11
An Alternative Style for a Persuasive Letter

Konnect Cellphone

Mr P. D. Apte
508, Sector 9
Faridabad, Haryana 121006
31 July 2010

You have been a valued member of the Konnect Cellphone family. As you may be aware, Konnect Cellphone is now a part of Konnect Telecom, one of the largest cellular operators in India and the third largest in the world. We have taken the leadership in launching new and exciting tariff plans in Delhi, thereby making cellular telephony more affordable.

As per the Honourable TRAI ruling dated 25 January 2001, an amount of Rs. 595.36 is refundable against your contract number 00124813301 and mobile phone number 9811071974. This refund is on account of a reduction in license fees. This amount will be refunded to you via an account payee cheque at the address mentioned above.

If you have any queries regarding the same, please feel free to contact us on our toll-free hotline number, 9811398133, and we would be glad to address the same.

Keep smiling!

Joydeep Chatterjee

Joydeep Chaterjee
GM—Customer Services
Konnect Telecom
Nariman Street, Fort,
Mumbai 400001

Business-letter Styles

A business organization usually selects one of the following formats for its business letters:

1. The full-block style
2. The semi-block style
3. The simplified style

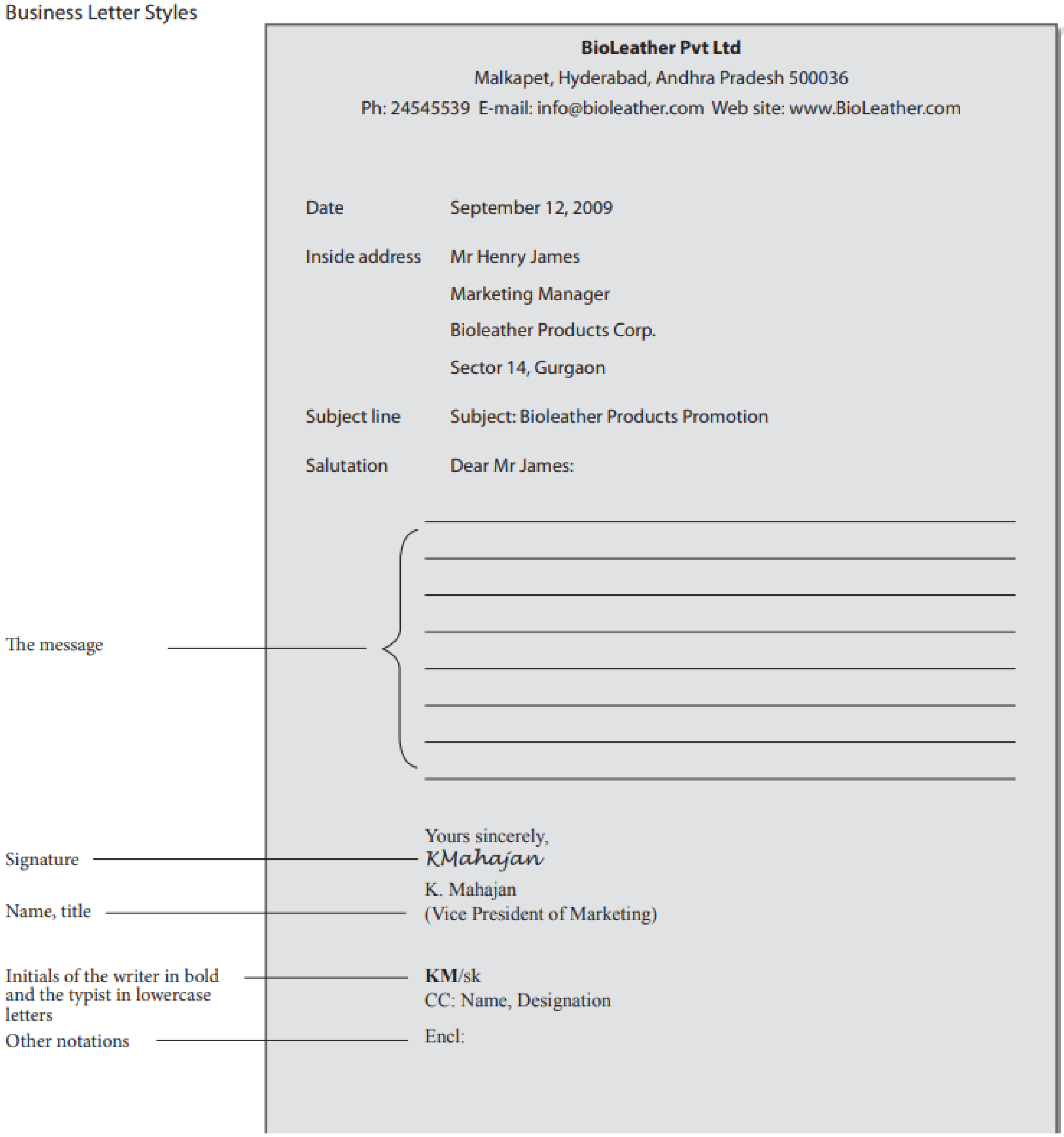
Usually, the ***full-block style*** is preferred. It is convenient to set left-hand margins for paragraphs and other parts of the letter, such as the date, address, salutation, text, close, signature, and notations. It also looks simple and clear. Every line begins at the same distance from the left margin, which results in each paragraph looking like a distinct block. The convention of open punctuation further simplifies the use of the full-block style. Earlier, the address, salutation, and closing followed close punctuation and used a comma after each line and a full stop at the end.

In the ***semi-block style***, the beginning of the paragraph is not left aligned; only the lines are left aligned. The first line of each paragraph is indented. The date, closing, signature, name, and title are indented to the right half of the page.

In the ***simplified style***, the letter has neither a salutation nor a closing. A subject line takes the place of the salutation. All lines begin from the left margin. Exhibit 9.14 illustrates each of these styles. A business organization can use any of the styles, but it should use a consistent format for all business correspondence.

Exhibit 9.14
Business Letter Styles

Part A: The Full-block Style


BioLeather Pvt Ltd
Malkapet, Hyderabad, Andhra Pradesh 500036
Ph: 24545539 E-mail: info@bioleather.com Web site: www.BioLeather.com

Date — September 12, 2009

Inside address — Mr Henry James
Marketing Manager
Bioleather Products Corp.
Sector 14, Gurgaon

Subject line — Subject: Bioleather Products Promotion

Salutation — Dear Mr James:

The message

Yours sincerely,

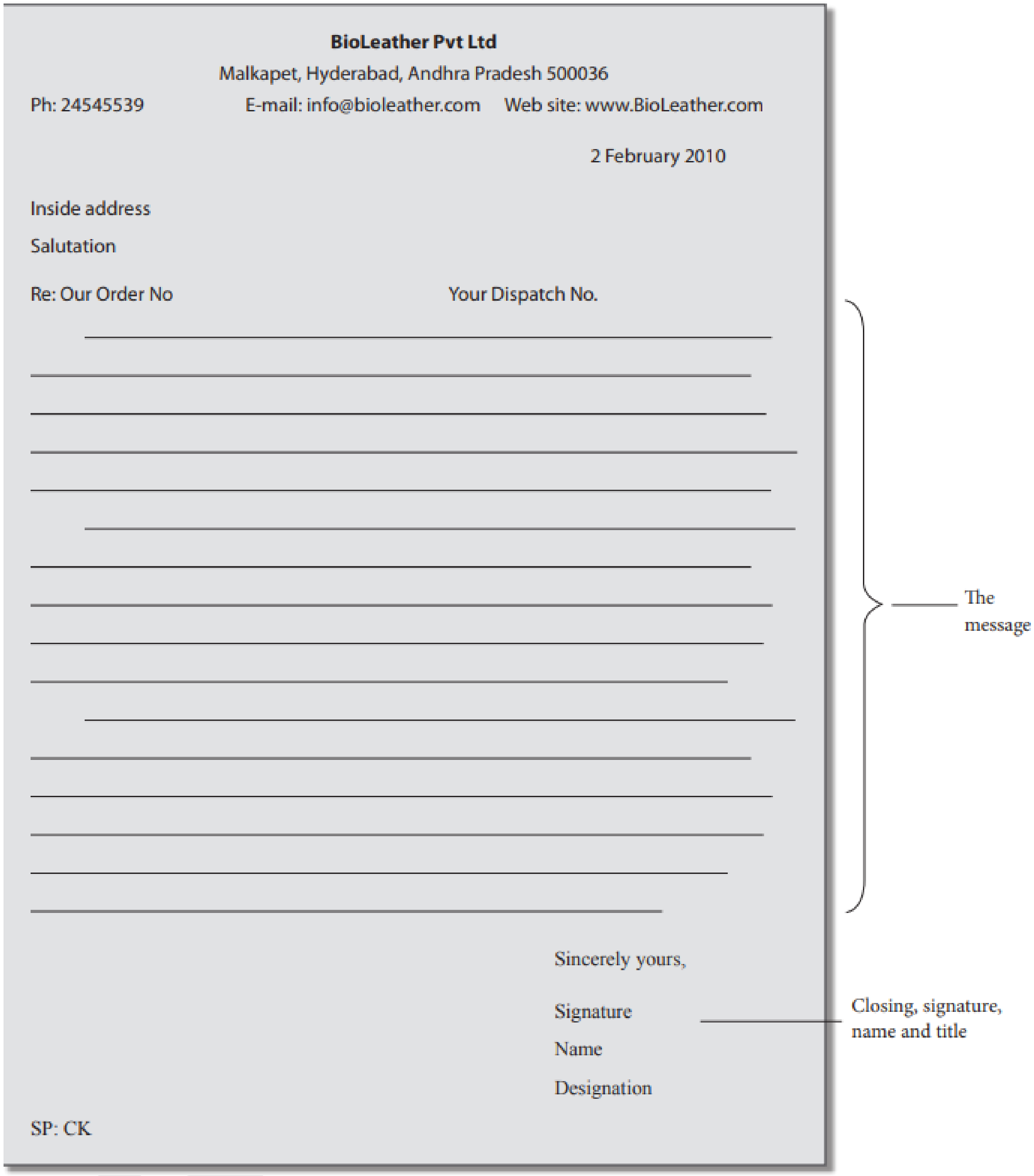
Signature — KMahajan

Name, title — K. Mahajan
(Vice President of Marketing)

Initials of the writer in bold and the typist in lowercase letters — **KM**/sk
CC: Name, Designation

Other notations — Encl:

Part B: The Semi-block Style



BioLeather Pvt Ltd
Malkapet, Hyderabad, Andhra Pradesh 500036
Ph: 24545539 E-mail: info@bioleather.com Web site: www.BioLeather.com

2 February 2010

Inside address

Salutation

Re: Our Order No Your Dispatch No.

Sincerely yours,

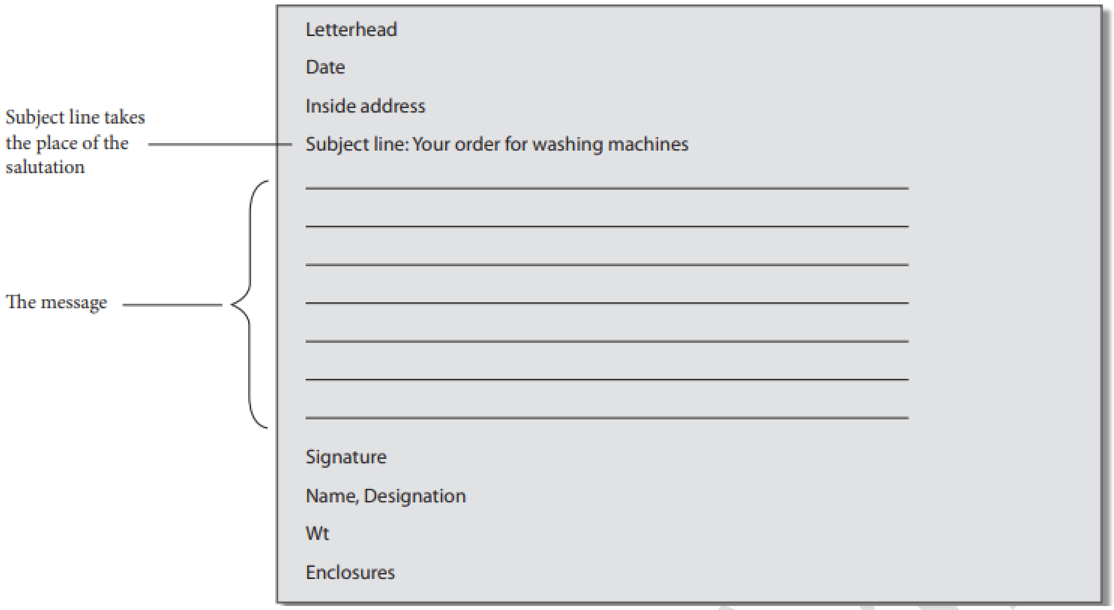
Signature

Name

Designation

SP: CK

Part C: The Simplified Style



Types of Business Letters

1) Inquiry Letters
2) Sales Letters

<u>Inquiry Letters</u>

A letter of inquiry is a letter of request addressed to a specific person. The objective is to get the reader to respond with an action that satisfies the request. The action taken can benefit either the writer or the reader, and sometimes both. The scope of an inquiry letter includes enough information to help the reader determine how best to respond.

Features of an inquiry letter:

- An inquiry letter is addressed to a specific person
- The introduction should lead into the body of the letter with a firm statement about the subject of inquiry and enough supporting information to keep the reader reading
- To objective in an inquiry letter is communication by one or more questions to which the writer desires a response.
- Closing remarks should request for help with a timeline in which help is to be offered
- The scope of an inquiry letter is contained in the information provided for the reader
- An inquiry letter should close with a professional tone and style

Your name
City, Street, Zip Code
Phone:
Email:

Recipient name:
Title
Name of the organization
City, Street, Zip Code

18 July 2013

Dear Recipient Name:

Perhaps you are looking for an addition to your marketing team. A new person brings in freshness and can provide innovative solutions to the challenges of marketing. My current and past employers have always regarded me as an innovator of ideas. I am also good at communicating with prospective buyers and have a demonstrated history of success in sales and marketing.

Presently, I am marketing computer accessories for a major company. Enclosed is my resume for your consideration. I understand that XYZ INC has a reputation for quality and excellence. I would like to use my skills and experience to market your line of quality technical products. If you have any questions regarding my skills or my eligibility to be a part of your team, you may contact me at (666) 666-6666.

Thank you for your time and consideration. I look forward to hearing from you.

Yours sincerely

Signature

Your name

Enclosure: Resume

Sales Letters

It is a letter from the seller/manufacturer/advertiser to a potential customer to sell the product of service. When writing a sales letter, it is important to have a good attitude in order to sell the product or service, as the reader will want to know why they should spend their valuable time reading the letter. Hence there is a need to provide clear, specific information which will explain to the reader why they should be interested in buying the product or service.

Features of Sales Letters

- Attract the reader's attention or else the purpose to sell the product or service is defeated
- Describe the product or service to be sold
- Convince the reader that the claims are accurate: support the statements with research and facts
- Provide the reader with phone number, web site address, or some way to seek out information on their own.

Sales Promotion letter on shoes
(Circular letter)

ROAD MASTER SHOES
B/77 SADDAR
KARACHI 7654

April 21, 2009

Mr. Ahmed Ali
7/7 Rahat chamber
M.A Jinnah road
Karachi 0098

Dear Mr. Ahmed

We do not remember the names and faces of our customers. It is so because they are satisfied. Moreover ones they purchase our shoes they do not need the others for the next two years.

Road master shoes are manufactured by us are durable, soft, and comfortable. Wear them throughout the day but never feel fatigued. So soft and comfortable! Road master are also so light that you may walk along with for miles untiringly.

Road master shoes are available in several varieties, qualities, sizes and colors. Pure leather, artificial leather, and rubber shoes at reasonable prices are always in our stock.

Purchase your favorite shoes now for yourself, wife and kids and look more smart in Road Master

Yours truly,

IMRAN KHAN
Manager

NEGATIVE MESSAGES

Explaining clearly and completely

- Readers understand and, in the best case, accept the bad news.
- Recipients do not have to call or write to clarify the message.

Projecting a professional image

- Writers stay calm, use polite language, and respond with clear explanations of why a negative message was necessary even when irate customers sound threatening and overstate their claims.

Conveying empathy and sensitivity

- Writers use language that respects the readers and attempts to reduce bad feelings.
- When appropriate, writers accept blame and apologize without creating legal liability for the organization or themselves.

Being fair

- Writers show that the decision was fair, impartial, and rational.

Maintaining friendly relations

- Writers demonstrate their desire to continue pleasant relations with the receivers and to regain their confidence.

When the bad news is personally upsetting

- Negative news involves the receiver personally (e.g., refusal of a promotion request, rejection of a grant proposal, a layoff notice).
- An organization makes a mistake that inconveniences or disadvantages a customer.

When the bad news will provoke a hostile reaction

- Message will irritate or infuriate the recipient.
- Giving reasons before the bad news is likely to defuse and soothe.

When the bad news threatens the customer relationship

- Indirect presentation of bad news can salvage the customer bond.
- Unfavourable news is revealed slowly and with reasons that explain it.

When the bad news is unexpected

- Readers who are totally surprised by bad news have more negative reactions.

EMPLOYEE REVIEWS

Employee reviews are evaluation of an employe's performance, usually conducted by the employee's manager. Employee reviews are an uncomfortable yet necessary part of a company's hiring and employee retention process. For many, these meetings seem arbitrary, a corporate requirement with no real intent or value. However, when used properly and performed well, employee reviews can help mold long-term employees into members of the team.

Types of Employee Reviews:

1) **Traditional Reviews**- this top-down, reviews are those in which an employee's manager conducts the review and has the authority to appraise the employee, discuss plans for the future and award raises. A traditional review is that the employee is reviewed from only one person's perspective and that person might be biased or not know all the aspects of the employee's performance.

2) **Peer Reviews-** these reviews allow employees to give input into their co-workers' strengths and weaknesses, providing more insight into an employee's work than a manager might glean alone. The employee benefits from receiving information from multiple sources on specific issues from those in organization working at the same level.

3) **360- Degree Reviews**- In this reviews, employees receive feedback from multiple sources- those whom they interact with most- such as their boss, co-workers, subordinates, and even customers and vendors.

RECOMMENDATION LETTERS

Letters of recommendation may be written to nominate people for awards and for membership in organizations. More frequently, though, they are written to evaluate present or former employees. The central concern in these messages is honesty. Thus, we should avoid exaggerating or distorting a candidate's qualifications to cover up weaknesses or destroy the person's chances. Ethically and legally, we have a duty to the candidate as well as to other employers to describe that person truthfully and objectively. We don't, however, have to endorse everyone who asks. Since recommendations are generally voluntary, we can – and should – resist writing letters for individuals we can't truthfully support. Ask these people to find other recommenders who know them better.

Some businesspeople today refuse to write recommendations for former employees because they fear lawsuits. Other businesspeople argue that recommendations are useless because they are always positive. Despite the general avoidance of negatives, well-written recommendations do help match candidates with jobs. Hiring companies learn more about a candidate's skills and potential. As a result, they are able to place a candidate properly. Therefore, you should learn to write such letters because you will surely be expected to do so in your future career.

Opening: Begin with the name of the candidate and the position sought if it is known. State that your remarks are confidential and suggest that you are writing at the request of the applicant. Describe your relationship with the candidate.

Body: The body should describe the applicant's job performance and potential. Employers are particularly interested in such traits as communication skills, organizational skills, people skills, ability to work with a team, ability to work independently, honesty, dependability, ambition, loyalty, and initiative. In describing these traits, be sure to back them up with evidence. One of the biggest weaknesses in letters of recommendation is that writers tend to make global, nonspecific statements. Employers prefer definite, task-related descriptions.

Conclusion: In the final paragraph, offer an overall evaluation. Tell how you would rank this person in relation to others in similar positions. Many managers add a statement indicating whether they would rehire the applicant. If you are strongly supportive, summarize the candidate's best qualities. In the closing you might also offer to answer questions by telephone. Such a statement, though, could suggest that the candidate has weak skills and that you will make damaging statements orally but not in print.

General letters of recommendation, written when the candidate has no specific position in mind, often begin with the salutation TO PROSPECTIVE EMPLOYERS. More specific recommendations, to support applications to known positions, address an individual

SAMPLE LETTER OF RECOMMENDATION

September 27, 2018

Jessica Smith
Office Manager
Acme Corp
680 Main Boulevard, Ste. 300
Ocean City, CA 93650

Dear Ms. Smith,

I'm writing to recommend Mary Thompson for the position of administrative assistant at Acme Corp. I've had the opportunity to work with Mary for the past few years at CBI Industries, and have been consistently impressed with her diligence, efficiency, and ability to get things done.

Most recently, Mary has worked for me directly as a receptionist in our main office. In this role, she performed many administrative tasks in addition to greeting customers and other visitors and organizing team events. For example, she currently manages our executive team's schedules and organizes their appointments, as well as coordinating travel and expense reporting.

I believe that Mary would be an excellent addition to your administrative staff. I've been consistently impressed with her organizational skills and grace under pressure. In our industry, as you know, every position is a customer service position. Mary constantly seeks to learn more about our products and programs so that she can help serve our clients and mitigate issues as they come up. She's also a quick learner who picks up new technology with great speed.

I strongly recommend Mary for the position of administrative assistant at your company. She's organized, detail-oriented, effective, and committed to getting the job done. She'd make an excellent addition to your team.

Please feel free to contact me at 555-555-5555 if you have any questions.

Sincerely,

Elaine Chang,
Office Manager, CBI Industries
elaine.chang@email.com
555-555-5555

THANK YOU, LETTERS

There's an art to writing a thank-you letter. It goes beyond saying, "Thanks for _____. I really appreciate it." We'll show you some thank-you letter examples and templates that will help you express your gratitude in style.

We've all seen the movie and television trope where one character realizes that another has helped them and has a profound realization. The helped person usually says, with feeling, "Thank you. I don't say it often enough." But you don't have to wait for that wind-beneath-my-wings moment to show your appreciation for someone. In fact, you don't need an epiphany at all, just some common courtesy and the desire to make a good impression.

Sample Thank You Letter

Date

Name
Title
Company Name
Address
City, State, Zip

Dear Mr./Ms. ___________________________:

Many thanks for your most generous gift of ________ amount or in-kind contribution ______ to ____ your organization name ______, which we received in our office on __ date ___. In compliance with the tax code of the Internal Revenue Service, we confirm that you received no goods or services of monetary value from _company name in connection with this gift, making the above amount fully deductible for tax purposes.

As a result of _company name's gift, _______ your organization's name will be able to continue to ___ give specific things that you can accomplish and relate these to your mission.

As acknowledgment of your gift, your company's name will be listed as it appears below. To make a change or correction, please contact __contact person's name in your organization and phone number ____.

Once again, many thanks for your generous support. We are exceedingly grateful.

Sincerely,

Name
Title

Official Corporation Name
Corporation Contact Name
Address

718 Pilgrim Court Syracuse, NY 13224 · (000) 123- 1234 · pedwards@email.com

August 17, 2020

Janice Parker
Vice President, Marketing
Acme Corporation
123 Business Rd.
Business City, NY 54321

Dear Ms. Parker,

I would like to thank you, most sincerely, for taking the time to interview me today for the Social Media Specialist position that has opened with Acme Corporation. It was great to meet you and your team, and I truly enjoyed learning about your current marketing program and touring your office.

I was impressed by the opportunity your next Social Media Specialist will have to build a strong, rebranded presence for Acme Corporation on Facebook, Twitter, Instagram, and LinkedIn. As we discussed, my experience includes creating and managing social media properties for both established and start-up organizations. My successes include building a network of 5K Facebook followers for J.C. Enterprises within three months, ghostwriting LinkedIn posts for the CEO of Union Industries that attracted, on average, over 350 "shares" each, and helping the owner of Jenny's Bling to become a major influencer in her industry.

Please know that, although I have been working as a freelancer for the last five years, I am eager to return to a dynamic, full-time marketing department environment. I am invigorated and inspired by collaborative teamwork, and would find it most rewarding to help forward Acme Corporation's mission of "Laying the groundwork for sustainable industry growth."

If I can provide any additional information to help you with your decision-making process, please let me know. I look forward to hearing from you soon!

Sincerely,

Peter Edwards (signature hard copy letter)

Peter Edwards

Extra Reading and Practice Material

SCENARIO:

1. You Need Your Network's Help Finding a Job

Reaching out to your current network and letting them know you're on the hunt is a surefire way to make your job search easier: Why search on your own when you could have a whole army of contacts keeping an eye out for opportunities, too? But, to make it more likely that they will help you, make it as easy as possible for them by sending an email like this.

Example

Hi friends and colleagues,

I hope all is well!

As many of you know, I have been at my current position as Account Executive for Smith PR for almost 3 years. I have recently decided to look for a new challenge in the public relations field and am reaching out to you to ask for your help with any leads or contacts.

I am looking for a mid-level public relations position in San Francisco, ideally in the tech or consumer products field. I am particularly interested in joining an agency but would also consider interesting in-housework.

If you know of any job opportunities or leads that you might be able to share with me, please send them my way. Below, I have included a list of my experience, my target positions, and my list of dream companies. I have also attached my resume for your reference, and feel free to pass it along.

Thanks in advance for your help! I hope you all are doing well and hope to catch up with you individually soon.

Module 4:
Business Reports: Purpose, Kinds and Objectives of Reports, Organization & Preparing Reports, Short and Long Reports Writing Proposals: Structure & Preparation, Writing Memos.
Media Management: The Press Release, Press Conference, Media Interviews.
Group Communication: Meetings, Planning Meetings, Objectives, Participants, Timing, Venue of Meetings.
Meeting Documentation: Notice, Agenda and Resolution & Minutes

WHAT IS A REPORT?

A **report** can be defined as communication in which the writer (or speaker if it is an oral report) provides information to some individual or organization because it is his or her responsibility to do so. It is assigned communication for a purpose and for a specific receiver/reader.

Reports are documents designed to record and convey information to the reader. Reports are part of any business or organization; from credit reports to police reports, they serve to document specific information for specific audiences, goals, or functions. Reports should be made for making decisions or persuasion, investigative purposes, evaluations, and updates and progress details.

PURPOSE OR OBJECTIVES OF A REPORT

A report is primarily a source of information for the management or an individual to help in decision making. The purposes or objectives of a report are:

1. To give information about a company's activities, progress, plans and problems.
2. To record events for future reference in decision making
3. To recommend specifications
4. To justify and persuade readers about the need for action in controversial situations.
5. To present facts to the management to help decide direction the business should choose.

KINDS OF REPORTS

Broadly speaking, reports are of two kinds:

- **Formal reports that contain all essential elements of a report**
- **Semi-formal/informal reports**

Reports are known by the names from which they get their **purpose and form**. They are usually identified as:

- **Routine reports:** reports made by filling in a printed form
- **Letter reports:** reports in the form of letters
- **Memo reports:** reports in the form of memos
- **Progress reports:** reports on the progress and status of a project
- **Periodic reports:** reports for keeping records, made routinely at regular intervals
- **Laboratory reports:** reports on the results of laboratory work
- **Short reports:** short reports that are like formal reports in tone and other general qualities but are simpler in design because they do not have all the front and back matter and have a shorter main

body.

• **Formal reports:** reports that are impersonal in tone, detailed, and fully structured

PLANNING AND ORGANIZING INFORMATION

Planning the message before writing the report will make it clear and easy to follow. **Planning involves organizing the ideas already identified as important.**

In the case of a short, simple piece of writing such as a letter or memo, the material can be organized by deciding what points to include and how to arrange them. When the material to be covered is vast and complex, like in long reports, the writer must plan not just the sequence of presentation, but also the subordination and coordination of ideas and facts in relation to each other and to the text.

Organizing involves two parts:

• Sequencing information
• Outlining information

A. Sequencing Information

Information can be arranged in three different ways:

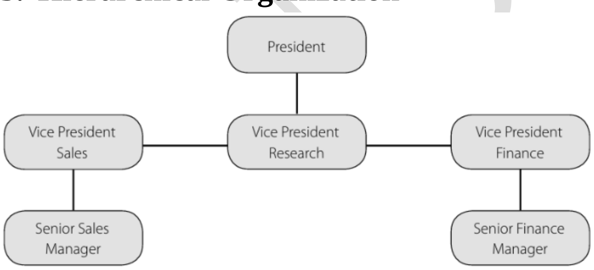
1. Random Organization

As the term suggests, it indicates no visible relationship among the ideas and facts presented. The communicator (writer/speaker) expresses thoughts and ideas as they come into his or her mind; the document is just a string of ideas, not a pattern.

2. **Sequential Organization**

A sequence is a set of things relating to one another in sequential order. Each item has the same relationship to each of the other items. Examples are alphabetical, numerical, or chronological ordering.

3. Hierarchical Organization



Hierarchical organization is the ordering of items according to their relative importance. It is based on multi-level relationships. In this pattern, items have other items placed under them.

A reader would feel lost in the maze of unarranged ideas. Hence, related ideas should be grouped together.

Grouping material for writing is done by considering levels of generality. Considering levels of generality is useful as both general statements and specific details are included in effective communication.

B. Outline as a Structuring Device

An outline is a shape-giving device. An outline can be used at different stages of report writing. For instance, before writing or presenting the report orally, an outline helps arrange and organize material; when revising, it can be used to see how far the first draft is logically arranged. An outline also points out any weakness in the written document, such as missing points or digressions from the main point. An outline is a tentative plan or projection of what the final draft will say. It is possible for the outline to change somewhat during the actual writing.

Outlining is the key to organization; it is essential for writing any form of business communication.

In a **formal outline**, the content and format follow the conventions formed to show relationships among ideas clearly.

Framing an Outline

1. **Introductory and concluding sentences:** These do not form part of a formal outline. The thesis or the topic statement is placed before the first sentence.

Statement of thesis ____________

I. First main idea ____________
   A. First subordinate idea ____________
      1. First reason or illustration ____________
      2. Second reason or example ____________
         a. First supporting detail ____________
         b. Second supporting detail ____________
   B. Second subordinate idea ____________

II. Second main idea ____________

2. **Numbers, letters, and indentations:** Th e formal outline begins with the capitalized Roman numeral I, which numbers the first main idea and is followed by the Roman numerals II, III, and so on, which are used to indicate major subdivisions of the topic. Indented capital letters (A, B, C, and so on) are used to mark the next level of generality, while small letters (a,b,c, and so on) indicate a further level of generality, if any. This arrangement is based on the principle that each subdivision is placed above the next level of specific detail given by the outline.

Incorrect
I. Standards of hygiene in the canteen not satisfactory
   A. Food left over from lunches
II. Fridge not defrosted frequently

Correct
I. Standards of hygiene in the canteen not satisfactory
II. Safety issues regarding electrical sockets in the canteen

Correct
I. Standards of hygiene in the canteen not satisfactory
   A. Food left over from lunches
   B. Fridge not defrosted frequently
II. Safety issues regarding electrical sockets in the canteen

3. **At least two entries at each level:** In an outline, there can be a topic numbered “I” only if there is “II” that follows it, and similarly, there can only be an “A” when there is a “B”. Without at least two parts, no category can be divided.

4.**Levels of generality:** All subdivisions should have the same level of generality. A main idea and a supporting detail cannot be placed at the same level.

Incorrect
I. Starting an IT centre
II. Conducting computer course

Correct
I. Starting an IT centre
II. Opening a health resort

5. **No overlap:** There should be a fresh point under each heading. The same idea should not be repeated in different places.

Incorrect
I. People move away from villages
A. The go in search of jobs
B. They go to seek their livelihoods

Correct
I. People move away from villages
A. They go in search of jobs
B. They often change their outlooks

6.**Parallelism:** All statements (divisions and sub-divisions) should have

For example, if one item begins with the –ing form of the verb, other items should also begin with form verb + –ing.

Incorrect
I. Negotiating peace
II. Promote understanding

Correct
I. Negotiating peace
II. Promoting understanding

7. **Punctuation and capitalization:** Only the first word or a proper noun should be capitalized in each entry. Please note that a full stop should be used at the end of each entry only when it is a sentence outline. No punctuation mark is used at the ends of entries in a topic outline.

SHORT AND LONG REPORTS WRITING PROPOSALS

SHORT MANAGEMENT REPORTS:

A short report is usually written either in the form of memorandum (memo) or in a letter. Usually, reports meant for people outside the company or clients are written in letter form.

The short management report:

1. Uses the title page or just the report's title as the heading or subject.
2. Is usually in direct order, beginning with a summary or a statement summarizing the content.
3. Presents findings, analysis, conclusions, and recommendations.

Memos:

Memos are used as internal messages in companies. They are informal and need little introductory or background information. Their goal is to address and solve internal problems.

Example:

MEMORANDUM

To: All departments
From: Debasish Roy, HR
Date: 19 August, 2010
Ref: MR/ 02/ 06
Subject: **Pest-Control Problems**

On 17 August 2010, I inspected the company office as part of my routine monthly inspection. The inspection concentrated on two main aspects—hygiene and maintenance issues in the office.

1. **Hygiene:** Standards of hygiene in the office need to be improved. Cleanliness and pest-control are becoming difficult issues because:
   - Despite the fact that employees are allowed to carry only beverages to their desks, we constantly find food particles in the carpeted area. This attracts a lot of pests.
   - Food left over after team get-togethers is frequently stored in the fridge and left there for days.
   - Used coffee mugs and glasses left on desks and spilled sugar near the coffee machine attract ants.
2. **Maintenance Issues:** A little involvement on the part of employees can go a long way in helping reduce waste.
   - Lights are not switched off as employees leave the office for the day.
   - The printer is often overloaded because of multiple-page printouts. This also delays other peoples' work. There is also a lot of wasted paper around the printer.

Recommendations

1. Employees are requested to avoid carrying food to their desks. Used coffee mugs and glasses should be returned to the pantry at the end of the day. Food stored in the fridge should be consumed in a day, and the maintenance team should be informed if coffee/sugar is spilled.
2. Employees are requested to switch off their cabin lights at the end of the day. To help save electricity, computer monitors can be switched off when not in use. Employees should not print more that 30 pages at a time using the common printer. Further, everyone is requested to take two-sided printouts if possible.

Letters:

Letters are usually written to deal with smaller problems and are organized in an indirect order. They usually end on a note of goodwill.

Report on the Fall in Profits at *Mom and You*, Noida

30 August 2009

Terms of Reference

At the request of the General Manager, *Mom and You*, in his letter of 16 July 2009 (ref PO/ST/24/03), I was instructed to:

1. Investigate the reasons for the fall in profits at *Mom and You*, Noida, during the period 1 January 2009 to 30 June 2009.
2. Suggest corrective steps in light of the findings.

Procedure

1. The sales records for the period 1 January 2009 to 30 June 2009 were inspected and compared with those for the second half of 2008.
2. Two hundred customers were interviewed over seven days (2nd to 8th August).
3. The shop and its vicinity were carefully inspected.
4. The store manager, sales assistants and cashiers were interviewed.
5. Recent developments in Noida and the surrounding area were observed.

Findings

1. A study of the sales records show that profits fell from a monthly average of 8% in the second half of 2008 to an average of 6% in the first 6 months of 2009.
2. The factors responsible for the fall in profits can be divided into internal and external factors.

A. Internal

1. A new manager, Mr N.M. Shah, joined *Mom and You* in late 2008. Soon after joining, he went through a prolonged period of illness, which has clearly affected his efficiency in dealing with a new store.
2. Two of the sales assistants —Arun Sharma and Prem Kumar—have been uninvolved in their dealings with customers. A majority of the customers interviewed complained of their brusqueness and unhelpful attitude.
3. The cashier appointed between December and April to replace the previous cashier is inexperienced. The regional manager found that accounts books have not been maintained systematically, and there are gaps in some areas.

B. External

1. The prolonged construction of a flyover in Noida has affected the area. Customers prefer to avoid the dust and the traffic in this area and go to the new market that has opened in Sector 43.
2. The opening of Mother's Angels in GP Mall has diverted some of the customers. The new mall has a big food court, multiplex and parking space, and this seems to have attracted some loyal customers.

Conclusions

1. The decline in profits is because of external developments—competition from a children's store in the new mall and restricted access to the store because of ongoing construction activities.
2. The performance of the manager, along with the inexperience of the cashier and the discourtesy of some of the staff, is a factor that cannot be ignored.

Recommendations

1. Mr Shah should be consulted to help raise his efficiency and to provide him any support that may help him resolve his health issues. His performance should be reviewed again after six months.
2. Arun and Prem should be warned about their behaviour.
3. The cashier should be provided training.
4. The store and its offers should be given coverage in local newspapers. Special offers and children's activities should be organized to promote the store and increase footfall.
5. The viability of the store be reviewed in December 2009.

P. Misra
Regional Sales Manager
M&Y Group of Stores

LONG FORMAL REPORTS:

Some of the elements of a long formal report are discussed below.

1. **The Title Page**:

It includes the following:

- The heading which should be short, clear, and unambiguous
- The name and affiliation of the author
- The department and date of issue

2. **Acknowledgements:**

The writer of the report should thank everyone associated with the assignment and preparation of the report. He or she should be generous in expressing gratitude.

Example: I thank my organization, PPL Feedback Packaging Limited, for giving me the opportunity to conduct this research project. A special word of thanks to Mr. Suresh Kumar (Director & Chief Executive), Mr. Nitin Khanna (DGM), and the executives of PPL Feedback Packaging Limited to give me the necessary guidance and help. I also thank all the respondents of the survey who gave me valuable information to carry out the study. Finally, I wish to thank my colleagues in the marketing department, whose input was invaluable to the research.

3. **Cover Letter:**

Top management or project guides as a preface or foreword to a report, reflecting the management's policy and interpretation of the report's findings, conclusions, and recommendations, usually write the cover letter. It introduces the report and tells readers why it is being sent to them. The cover letter is usually placed between the cover and the title page. It is never bound inside the report.

Letter of Transmittal:

Many times, a formal report is accompanied by a letter to outside readers. Although the letter of transmittal is usually placed after the title page, it functions as a greeting to the reader. The letter summarizes the findings, conclusions, and recommendations and gives an idea of what is in the report. It is best written in a direct, conversational manner.

It begins by directly talking about the subject of the report.

Example: Dear Ms. Singh, here is the report you requested on August 20 regarding a plot of land for your proposed playschool in Greater Noida.

The letter ends by thanking the person or body who authorized the report and expressing hope for future interaction. Nowadays, a cover letter is generally preferred to a letter of transmittal.

4. **Table of Contents**

Long reports must have a table of contents placed after the acknowledgements and before the executive summary. The table of contents is an important element in a long, formal report as it identifies the topics and their page numbers in the report (or any long document). The table of contents also indicates the hierarchy of topics and their sequence and mentions the main sections of the report exactly as they are worded in the text.

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5. Abstract and Executive Summary

An abstract or executive summary comes immediately after the list of tables in the table of contents or on/after the title page itself. Normally, a report has either an abstract or an executive summary, based on the length of the report and expectations of readers. A company practice may be to have both an abstract and an executive summary with long reports. Usually, management reports use executive summaries instead of abstracts.

An abstract is a summary of a report's most important points. It can be either descriptive or informative and is generally written in about 200 words and in one paragraph.

An executive summary gives a more detailed overview of a report than an abstract does. It can run into one or two pages.

1. Descriptive Abstract:

A descriptive only mentions the topics discussed in the report. It does not give details on those topics. For details, the reader must go through the report. Busy executives have little patience with such a skeletal account of a report's important conclusions and recommendations.

2. **Informative Abstract:**

It discusses the main subject and presents conclusions and recommendations. Formal reports and scientific, technical articles often use an informative abstract.

EXECUTIVE SUMMARY

An executive summary covers all the major elements of a report's content:

- Background of the problem
- Major topics
- Important details
- Main conclusions
- Recommendations
- Discussion of how implementation of the recommendation would affect the company.

6. Introduction

It represents the following:

- Purpose or reason for the report
- Research Method
- Grouping of data
- Background to report subjects.

7. Discussion and analysis of findings

This is the main body of the report. It discusses findings and analysis results.

a. Chronological Development:

The information can be arranged in the order in which the events happened. This is the simplest method of presenting information—as a story with a beginning, middle and end. Chronological development requires relatively little planning and organizing. The writer selects and arranges the major topics in the order of their occurrence. Non-significant events are left out.

This method is usually used for writing short reports, progress reports describing the status of a project and investigative reports that discuss investigations conducted over a long time and at different places.

b. Subject-wise Development:

The information can also be arranged according to the subjects or topics discussed within the report. The subjects are grouped in a predetermined order. This arrangement makes the presentation of information coherent and logical.

When a report involves the study of two or more variables acting upon something, the writer must arrange the discussion by subject. The writer could describe the effect of one variable on the subject and then proceed in chronological order to determine the cumulative effect of the variable on the subject.

The writer must choose the sequence according to the variable he or she wants to recommend or emphasize.

c. Concept-wise Development:

The information can be organized "concept-wise". This means that the writer develops his or her argument and reasoning on the lines of his or her thoughts.

A report writer can arrange the report by following the logical sequence of the investigation. The writer can develop the topic by describing each step-in sequence with the step that follows it in a series of steps that builds up his or her argument. The logic of the argument guides the organization of the report.

In the concept-wise method, the writer tells the reader how he or she arrived at the results and why they are valid.

8. Glossary:

The glossary is the list of technical or special terms used in a report or technical paper and are placed at the end of a report, before the index. It alphabetically lists words or phrases that need special attention. It explains the usage of technical terms peculiar to the industry.

For example, SEBI – Security Exchange Board of India

9. Appendix:

The appendix is used to give a variety of information separately when its inclusion in the main body could interfere with the smooth reading of the report. It usually includes the text of questionnaires or other instruments of survey. Tables, flow charts, maps, summaries of raw data and details of mathematical formulation are generally included in the appendix. Each appendix is numerically or alphabetically labelled to help the reader identify the material.

10. Bibliography and References:

All published and unpublished sources of information used in preparing the report are listed in the bibliography. All reference documents, previous reports, books, periodicals and even letters written and received by the writer are mentioned in it. In using written material from secondary sources, report writers must always mention the source of the information by citing it as a footnote or endnote. Failing to document sources amounts to plagiarism.

Rules for bibliographies vary. In a report, the bibliography should conform to the style of documentation followed by the concerned company, just as a technical article or paper conforms to the form followed by the journal or society that is publishing the material. It is to be noted that each reference to be cited in the endnotes is numbered consecutively as 1,2 and 3 and so on.

11. Index:

An index (plural indexes or indices) is an alphabetical list of subjects, names and so on, with references to page numbers where they occur in the report or book. It is usually placed at the end.

PRESS CONFERENCES

A press conference is a presentation of information to the media. It normally involves a written statement that is read exactly as written and is followed by questions and answers. The press conference normally requires a seasoned representative of the company or business with established credibility and integrity.

Press conferences can be held for positive news like the announcement of a new hospital wing that will increase the healthcare services available to the community. Positive or negative, the role as a speaker at a press conference is to deliver the prepared message and to represent the business or organization in a professional manner.

As a follow-up to why the press conference needs to occur in the first place, one must consider the location. If the announcement is less than positive, as instructed by supervisors or counsel to not offer additional remarks, podium must be strategically located next to a stage exit.

The press release or invitation to the media will contain the time, date, and location of the press conference, and may contain a title or subject line as well as contact information for follow-up information.
While preparing the background materials, learning as much as needed for the announcement, one may also want to consider using a moderator.

Moderator

A moderator can serve to influence the process and redirect if questions go off topic or if a transition is needed. A moderator can also call a formal close to the press conference and thank everyone for attending.

Finally, visual aids are an excellent way to reinforce and communicate your message. They need to be big; they need to be relevant (not just decorative), and (from a technical standpoint) they need to work. If they are projected onto a screen, make sure the screen is available (not stuck), the laptop has power (as well as battery backup), the presentation or visual aid is on the laptop, and that the projector can and does project what you want it to. Sound equipment, if necessary, must be checked to make sure everything works on the day of the presentation.

Holding a Press Conference

Checkpoints to be considered for a Press Conference:

1. Someone should be designated as the greeter for the media. All arrangements must be completed at least fifteen minutes before the scheduled time of the event.
2. Provide each member of the media with a print copy of the actual statement that will be read before or after the event.
3. If there is an element of surprise, the host may want to hold the copies of the statement back until after the press conference has been concluded but otherwise distributing them beforehand is standard.

4. The moderator opens the press conference with a welcome, indicates the purpose of the press conference and reminds everyone that there will (or will not) be an opportunity for questions following the press conference.
5. The moderator introduces the spokesperson who will read the statement and welcomes him or her to the podium.
6. The moderator may need to assist with sound equipment but otherwise stands back but near the speaker.
7. The speaker will read the statement.
8. If there are to be no questions, the moderator will retake the podium and indicate that press kits, containing background material, fact sheets, the news release, sample photos, or related materials will be available; or simply indicate that copies of the press release are available at the back of the room.
9. If there are questions, the moderator may still take the podium and outline ground rules for questions such as: they should pertain to the subject, be brief, and may or may not include follow-up questions.
10. Members of the media will often ask a question and state that they have a follow-up question as a way of reserving two turns.
11. The moderator may indicate which member of the media is to ask a question, and typically they will stand and address the speaker directly.
12. The speaker can take notes, but this isn't common. Instead, they should be aware that every movement is being recorded and that by maintaining eye contact, they are demonstrating that they are listening. They may reiterate the statement from the press release or refer to the background material but should limit the scope of their response.
13. The organizing team may have anticipated several questions, and the speaker may have several sound bites ready to deliver.
14. Visual media will want it visual, audio will want clarity, and print will want descriptive quotes.
15. The needs of your audience must be met when delivering the message.
16. Invariably the question that attempts to catch the speaker off guard will be asked. "We're not ready to discuss the matter at this time," "When more information becomes available, we will let you know," "Our company has no position on that issue," or "We're not prepared to speculate on that issue at this time" are all common response phrases.
17. Refrain from using responses like, "I think," "I believe," or "I don't know" comments as they invite speculation, and refrain from "no comment" if possible as it is increasingly perceived as if the company or representative is "hiding something."
18. The speaker must appear professional, knowledgeable, and credible—not as if they are sneaking or hiding something.
19. Do not display a nonverbal gesture or make a face at a question, as this can also be misinterpreted. Always keep your poise and balance, establish eye contact with the moderator.
20. Their role is to step in, and they may move to the conclusion. Being cool, calm, and collected is the best policy whether you are delivering positive or negative news.

Additional Reference Material:

- "Good Ways to Deliver Bad News" by Curtis Sittenfeld from Fast Company. Good Ways to Deliver Bad News - Fast Company
- "How to Deliver Bad News to a Group" by Kevin Daley, a Harvard Business article. How to Deliver Bad News to a Group

Media Interviews

A media interview is a discussion involving questions and answers for the purpose of broadcasting. It is distinct from an informational interview, where one might be asked questions to learn background on a story, but one will still need to observe the three hallmark rules of interviews:

1. Anything one says can and often will be used against him/her.
2. Never say anything that would not feel comfortable hearing quoted out of context on the evening news.
3. Be prepared for the unexpected as well as expected.

Checkpoints to be considered for a Media Interview:

1. In a press interview setting the speaker will be recorded in some fashion, whether audio, video, or handwritten notes on a reporter's notepad. With all the probability of errors and misinterpretation, one must project the best possible image to the press.
2. To be proactive in seeing the press interview as part of the media, devoted to revenue.
3. Mock interviews with colleagues can help, and a comprehensive knowledge of the talking points is essential.

A press interview is a positive opportunity, whether it is planned in advance. It can give an organization an edge of credibility that can serve the business or company as the speaker shares knowledge and experience.

Interview Preparation Factors

Topic	What will be the range or scope of the interview? How can you prepare yourself so you are better able to address specific questions? Ask for the list of questions in advance, and anticipate that you will be asked questions that are not listed. Prepare for the unexpected and you won't be caught off guard.
Time	What's the time frame or limit? A 15-minute interview may not require as much depth as one that lasts an hour or more.
Format	How will you be interviewed? Will it be through audio or video, over the Internet, over the telephone, or in person?
Background	What's the backstory on the interview? Is there a specific issue or incident? Is there a known agenda? Why is the interview now and not earlier or not at all? Why is it important?

GROUP COMMUNICATION

Group communication is a dynamic process where a small number of people engage in a conversation.” Group communication is generally defined as involving three to eight people. The larger the group, the more likely it is to break down into smaller groups.

Meaning of Meetings:

A **meeting** is a gathering of two or more people that has been convened for the purpose of achieving a common goal through verbal interaction, such as sharing information or reaching agreement.
A meeting is a group communication in action around a defined agenda, at a set time, for an established duration.

Determine the need for a meeting

Many meetings don't need to be held, and often those that are held are attended by more people than necessary. Often times there are more efficient ways to "meet" ones objectives without holding a meeting. Some of these alternatives include phone calls, conference calls, memos/letters, postal mail, e-mails, teleconferencing, and list serves.

First, one needs to decide if a meeting is necessary. Before scheduling or attending the next meeting, clearly define the objectives for oneself or the group if he/she is the person responsible for the meeting.

To help one think through the objectives, ask the following **four questions**:

1. Why am I scheduling or attending this meeting?
2. What do I want to accomplish or gain?
3. What information will be exchanged or decisions made?
4. Who will be attending that I need to meet or gain their support?

Once the objectives are, one needs to determine if a meeting is the best way to reach them. To make sure a meeting will be the best use of time and energy for all concerned, determine if it will be used for at least one of the **following reasons:**

- To convey information to a group
- To solicit information from a group
- To answer questions
- To participate in group decision making
- To brainstorm ideas
- To solve problems
- To network

• To sell an idea, product, or service

• To show or provide support for others If you have determined a meeting is the best avenue to carry out your team's objective, then you should begin to organize for an effective meeting

How To Organize a Meeting

Good meetings aren't accidents - they are the result of good planning. The time one spends before will result in major benefits later by efficiently using the meeting time, accomplishing objectives, and avoiding the need for follow-up meetings. When deciding to hold a meeting, one should also decide who should attend and what the purpose of the meeting is. To help with planning meetings, below is a checklist of major elements essential for meeting effectiveness.

Purpose:

Plan meetings with purpose. Define the purpose or objective of the meeting (e.g., to reach consensus on how volunteer leaders should allocate their time).

Participant:

Who needs to attend this meeting to accomplish the purpose?

Structure: How should the meeting be organized to best accomplish the purpose?

Some techniques may include guest speakers, videos, brainstorming sessions, panel sessions, discussion groups, demonstrations, etc. Whatever technique is selected, it should have the greatest impact on the participants to attain the meeting objective.

Location and Time

Select a meeting place that best matches the participant's needs, the objective, and the meeting structure. When planning where to meet, give consideration to size, comfort, accessibility, adequate parking, room acoustics, equipment needs, etc. Choosing a meeting time depends on the availability of participants and meeting facilities. The anticipated length of the meeting should also be a factor in deciding when to schedule the meeting.

Agenda

A meeting agenda should be prepared and distributed to participants at least three days prior to the meeting day.

An agenda is crucial to meeting success in three ways:

1) it clarifies the objectives, so people understand the meeting purpose and tasks

2) distributing the agenda prior to the meeting helps participants plan and prepare to make an effective

contribution

3) During the meeting, the agenda provides direction and focus for the discussion.

There are a variety of agenda styles but essentially, they should contain at least the following elements: title (e.g., evaluation review meeting), time (e.g. 8:00-10:00 a.m.) date, location, discussion items, and names of people responsible for covering each item. Some people prefer to include time allotments for each agenda item to improve meeting effectiveness (e.g. review minutes 1:05- 1:10).

Responsibilities:

There should be a mutual understanding of not only the meeting purpose, but also individual assignments and how they fit into the total program. Those meetings that are more focused on brainstorming or creativity may require little or no individual assignments. In task-oriented or policy deciding meetings, it is best to prepare a written summary of assigned duties, so individuals know what their responsibility is for the meeting.

Confirmation:

Whether it is a first meeting or if the meeting is on a new day or time, individually contact all participants a week to three days before the meeting day. Contact can be as simple as sending everyone a friendly reminder through office e-mail, phone calls, or a postcard reminder through the mail. For regularly scheduled meetings, choose a location and meeting time and try not to change it.
Planning does take a certain amount of time; however, the burden of planning does not have to fall fully on the leader's shoulders. The leader is responsible for seeing that the planning gets done, not necessarily for doing it. Every step can be delegated. If someone is responsible for conducting the meeting and that person can choose to delegate the tasks of organizing the meeting, make sure they are familiar with the agenda, objectives, and any relevant background information before the meeting begins.

How To Run Effective Meetings

The meeting leader or facilitator is responsible for setting the meeting tone, keeping the discussion on track, and making sure everyone has a fair chance of being heard. The leader or facilitator should also summarize relevant points and tie things together when the discussion jumps around between interrelated topics.
Filling the role of leader or facilitator is no easy task, especially when personal agendas clash or misunderstandings occur. Although a well-planned meeting will significantly reduce surprises and meeting confusion, there is no guarantee everything will run smoothly, even with the best planning.

Here are some **suggested guidelines** on how to run effective meetings:

- **Begin on time and end on time** - If you begin a meeting five to seven minutes after it was scheduled, you start late. Starting a meeting late sends the message that it's okay to be late and it shows a lack of respect and appreciation for those who make the effort to arrive on time. Some people may have back-to-back meetings. Ending time shows respect for participants' valuable time. However, no one ever complains if you are fortunate enough to end early
- **Use the Agenda** - Review the agenda with participants at the beginning of the meeting and ask them if any changes need to be made to allocations or discussion content. Continually refer to the agenda throughout the meeting to keep discussion centered on the stated purpose and specified agenda items. Post the agenda on an easel pad and tape it to the wall, this way everyone can refer to the agenda when discussion seems to be getting off track.
- **Use an Ideas Bin** - A "bin" consists of blank sheets (one or two) torn from an easel pad and taped to the wall. Any idea that is unrelated to the current topic is written on the easel pad paper (i.e., placed in the bin).

  The bin serves two valuable purposes:

  1) it stores valuable ideas for consideration at an appropriate and convenient time, and

  2) it allows discussion to stay focused on the topic agenda. Using the bin is an effective way to keep discussion focused and it helps people hold onto their thoughts and ideas without being disruptive to the meeting. Explain the use of the bin at the beginning of the meeting. During the meeting the team leader or the facilitator should record bin items as they come up, or participants should record their own bin items when they feel discussion is getting off track.
- **Establish and Use Ground Rules** - Ground rules are explicit rules that the group agrees to follow to help them facilitate productive discussions. Whether the group formulates the ground rules, or the meeting leader/facilitator presents them, all group members should reach consensus on following the ground rules. The ground rules should be written down on easel pad paper and taped to the wall for everyone to see. Ground rules lay out the expectations of "the way things should be done at meetings." Ground rules are used to facilitate group interaction, not to restrict it. The group can change the ground rules or add new ones based on group needs. Examples of some typically used ground rules include: arrive and start on time; stick to the agenda; everyone participates; be realistic when accepting follow-up tasks; focus on interests, not positions; separate people from the problem; respect different viewpoints; share responsibility for following the ground rules.
- **Control dominating individuals** - Make sure everyone has a fair chance of expressing ideas and opinions. Do not let one person dominate the discussion. Of equal importance is to ensure that quiet participants are expressing their ideas and opinions. This may require the leader or facilitator to directly call on the quiet member and ask them for their opinion or for any ideas they would like to share.

- **Bring Food** - Food energizes and motivates people more effectively than any other meeting tactic. Although many people still prefer standard coffee and donuts, alternatives such as fruit, juice, and bran muffins can be provided. For afternoon meetings, cookies, hard candy, fruit, and cheese are several suggestions.
- **Summarize** - Conclude the meeting by summarizing the discussion, decisions made, tasks delegated, deadlines, and any action required by participants. Depending on the time available, either address bin items or place them on the agenda for the next meeting. Include in the summary any review plans for follow-up or the need to schedule any succeeding meetings. It is far easier to schedule the next meeting while everyone is at the table than it is to wait and contact each participant individually.

Meeting Documentation

To start working on the development of the project, you will need to agree with your team members what the overall goal is, who is going to do which part and when, and how the parts are to be developed so that they can be combined later.To get all this information, and in agreement among 3-4 people, you must communicate.

Informal discussions happen all the time - you may well have several of these with your teammates when writing up the Concept Study Report for your group project. At this stage though, you need a more official, formal discussion so that all issues are noted.

When dealing with formal meetings, there is a specific procedure to follow:

1. Let everyone involved know that you are requesting a meeting for a particular reason, and give them the date, time and location for this. This is known as **a Notice of Meeting** and can take the form of a memo, letter, poster and/or email communication.

2. Before the meeting starts (sometimes given at the same time as the Notice of Meeting), you need to let all those invited to attend the meeting know what it is that's to be discussed and the order that these items will be mentioned in. Known as an **Agenda**, this lets everyone prepare for the meeting in advance so that they can bring up any important points at the relevant time.

3. During the meeting itself, it is important that all points raised are noted so that a summary of the full meeting is recorded. These are **the Minutes**, and they should show what was discussed, more especially what was agreed (or ruled out), and any action points - a note of something that must be carried out, by whom, and usually with a deadline.

4. A motion is a proposal that is put before a meeting for discussion and a decision. If a motion is passed, it becomes a resolution. Resolutions are binding and should be recorded in the minutes.

An association's rules will often provide details about how motions should be dealt with and these should be observed. It is best practice for motions to be placed on the agenda so that members have adequate time to consider them before the meeting.

Resolutions become binding on the association that makes them, if the people who made the decision have the authority to pass them. It is a good idea to always follow up a resolution with a clear understanding of how the resolution will be implemented, by whom and by which date. Generally, the chairperson does not put forward motions, because he or she is primarily the facilitator of the meeting.

Module 5:
Case method of learning: Understanding the Case Method of Learning, Different Types of Cases, Overcoming the Difficulties of the Case Method, Reading a Case Properly, Case Analysis Approaches, Analyzing the Case, Dos and Don'ts for Case Preparation.
Employment Communication: Introduction, Writing CVs, Group Discussion, Interview Skills.
Impact of Technological Advancement on Business Communication: Technology-Enabled Communication-Communication Networks, Intranet, Internet, E-Mails, SMS, Teleconferencing, Videoconferencing.
Negotiation Skills: Definition of negotiation, Nature and Need for Negotiation, Factors Affecting Negotiation, Stages of Negotiation Process, Negotiation Strategies.
Etiquette Advantage in Managerial Communication: Meaning, Types and Advantages of Etiquette.

WHAT IS A CASE?

A case is a written account of real or simulated managerial problems, dilemmas, and situations calling for solutions. Case analysis is an exercise in critical thinking and understanding of concepts and causes of problems and events. Broadly speaking, a case can be divided into theoretical and factual cases.

1. **Theoretical cases:** Case studies that are meant for reading and clarifying theoretical concepts in a discipline such as management, marketing, human relations, communication, and so on are academic case studies.
They are used as examples to concrete abstract concepts. The interplay of ideas is presented in the form of action, interaction, and conflict among people involved in a life-like situation described by the case. The case study on the profile of an effective communicator discussed in the first module, is an example of a theoretical case. It uses the principles of oral, non- verbal, and written communication to demonstrate the dynamics of effective communication.

2. **Factual cases:** Case studies that describe and illustrate an organization's experience and efforts to overcome different problems and situations are real cases. These cases are based on facts. They present critical management issues with full details of facts and figures. Their analysis requires a systematic approach to identification of the main problem, alternative solutions, and, finally, the best solution.
Such factual case studies highlight corporate problems belonging to any functional area of management, such as marketing, production, or human relations. But the technique of analyzing different cases does not vary. Analysis of factual cases follows the same technique of identification and evaluation of alternatives for documenting the strategic process of decision-making.

Understanding the Case Method of Learning in Business Communication

The case method of learning is a teaching approach that involves analysing real-world business scenarios to develop decision-making, communication, and leadership skills. It is widely used in business education, particularly in MBA programs, to simulate the complexities of managerial decision-making.

Key Components of the Case Method

- Real-World Cases: Students are presented with detailed case studies of real business situations, often involving complex decisions with incomplete information.
- Individual Preparation: Students read and analyse the case, identifying key issues and potential solutions.
- Group Discussion: Students discuss their findings in small groups, sharing perspectives and insights to deepen understanding.
- Classroom Engagement: The group discussions are followed by a larger class discussion, facilitated by a faculty member, where diverse viewpoints are debated.
- Reflection: After each case discussion, students reflect on what they learned and how they can apply these insights in future roles.

Characteristics Of a Case and Its Analysis

1. A good case study is based on critical management issues faced by organizations. It does not focus on personal dilemmas.

2. The subject matter of a case can focus on different aspects of management. For instance, a case can illustrate the principles of effective communication, and it can also demonstrate techniques in sales and marketing. The Devox case at the beginning of this book is an example of such a case.

3. There are no right or wrong answers to the questions raised by a case study. The proposed answers or solutions to the problem should be logical. The decision that is finally recommended should keep with the logical framework that is established at the outset of the analysis**.** Before we go into the actual process of case analysis, it is necessary to understand some characteristics of cases and their analysis.

The Process of Case Analysis

Step 1: Study the Case First-a case analysis requires an understanding of the case and its context. This involves a comprehensive study of all factors at the organizational level that may be responsible for affecting working conditions and performance levels. Therefore, the first step is to know the goals, objectives, and structure of the organization.

Step 2: Identify the Problem After reading over the case-the next step is to identify the main problem and discover the relationships between the problem and the factors responsible for it. Critical analysis and insight should help the analyst distinguish between the problem and its symptoms.

Step 3: Define the Problem- The problem should be formulated in precise words. For example, in the aforesaid case, the problem could be defined as, “Low productivity owing to frequent labour strikes in the factory".

Step 4: Identify the Causes of the Problem-The next step is to state the relevant facts of the case and establish logical links between them. Here one should remember that facts are not opinions. Facts are the basic data obtained through investigation and study of the work environment and other industry-related factors affecting the problem to be resolved.

Step 5: Develop Alternative Solutions -The next step is to suggest various possible answers and solutions to the problem or questions raised in the case. According to experts, at least three to five alternatives should be generated, ranging from "most viable" to "least viable".

Step 6: Evaluate the Alternatives Next-each solution must be evaluated in terms of its relevance to the organization's objectives and the decision to be taken. The analysts should compare the various alternatives and decide on the best course of action to recommend. The alternatives can also be scrutinized in terms of their utility over time, that is, in the immediate term, intermediate term, or long term.

Step 7: Develop a Plan of Action- Lastly, the analyst works out a plan to implement the recommended course of action. It is only when a plan of action is developed that one can check whether all the aspects of the problem have been addressed

Overcoming the Difficulties of the Case Method in Business Communication

The case method is a powerful teaching tool in business communication, but it can also present several challenges. Here are some common difficulties and strategies for overcoming them:

Common Difficulties

1. **Information Overload and Ambiguity:** Cases often contain incomplete or ambiguous information, which can make analysis challenging.
2. **Time Pressure:** Students must analyse cases quickly and make decisions under time constraints.
3. **Diverse Perspectives:** Managing diverse viewpoints in group discussions can be challenging.
4. **Preparation Demands:** The case method requires extensive preparation from both students and faculty.

Strategies for Overcoming Difficulties

1. **Effective Time Management:** Allocate sufficient time for case analysis and preparation.
2. **Critical Thinking and Prioritization:** Focus on key issues and ignore non-essential information.
3. **Active Listening and Open-Mindedness:** Engage with diverse perspectives to enhance understanding and decision-making.
4. **Clear Communication:** Practice articulating ideas clearly and persuasively in discussions.

Reading a Case Properly in Business Communication

Reading a case properly is crucial in business communication as it forms the foundation for effective analysis and decision-making. Here are some steps to ensure you read a case effectively:

Steps to Read a Case Properly

1. Initial Overview:

- **Read the Entire Case:** Begin by reading the case from start to finish to understand the context and key issues.
- **Form Connections:** Identify how different parts of the case relate to each other.

2. Note Taking and Highlighting:

- **Take Notes:** Record important points and observations as you read to avoid forgetting key details.
- **Highlight Key Points:** Mark significant information that stands out, such as problems, opportunities, or critical decisions.

3. Identify Key Issues:

- **Focus on Main Problems:** Narrow down the case to a few critical issues (typically 3-5) that require attention.
- **Understand Context:** Consider the broader organizational, industry, and societal context.

4. Clarify Objectives:

- **Restate the Prompt:** Summarize the case objective in your own words to ensure understanding.
- **Ask Clarifying Questions**: If possible, ask questions to clarify any ambiguities or missing information.

5. Use Analytical Models:

- **Apply Frameworks:** Use models like SWOT, PESTLE, or other relevant frameworks to analyse the case and identify patterns or connections.

6. Prepare for Discussion:

- **Develop a Hypothesis:** Formulate a hypothesis about the case based on your initial analysis.
- **Anticipate Different Perspectives:** Be prepared to discuss your findings with others and consider alternative viewpoints.

Case Analysis Approaches in Business Communication

Case analysis is a crucial tool in business communication, allowing students and professionals to develop strategic communication skills by examining real-world scenarios. Here are some approaches to case analysis in business communication:

Approaches to Case Analysis

1. **Strategic Communication Approach:**
   - **Focus on Impact**: Analyse how communication strategies impact business outcomes.
   - **Ethical Considerations:** Integrate ethical decision-making into communication plans.

2. **Problem-Solving Approach:**
   - **Identify Key Issues:** Determine the main problems or challenges in the case.
   - **Develop Solutions:** Propose viable solutions based on evidence and analysis.

3. **Interdisciplinary Approach:**
   - **Integrate Multiple Disciplines:** Use insights from marketing, finance, and organizational behaviour to analyses cases.
   - **Consider Context: E**xamine the broader organizational and industry context.

4. **Collaborative Approach:**
   - **Group Discussions:** Engage in team discussions to share diverse perspectives and insights.
   - **Active Listening:** Encourage open communication and active listening among team members.

Steps for Effective Case Analysis

1. **Understand the Task**: Read the case and task instructions carefully to grasp the objectives.
2. **Read and Examine the Case:** Take notes, highlight key points, and identify main issues.
3. **Focus Analysis:** Identify 2-5 key problems and their impact on the organization.
4. **Propose Solutions:** Develop realistic solutions supported by evidence and analysis.
5. **Evaluate and Refine**: Critique proposed solutions and refine them based on feedback and further analysis

Dos and Don'ts for Case Preparation in Business Communication

Preparing a case effectively in business communication involves several key strategies to ensure that the analysis is thorough, and the presentation is engaging. Here are some dos and don'ts for case preparation:

Dos

1. **Understand the Target Audience:**
   - Ensure that your case is relevant and pitched at the right level for your audience, whether it's students, managers, or executives.
2. **Focus on Key Issues:**
   - Identify the main problems or challenges in the case and prioritize them in your analysis.
3. **Use Real-Life Examples:**
   - Incorporate real-life scenarios or events to make the case more relatable and engaging.
4. **Practice Active Listening and Questioning:**
   - Engage with others by asking questions and listening to their perspectives during group discussions.
5. **Be Clear and Concise:**
   - Communicate your findings and solutions clearly and concisely, avoiding unnecessary complexity.

Don'ts

1. **Don't Rush Preparation:**
   - Allocate sufficient time for case analysis and preparation to avoid last-minute stress.
2. **Avoid Random Client Selection:**
   - Choose a client or scenario that is relevant and provides valuable insights.
3. **Don't Make Assumptions:**
   - Avoid speaking on behalf of clients or making assumptions about benefits without evidence.
4. **Stay Focused:**
   - Keep your analysis and presentation on topic, avoiding tangents or irrelevant information.
5. **Don't Overcomplicate:**
   - Use simple language and avoid overwriting; ensure that your case study is easy to follow

Introduction to Employment Communication in Business Communication

Employment communication is a vital component of business communication, encompassing all interactions related to seeking, securing, and maintaining employment. It involves both written and verbal communication between job seekers and employers, as well as ongoing communication between employees and management once employment is established.

Definition and Importance

- **Definition:** Employment communication includes various forms of interaction between job seekers and employers, as well as between employees and management within an organization.
- **Importance:** Effective employment communication is crucial for career success and organizational performance. It reflects professionalism, competence, and interpersonal skills, and is essential for fostering collaboration, understanding job roles, and resolving conflicts.

Types of Employment Communication

1. **Job Application and Resume Communication:** This involves the initial contact between job seekers and employers through resumes, cover letters, and job applications. Clarity, conciseness, and accuracy are key in this phase.
2. **Interview Communication:** Interviews are a critical form of employment communication where verbal and non-verbal cues are essential for making a positive impression.
3. **Ongoing Workplace Communication:** Once employed, communication continues to play a vital role in ensuring employees understand their roles, collaborate effectively, and receive feedback.

Skills Required for Effective Employment Communication

- **Clear and Concise Expression**: The ability to articulate skills, qualifications, and experiences clearly is essential.
- **Active Listening:** Paying attention to feedback and instructions is crucial for effective communication.
- **Adaptability:** Being able to adapt communication styles to different audiences and contexts is important.

Preparing Your Resume

There are several steps an individual needs to take to get his or her dream job. The process starts with preparing a good resume also called curriculum vitae (CV) or biodata. After identifying potential employers and job openings, the applicant must prepare and submit his or her resume and an application or cover letter. Ideally, this will result in an invitation to an interview and /or a group discussion, upon which the final hiring decisions are based. Since there are multiple complex steps to the job application process, it is important to adopt good communications skills to be successful.

A resume is a written statement of the job applicant's personal history, including biographical details, educational qualifications, work experience, achievements, and other strengths. In short, a resume is a self-introduction document that promotes its author.

A resume is usually attached to an application letter. It is therefore read after the application letter but should be prepared first. It is common practice for job seekers to have their resumes written in advance, so they can then just mail a copy of their resume along with the application letter. This is not always the best practice because the secret of a good resume is its ability to project its author as the most suitable candidate for a particular job; thus, it should be tailored for each individual application.

THE RESUME OF A RECENT GRADUATE

A resume of a recent graduate list:

- Personal/biographical details
- His or her educational background
- Details of his or her work experience
- References

A new college graduate's resume is generally just one-page long. It includes the applicant's career objectives, education details, work experience, and school/college activities. It is attached with the application letter. Because it is a fresh graduate's resume, educational qualifications are placed first and have a position of prominence. All information in the resume should be bold, clear headings, so that the reader can easily find the desired information. Headings given in upper and lower case are easier to read than those entirely in capital letters.

SEQUENCE OF A RESUME

1. **Title/Heading:**
   The title or heading should include name, address, mobile number and e-mail id.

2. **Objective:**
   Mention a particular objective that suits your educational qualification and experience. State clearly your objectives in practical terms. Do not write vague objectives. The employer wants to know your practical objective and not your ambition.

3. **Work Experience:**
   It is very important to choose from your total experience which best meets the job requirements. Begin from the present position and then highlight other senior positions held by you.

4. **Educational Qualification:**
   The highest qualification is the most important qualification. It should be therefore emphasized by placing it first. And then go downwards up to the school level qualification. If you have been securing positions and distinctions at various levels, you should create a separate column for mentioning them along with columns for other related details such as degree, year, university, college and subjects.

5. **Awards and honors:**
   Mention all scholarships received, prizes and awards won in college. You can also list school awards to show that you have been a meritorious student throughout.

6. **Activities:**
   Mention your college activities. Highlight your role or position as president or coordinator and then write about your hobbies if any such as playing a musical instrument or sport.

7. **Personal Details:**
   Do not mention personal details such as number of children or marital status or any other thing about yourself that is not relevant to job consideration.

8. **References:**
   Under references, mention two names of those people who know that they are your referee. Provide their full names, with business addresses and telephone numbers.

9. **Summary:**
   Individuals with a lot of experience sometimes begin with a summary of their qualifications in place of a job objective. The recent practice is to place a summary of all major achievements and specializations below the name. The summary is supposed to help the reader of the resume find the most relevant and important information about the applicant immediately. For the candidate, it acts as a strong preface or foreword to his or her experiences.

Guidelines To Prepare a Good Resume

Do's

- Indicate a specific job objective or summary of qualification.
- Highlight the accomplishments.
- Emphasize any education/training/experience related to your job.
- Give details of your professional activities supportive of your career objective.

Don'ts

- Do not use an uncommon resume format.
- Do not mention the salary you expect.
- Do not give reasons for changing your earlier jobs.
- Do not use colored paper.
- Do not send in a handwritten resume.
- Do not mention personal details such as the number of children and marital status.
- Do not be too brief or too lengthy.

Writing Covering Letters

Whenever you submit your resume, accompany it with a covering letter or an application letter, to let readers know what you are sending, why you are sending it, and how they can benefit from reading it. Always send your resume and covering letter together, because each has a unique job to perform. The purpose of your resume is to get employers interested enough to contact you for an interview. The purpose of your application letter is to get employers interested enough to read your resume.

The three-step process of planning, writing, and completing a covering letter involves the same tasks you have been doing for other communication efforts throughout this course. Start by researching the organization you are applying to, then focus on your audience so that you can show you have done your homework.

During your research, try to find out the name, title, and department of the person you are writing to. Although you won't always be able to find a specific individual to address your letter to, doing so is a major advantage whenever you can. If you can't find a specific name, avoid canned phrases such as "To Whom It May Concern" or gender limited phrases such as "Dear Sir." Instead, use something like "Dear Hiring Manager." If you are applying for work in another country, be sure to research the hiring practices prevalent in that culture and adjust your letter format as needed.

When putting yourself in your reader's shoes, remember that this person's inbox is probably overflowing with resumes and cover letters. So, respect your reader's time. Steer clear of gimmicks, which almost never work, and don't waste time covering information that already appears in your resume. Keep your letter straightforward, fact-based, short, upbeat, and professional. Here are some quick tips to help you write effective covering letters.

- **Be specific.** Avoid general objectives. Be as clear as possible about the kind of opportunity and industry you are looking for. Show that you understand the company and the position by echoing the key messages you picked up from the job ad, company brochure, or other information sources.
- **Never volunteer salary information** unless an employer asks for it. And even if you are asked, you probably don't want to pin down a specific number at this point in the process.
- **Keep it short**—and keep e-mail cover letters even shorter. In just two or three paragraphs, convey how your strengths and character would fit the position. If you find you need more space, you probably haven't thought through the opportunity sufficiently. When sending a cover letter by e-mail, make it even shorter than traditional covering letters. Remember, e-mail readers want the gist as quickly as possible.
- **Show some personality**. Because your cover letter is in your own style (rather than the choppy, shorthand style of your resume), make the most of your chance to reveal not only your excellent communication skills but also some of your personality. Keep it professional, of course.
- **Aim for high quality**. Meticulously check your spelling, mechanics, and grammar. Recruiters are complaining about the declining quality of written communication, including cover letters. Since spellcheckers are only a mouse click away, there's really no excuse for misspelled words. Don't think that typos don't matter, either; readers equate typos with writing ability. Second don't let the ease and speed of e-mail lull you into thinking it's a casual medium. Recruiters who complain about writing quality specifically mention sloppy e-mail cover letters from younger applicants who are accustomed to casual online communication with their friends—but who don't seem to recognize that expectations in the business world are much different. At least until potential employers get to know you, they will treat your e-mail messages every bit as seriously as formal, printed letters.

If you are sending a solicited covering letter in response to an announced job opening, you will usually know what qualifications the organization is seeking. You will also face more competition for the position because hundreds of other job seekers will have seen the listing and may be sending applications too.

If you are sending an unsolicited letter to an organization that has not announced an opening, it may have a better chance of being read and receiving individualized attention.
Both solicited and unsolicited covering letters present your qualifications similarly. The main difference is in the opening paragraph. In a solicited letter, you need no special attention-getter because you have been invited to apply. In an unsolicited letter, you need to start by capturing the reader's attention and interest.

Group Discussion as a Form of Employment Communication in Business Communication

Group discussions are a significant form of employment communication in business settings, serving multiple purposes such as evaluating candidates during the hiring process, fostering teamwork, and enhancing decision-making within organizations.

Definition and Purpose

- **Definition:** A group discussion is a systematic oral communication activity where participants exchange ideas and thoughts on a specific topic to achieve a common goal, such as problem-solving or decision-making.
- **Purpose:** In employment communication, group discussions are used to assess candidates' communication skills, teamwork abilities, and leadership qualities during the hiring process. They also facilitate collaboration and creativity within organizations.

Importance in Employment Communication

1. **Assessment of Skills:** Group discussions help employers evaluate candidates' interpersonal skills, communication abilities, and leadership potential**.**
2. **Teamwork and Collaboration:** They foster a collaborative environment where diverse perspectives are valued, leading to better decision-making and problem-solving**.**
3. **Enhanced Creativity**: Group discussions encourage the exchange of ideas, promoting creativity and innovation within organizations**.**

Types of Group Discussions in Employment Communication

1. **Structured Group Discussions:** Often used in job interviews, these involve a formal discussion on a given topic to assess candidates' skills.
2. **Informal Group Discussions:** Common in workplace settings, these facilitate ongoing collaboration and communication among team members.

Preparing For a Job Interview

The more prepared you are, the less nervous you will be about the interview process. Be sure to consider any cultural differences when preparing for interviews and base your approach on what your audience expects. To prepare for a successful interview, learn about the organization, think ahead about questions, bolster your confidence, polish your interview style, plan to look good, and be ready when you arrive.

1. **Learn About the Organization**
Today's companies expect serious candidates to demonstrate an understanding of the company's operations, its markets, and its strategic and tactical challenges. When you were planning your employment search, you probably already researched the companies you sent your resume to. But now that you have been invited for an interview, you will want to fine-tune your research and brush up on the facts you have collected.

2. **Think Ahead About Questions**
Planning for the interviewer's questions will help you handle the more confidently and successfully. As you consider answers to the questions you might encounter, think about how you can relate your qualifications to the organization's needs. In addition, you will want to prepare insightful questions of your own.

3. **Bolster Your Confidence**
By building your confidence, you will make a better impression and make the whole process less stressful. The best way to counteract any apprehension is to remove its source. You may feel shy or self-conscious because you think you have some flaw that will prompt others to reject you. Bear in mind, however, that you are often much more conscious of your limitations than other people are.

4. **If some aspects of your appearance or background make you uneasy, correct it** or off-set it by emphasizing positive traits such as warmth, wit, intelligence, or charm. Instead of dwelling on your weaknesses, focus on your strengths. Instead of worrying about how you will perform in the interview, focus on how you can help the organization succeed. Remember that all the other candidates for the job are just as nervous as you are. The interviewers may be nervous too; after all, they are judged on how well they assess candidates, so help them see your positive qualities clearly.

5. **Polish Your Interview Style**
Competence and confidence are the foundation of your interviewing style, and you can enhance those by giving the interviewer an impression of poise, good manners, and good judgement. Some job seekers hire professional coaches and image consultants to create just the right impression. These experts teach clients how to adopt appropriate communication styles, using role-playing, videotaping, and audiotaping. You can use these techniques too.

For example, you can develop an adept style by staging mock interviews with a friend. You can record these practice sessions and then evaluate them yourself. The taping process can be intimidating, but it helps you work out any problems before you begin actual job interviews.

6. **Plan to Look Good**

Physical appearance is important because clothing and grooming reveal something about a candidate's personality, professionalism, and ability to sense the unspoken "rules" of a situation. When it comes to clothing, the best policy is to dress conservatively. Wear the best quality business like clothing you can, preferably in a dark solid color. Wearing clothes that are appropriate and clean is far more important than wearing clothes that are expensive. Avoid flamboyant styles, colours, and prints. Even in companies in which interviewers may dress casually, it's important to show good judgement by dressing—and acting in a professional manner. Even minor points of etiquette can make a lasting impression on recruiters.

7. **Be Ready When You Arrive**

When you go to your interview, take a small notebook, a pen, a list of the questions you want to ask, two copies of your resume, an outline of what you have learned about the organization, and any past correspondence about the position. You may also want to take a small calendar, a transcript of your college grades, a list of references, and a portfolio containing samples of your work, performance reviews, and certificates of achievement.

8. **Be sure you know when and where the interview will be held.** The worst way to start any interview is to be late. Check the route you take, even if it means phoning ahead to ask. Find out how much time it takes to get there; then plan to arrive early. Allow a little extra time in case you run into a problem on the way.

9. **Once you arrive, remind yourself that you are fully prepared and confident**, then try to relax. You may have to wait, so bring something business-oriented to read. If company literature is available in the lobby, read it while you wait. At every step, show respect for everyone you encounter. If the opportunity presents itself, ask a few questions about the organization or express enthusiasm for the job. Refrain from smoking before the interview and avoid chewing gum or otherwise eating or drinking in the waiting room. Anything you do or say while you wait may well get back to the interviewer, so make sure your best qualities show from the moment you enter the premises. That way you will be ready for the interview itself once it actually begins.

CONDUCTING YOURSELF DURING THE INTERVIEW

The following points may be helpful for a candidate while conducting themselves during an interview session:

1. Entry into the Interview Room
2. Sitting Posture
3. Language to be used.

4. Conduct inside the interview room.
5. Body postures
6. Tackling Questions
7. Closing the Interview

1. Entry into the Interview Room:

- Ask permission before entering.
- Don't walk in adjusting your attire.
- Don't be in a hurry and rush to the table.
- Give a firm handshake and make eye contact while greeting.
- Greeting the panel with a smile.
- On being asked to sit down, thank the panel and then be seated.

2. Sitting Posture:

- Sit up straight.
- You may cross your legs if you wish to.
- Keep your arms on the armrest of the chair.
- Don't keep files on the table, keep it on your lap.
- Avoid postures that may reflect a casual attitude.

3. Language to be used:

- Speak in English only.
- Use good grammar.
- Use proper pronunciation.
- Do not use slang.

4. Conduct inside the interview room:

- Be yourself and be honest.
- Maintain your composure.
- Pay attention.
- Maintain proper eye contact.
- Be pleasant to the interviewers.
- Actively participate in the interview.
- First Impressions: Your Resume, clothes & appearance, and body language

5. **Body Postures**:

If you want your body to say that you are interested, comfortable, trustworthy, alive & energetic, confident, prepared and alert, then don't touch your face, hide your hands, rub your hands nervously and don't use too many gestures.

6. Tackling Interview Questions:

- Take your time to respond.

- ➢ Speak in a slow measured tone.
- ➢ Keep answers brief, concise and to the point.
- ➢ Avoid yes or no responses to questions.
- ➢ Clarify questions if needed.
- ➢ Apply PAR – STAR
- ➢ Show your potential to the company.
- ➢ Be positive, calm and relax.

7. Closing the Interview:

- ➢ Believe that you are the right person for the job.
- ➢ Summarize all the points of agreement.
- ➢ Thank the interviewers for their time.
- ➢ Shake hands firmly.
- ➢ Say goodbye gracefully.
- ➢ When the interview is over leave promptly.

Follow Up:

Send a handwritten letter, fax or e mail thanking the interviewer for the opportunity.

1. It should also contain 3 or 4 good reasons to consider you.
2. It should reach the interviewer on the day of the interview or the next day.

After the Interview:

Learn from your own experience and evaluate the success and failures by asking yourself questions such as:

- ❖ Did I present my qualifications well?
- ❖ Did I talk too much or too little?
- ❖ Did I learn all I needed to know about the job?
- ❖ Was I dressed properly?
- ❖ Did I effectively close the interview?

Impact of Technological Advancements on Business Communication

Technological advancements have profoundly impacted business communication, transforming how organizations interact internally and externally. Here's an overview of technology-enabled communication tools and their effects:

Technology-Enabled Communication Tools

1. **Email and Instant Messaging:**
    - **Impact:** These tools have revolutionized corporate communication by providing quick and efficient means of exchanging information across distances.
    - **Benefits**: Faster communication, reduced reliance on phone calls or in-person meetings.

2. **SMS and Mobile Communication:**
    - **Impact:** Enables real-time communication on-the-go, enhancing flexibility in business

environments.
- **Benefits:** Increased accessibility and convenience for employees and customers.

3. **Teleconferencing and Videoconferencing:**
   - **Impact:** Bridged geographical gaps, allowing face-to-face interactions without travel.
   - **Benefits:** Cost savings, improved collaboration, and enhanced global connectivity**.**

4. **Intranet and Internet:**
   - **Impact:** Facilitates internal communication and access to information through company networks**.**
   - **Benefits:** Centralized data management, improved collaboration, and enhanced security.

5. **Cloud-Based Solutions:**
   - **Impact:** Streamlined communication processes by providing a centralized platform for data storage and access**.**
   - **Benefits:** Enhanced productivity, flexibility, and collaboration across remote teams.

Communication For Effective Negotiation

Negotiation is a process of bargaining in which two parties, each of whom have something that the other wants, try to reach an agreement on mutually accepted terms.

Everyday examples of negotiation are:

- A brother and a sister debating on the choice of a movie.
- Two friends are trying to settle the amount for which one wants to sell his old car to the other.
- Two sisters fight over how a box of chocolates should be divided between them.
- A supervisor suggesting to his manager.
- A salesperson trying to arrange a meeting with a prospective wholesaler/dealer.

An effective communication is directly proportional to an effective negotiation.
The better the communication is the better the negotiation will be. Discussion does not mean fighting and shouting, instead it is simply the exchange of one's ideas, thoughts and opinions with each other.
One needs to have excellent communication skills for a healthy and an effective discussion. Communication is an art, and one should master it to excel in all kinds of negotiation. The other person will never come to know about your thoughts and ideas unless and until you share it with them. One can't see your grey matter. Lot depends on how you speak.

One should very sensibly convert his thoughts into a speech by carefully selecting relevant words. Be careful about your words. One should never use derogatory sentences or fowl words in his speech. Understand the power of speech.

The way you present your thought matters a lot. Don't speak just for the sake of it. Haphazard thoughts and abstract ideas only lead to confusion. One must speak clearly about what he expects from the other person. Don't eat your words and try to confuse others. Your thoughts and ideas must be expressed clearly for others to understand well. **Be crisp and precise in your speech**.

Effective communication is important in salary negotiations as well. Express your salary expectations clearly in front of the recruiter. If you want your salary to be more than what he has quoted, mention it very clearly but politely. Try your level best to convince the recruiter why you need salary hike and probably how will you justify it once you join the organization. There is nothing to be afraid of; even the organization needs talented people like you.

Learn to be a bit tactful. Your style, your accent, and your pronunciation are also important. Do lay emphasis on words that you feel are important. If you are not satisfied with the offer, it's better to decline it but in a very polite way. Remember we all belong to good families and must behave like educated and cultured people.

An effective communication is of prime importance in business deals also. The terms and conditions must be mentioned clearly for better transparency and don't try to hide anything from the second party. It's always better to depend on written modes of communication like emails, letters, documents or agreements for better reliability.

Use corporate terminologies, professional jargon and never use irrelevant statements in your speech.

It is considered highly unprofessional.

One should also be very careful with his pitch and tone. Always remember battles can be won just by being decent and polite. Don't be rude and harsh on others. Speak slowly and convincingly in a tone audible to one and all. Do not speak either too fast or too slow. The other person must understand your speech. Never be loud or shout at anyone. It's unethical to speak ill or insult anyone just for a deal. Relationships are more important and must be valued.

Meaning Nature and Need for Negotiation
Negotiation is a process involving two or more people of either equal or unequal power, meeting to discuss shared and/ or opposed interests in relation to a particular area of mutual concern. Or Negotiation is a process of bargaining in which two parties, each of whom have something that the other wants, try to reach an agreement on mutually accepted terms.

Nature of Negotiation:
The following two points make the nature of negotiation quite clear:
1. Negotiation takes place between two parties. Both the parties are equally interested in an agreed action/result
2. Negotiation reaches agreement through discussion, not instruction, orders or power/influence/authority.

Need for Negotiation:
The need for negotiation depends upon the situation. Some of the situations that require negotiation are:

1. Whenever two or more people are involved in deciding a matter and they have different opinions regarding the outcome, the way to overcome disagreement is by negotiating.
2. Negotiation takes place only when the parties concerned are willing to meet and resolve the issue concerned by discussion, not force/authority.

Formal situations of Negotiation:
- A preannounced meeting of the two parties.
- Both the parties are aware of what is going to be discussed, i.e. the agenda has been already fixed.
- Generally, more than two people are involved, the ideal number being three, i.e. the two people concerned and the third is a negotiator.
- The roles of each party are fixed, i.e. one person puts fourth his suggestions and reasons to justify the same, the second person acts as a softener, and the third, that is the negotiator closely follows the discussion and puts in a point that is missing out.

- Formal negotiation is simpler to handle as meetings between the two parties is fixed beforehand and the parties have enough time to prepare their bargaining steps.

Informal situations of negotiation
- Unannounced casual meeting between just two people where there is no time for discussion or for studying the strength or weakness of the other side.

Situation not requiring Negotiation.

This type of situation does not require negotiation.

- When one party readily accepts or agrees to other.
- When one or two parties refuse or even consider or discuss for proposal

FACTORS AFFECTING NEGOTIATION:

Place of Negotiation:

The place of negotiation influences the process of negotiation. Choosing a place like your own home boosts the confidence as you are in your home ground, i.e. your area of strength. This ensures that whatever information or relevant matter is required during negotiation is available easily.

Time for Negotiation:

The time for negotiation should be fixed after taking into consideration the convenience of both the parties. Enough time should be allocated for the smooth exchange of ideas through the different stages of negotiation, mainly: exchanging initial views, exploring alternative solutions, searching for a common solution, reaching a mutual agreement. To be effective negotiations should be timely, i.e. it should be done before the situation gets out of hand.

Subjective Factors:

The outcome may also determine by subjective factors relating to influence and persuasion.

- Individual relationships and rapport between two people.
- Fear of authority and higher connections.
- Future and practical considerations when personal relationships are at stake, the negotiator may not wish to win the argument at the cost of the relationship.
- Mutual obligations; memories of past influence.
- Personal considerations.

STAGES/STEPS OF THE NEGOTIATION PROCESS

Generally, the process of negotiation moves from the stage of ‘Offer’ to that of ‘Agreement’ through ‘Counteroffer’, ‘Concession’ and ‘Compromise’ stages

Sequence of Discussions:

1. All discussions that progress successfully from opening differences to final agreed outcomes/ conclusions usually move through the same general sequence. During informal discussions this sequence may not be always obvious, yet it is there with respect to the most important aspects of negotiations.

2. In the words of Alan Fowler, the stages of an effective discussion are:
   - Preparing and planning
   - Exchanging initial views
   - Exploring possible compromise
   - Searching for common ground
   - Securing agreement
   - Implementing the agreement

3. These six stages can be grouped into three basic phases:
   - A preparation phase before the negotiation begins.
   - The actual negotiating process – the interaction that leads to the final agreement about an outcome.
   - The implementation of the agreement.

4. Negotiation implies that both parties accept that the agreement between them is needed (required or desirable) before any decision is to be implemented.

5. The process of discussion is towards that desired agreement. Hence, it requires careful preparing and handling.

NEGOTIATION STRATEGIES
Some of the elements listed as a part of the negotiation process are strategic in nature. They are discussed here as strategies to be used at different stages of negotiation.

Initial Strategies

Before the negotiation, the negotiators must plan their strategies.
- A successful negotiation should plan the discussion according to the psychological needs of the other party and use appropriate strategies to maximize his or her advantage and gain information about the objectives of the other party.
- He or she should focus on the need to reach a mutually satisfactory conclusion by joint problem-solving.
- The negotiator should sell “sunny side up”. He or she should think about how the other person will see the proposal and should try to identify and “sell” the benefits of his or her case.
- The negotiator should be able to alter his or her position (within planned limits) if needed to achieve this approach.
- Instead of talking compulsively, a good negotiator allows the other party to say what they wish and develops a dialogue with them.

One can start the discussion with language such as: “The general point of our discussion is…, which I think has come up because of…. But before I go into details, it would be helpful if you first outline your view”.

During the Discussion:
The following are some strategies that should be used during the negotiation:
- Neither side should state its entire case at the beginning of the discussion; this should develop as the discussion proceeds. If one side puts forth everything at the beginning, it leaves itself no chance to change position considering the other side’s arguments.
- It is important to listen carefully to the other speakers’ arguments and notice their facial expressions, gestures, and body movements, in addition to words. Non-verbal clues and cues will tell the listener how the other side feels—confident or nervous, irritated or calm.
- Neither side should interrupt the other. Interruptions annoy instead of encouraging cooperation.
- Good negotiators put forth searching for questions to verify the correctness of facts offered

by the other party, such as dates, figures, and so on, or of their logic. If a negotiator doubts the accuracy of the other side's information, he or she should not directly challenge them by saying, "You are wrong". Instead, the negotiator may ask further, probing questions, such as "Could you explain the connection between that point and what you said earlier about X?" or "I have not understood the logic of that. Could you put it in a different way?"

- One should not take on a confrontational tone. The strategy should be to allow the discussion to more towards agreement. To do this, one must psychologically encourage cooperation throughout the discussion.
- Both parties should use impersonal terminology to point out corrections, rather than making personal criticisms.
- It can be useful to take breaks. During the discussion, a short break of 10 minutes can be useful for two purposes: to have a chance to consider new points or proposals before deciding on final commitments and to change the mood of the discussion if it has become too emotionally charged.
- Both sides must use concessions and compromises. At times, it many be impossible to move further without making some concessions. Strategy is concerned partly with timing and partly with the way possible concessions are introduced into the discussion. When the participants realize that attitudes are hardening and the same points are being repeated without a resolution, the discussion could be changed to an exploratory phase.
- Participants can use conditional compromises such as by saying things like, "Since we know each other's initial views, could you tell me what your response would be if I accepted this part of X, which you have suggested?", "Would you do X if I agreed to do Y?", and "Would you be able to agree to X if I am able to postpone taking action on Y?"
- It helps to emphasize what the other person stands to benefit from the compromise. The other side should not feel that he/she is losing by accepting the concession or compromise. Some tips include:
  - Commending and thanking the other party for a good suggestion.
  - Not allowing the discussion to go on for too long without bringing in concessions/compromises necessary for reaching agreement.
  - Introducing concessions/compromises on a non-commitment basis.
  - Seeing that the concessions made by each side match.

Reaching an Agreement:

Tips for reaching a final agreement are:

- After a long and difficult discussion, "final" should be taken as final. No further concessions or compromises should be allowed.
- Negotiators should be tactful and persuasive to ensure that the final outcome is seen as beneficial by the other party.
- The key strategy in any negotiation is persuasion.
- Negotiators should emphasize the other party's benefits and should be enthusiastic about the other party's cooperation and suggestions.

Summarizing:

It helps to summarize the agreements and conclusions at the end of the discussion.

- The negotiators can suggest something such as, "I think it would be helpful if we could summarize all that we have discussed to reach this agreement".
- Alternatively, one party might suggest: "Let's note it down so that no point is later missed

by anyone". It is a good strategy to use written summaries at the end of discussions. This leaves no scope for disagreement later about what has or has not been agreed upon.

Deadlocks:
Reaching a mutually satisfactory end is the basic objective of any negotiation. If there is no final agreement reached, even after a prolonged discussion, the strategy should be to:

- Instead of going round in circles on a contentious point, move on to the next point on the agenda.
- Point out that no further concessions can be made regarding the point of contention, as they would be of no benefit to either party.
- Explain and emphasize the consequences that would result from a deadlock, such as the need to refer the matter to those with greater authority or eventually to external arbitration or third-party mediation.
- Use the ethical aspect of agreement, such as upholding the organization's values, the greatest good of the largest number of people, and so on.
- Even in the situation of a deadlock, remain positive and hopeful of reaching a mutually agreeable situation.
- Finally, point out that third-party intervention in the form of legal arbitration or conciliation may not benefit either of the parties, for whom it is best to decide the matter through mutual understanding.

Etiquette Advantage in Managerial Communication

Meaning of Etiquette Advantage in Managerial Communication

The term "Etiquette Advantage" in managerial communication refers to the strategic use of professional etiquette to enhance relationships, improve communication, and foster a positive work environment. This concept emphasizes the importance of respectful and considerate behaviour in all interactions, whether with colleagues, clients, or superiors.

Key Components of Etiquette Advantage

1. **Respect and Consideration:** Demonstrating respect and consideration in all interactions, which helps build trust and credibility.
2. **Professionalism:** Maintaining a professional demeanour through appropriate dress, punctuality, and communication style.
3. **Effective Communication:** Ensuring clear, concise, and respectful communication to avoid misunderstandings and enhance collaboration.
4. **Ethical Behaviour:** Grounding etiquette in ethical principles to ensure integrity and honesty in professional interactions.

Benefits of Etiquette Advantage

1. **Improved Relationships:** Fosters positive relationships with colleagues, clients, and superiors by promoting mutual respect and understanding.
2. **Enhanced Communication:** Reduces misunderstandings and improves the clarity of

communication, leading to more effective collaboration and decision-making.
3. **Professional Image:** Enhances the professional image of both individuals and organizations, contributing to a positive reputation and increased credibility.
4. **Increased Productivity:** By creating a respectful and collaborative environment, etiquette can boost morale and productivity among team members.

Application in Managerial Communication

- **Leadership:** Managers who practice good etiquette set a positive example for their teams, promoting a culture of respect and professionalism.
- **Conflict Resolution:** Etiquette helps manage conflicts by encouraging respectful dialogue and active listening.
- **Client Relations:** Professional etiquette is crucial for building trust and maintaining strong client relationships.

Practicing Business Etiquette

The basis of business etiquette is about building strong relationships in your field by fostering better communication. This can only happen when those you work with feel secure and comfortable. Although basic business etiquette may vary from country to country, some principles stand the test of time and geography.

1. Arrive on Time

In the business world, it is best to observe the old rule, “Five minutes early is late.” Allow yourself enough time to arrive promptly, take off your coat, and settle in a bit. Arriving at a meeting exactly at the appointed time can make you feel rushed, and you will look it. Time is a commodity; by being punctual, you show you respect others.

2. Dress Appropriately for Work

While appropriate dress certainly varies from field to field and climate to climate, some things remain the same. Clean, pressed clothing without any loose threads or tags and relatively polished, closed-toe shoes are a must. Look at the people around you for ideas on what sort of clothing is standard.

The adage, “Dress for the job you want, not the job you have,” is a good rule to follow. When in doubt, ask human resources personnel when you get the job or discreetly ask someone you work with.

3. Speak Kindly of Others

Taking care to greet your co-workers and remembering to say “please” and “thank you” make a tremendous difference in the way they perceive you. Your good manners show that you acknowledge those around you and are considerate of their presence. Avoid discussing political or religious matters.

Keep the conversation focused on noncontroversial topics, so your co-workers find you easy to talk to. That sort of diplomacy is the basic idea of business etiquette.

4. Avoid Gossip or Eavesdropping

Gossip and eavesdropping are childish behaviours that have no place in the workplace. If you hear a rumour about someone in the workplace, do not pass it on. People don't always know or remember who starts a rumour, but they always remember who spreads it. If you walk into an area, and it seems your co-workers don't know you are there, make sure to greet them politely to remove any chance that you accidentally eavesdrop on their conversation.

5. Show Interest in Others

Showing interest goes beyond business etiquette into general politeness, but it bears repeating: When speaking with someone, show you are truly engaged. Do not play on your phone or computer, and if you have to answer a communication say, "Excuse me one moment; I'm so sorry."

Maintain friendly eye contact. Listen. People will remember how you make them feel, and nobody wants to feel as if they are ignored.

6. Watch Your Body Language

In the Western world, a handshake is still the typical greeting. Say hello with a firm but quick handshake. This handshake is the extent of how much you should ever touch a co-worker – when it doubts, just don't touch. Hugs or other types of affection that you share with friends and family are out of place in the workplace.

7. Introduce Yourself and Others

Sometimes you can tell people do not remember your name or position. Introduce or reintroduce yourself quickly if that seems to be the case. If you are with a co-worker who is new, take the time to introduce him to others. It helps to have a friendly person make you feel comfortable in the office.

8. Don't Interrupt Others

When you have a great idea or suddenly remember something important, it can be tempting to blurt it out. Do not do this. Interrupting the person who is speaking sends the message that what she is saying isn't as important as what you have to say. Demonstrating you are an attentive listener is the backbone of diplomacy.

9. Mind Your Mouth

Using vulgar language is a surefire way to become unpopular in your workplace. Vulgar language includes swear words and judgmental language. Business etiquette requires being constantly mindful that you are in a diverse environment with people you do not know on a personal level. Speak as though someone from human resources is always listening.

10. Consume Food and Drink Correctly

If you attend an after-hours work event, do not drink too much alcohol. When at work, take care not to bring particularly malodorous foods that everyone in the office can't help but smell. Don't make noises during or after you eat; no one wants to hear that.

At the heart of these 10 basics of business etiquette is diplomacy. Taking care to treat everyone as the valuable people they are says a lot about who you are as a person. That is the kind of care people notice and want to be around. Embrace the basics of business etiquette to become a lasting employee or to advance through the corporate ranks.

Types of Etiquette in Business Communication

Business etiquette encompasses various forms of behaviour and communication that are considered appropriate in professional settings. Here are some key types of etiquette relevant to business communication:

1. Communication Etiquette

- **Email Etiquette:** Involves using formal language, proper formatting, and timely responses in email correspondence**.**
- **Phone Etiquette:** Includes answering calls professionally, keeping volume low, and using voicemail appropriately.
- **Video Conference Etiquette:** Requires maintaining a professional appearance, using video features appropriately, and minimizing background noise.

2. Social Etiquette

- **Networking Etiquette:** Focuses on building professional relationships by being respectful and inclusive during networking events.
- **Interview Etiquette:** Involves arriving on time, dressing professionally, and maintaining a positive demeanour during job interviews.
- **Meeting Etiquette:** Includes arriving prepared, turning off phones, and actively participating in discussions.

3. Dress and Appearance Etiquette

- **Professional Dress:** Adhering to company dress codes to project a professional image.
- **Grooming:** Maintaining appropriate grooming standards to enhance professional appearance.

4. Technology Etiquette

- **Instant Messaging Etiquette:** Using instant messaging for work-related purposes only and avoiding frequent messages.
- **General Technology Use:** Avoiding distractions like multitasking during meetings and ensuring proper use of shared technology**.**

5. Workplace Etiquette

- **Respect and Inclusivity:** Treating colleagues with respect, avoiding gossip, and promoting a positive work environment.
- **Non-Verbal Communication:** Maintaining good posture, making eye contact, and using appropriate body language.