Unit I: Introduction to Essentials of Business Communication

- **Business Communication**
  - Loosely defined as the **transmission and receiving of messages** to create a unity of purpose within people or an organization.
  - Derived from Latin 'communicare', meaning 'to share' or 'make common'.
  - Essential for an organization's dynamic communication network, linking decision-making and implementation, and integrating managerial functions.
  - Crucial for **marketing and advertising** products and services, which is communication with a purpose.
- **The Communication Process**
  - Basic model: **sender, encoding, channel or medium, message, decoding, receiver, feedback, and noise**.
  - **Sender**: Initiates communication, puts message into words understood by the receiver, and sends it through an available medium.
  - **Encoding**: Sender selects codes or structure (verbal or non-verbal) for the message, depending on language/communication skills and receiver's comprehension.

- o **Message and Channel**: Message determines the channel (e.g., verbal via phone/face-to-face; written via email/post).

- o **Decoding**: Receiver's interpretation of the message, relying on encoding clarity, comprehension skills, and a noise-free environment.

- o **Receiver**: Should be attentive to receive the complete message, including verbal and non-verbal components.

- o **Feedback**: Receiver's response, the final step, indicates if the intended message was received. Not possible in one-way communication (e.g., notices).

- o **Noise/Barriers**: Anything preventing clear communication or interfering with meaning, caused by physical, psychological, physiological, and semantic factors.

- **Functions of Communication**

  - o Helps basic organizational functioning and **binds employees together**.

  - o Creates **harmony and trust** through informal exchange across departments and hierarchies.

  - o Develops a **shared sense of purpose** and builds bridges across seniority levels.

  - o Enables management to **coordinate planning, decision-making, delegation, job handling, and teamwork**.

- o Channelizes **external coordination** with customers, dealers, suppliers, stakeholders, banks, and government.
- o Supports **marketing and advertising** strategies.

- **Types of Communication**
  - o Broadly classified into **Verbal** and **Non-Verbal**.
  - o **Verbal Communication**
    - Uses **words or language**.
    - Language is an advanced form for communicating complicated ideas with a range of vocabulary.
    - Skills depend on educational and socio-cultural environment.
    - Used for both oral and written communication.
    - **Oral Communication**:
      - **Preferred mode** due to spontaneity, speed, immediate feedback, and clarification.
      - Highly persuasive face-to-face, using **non-verbal elements** like tone, stress, gestures, and expressions.
      - Allows message modification mid-way based on listener reaction.
      - Promotes **social interaction, bonding, trust, team spirit, and companionship** in organizations due to less formality.

- **Disadvantages**: Cannot be legally documented, may lack planning leading to confusion, depends on memory/attentiveness, can be distorted/misinterpreted, responsibility cannot be fixed.
- Requires good vocabulary, clear/concise/complete word choice, and alignment of tone, pronunciation, expressions, and body language with verbal message. Good speakers must also be good listeners.

- **Written Communication**:
  - Essential for organizations due to formality, uniformity, organization, and **legal documentation**.
  - Can be **altered, edited, and corrected**.
  - Offers **greater accuracy and credibility** as information can be verified, retrieved, and referred to later.
  - Information can be **researched and organized**.
  - Allows uniform implementation of procedures across large organizations.
  - Has **wider and easier outreach** (e.g., emails, advertisements, newsletters, brochures).

- **Disadvantages**: Can add to paper clutter, time-consuming, slower feedback, laborious clarifications, poor writing skills reflect inadequacy, formal tone can create interpersonal barriers, risk of document going into wrong hands.

- **Tips for improvement**: Simple, specific, direct language; avoid excess information; use paragraph divisions; check for errors; correct grammar and polite tone.

- **Non-verbal Communication**
  - Significant part of all communication.
  - **Sign Language**: Oldest means of communication, universally understood (e.g., traffic signals, sirens).
    - **Audio Signs**: Sounds conveying messages (e.g., bird calls, drum beats, factory sirens, ambulance hooters, doorbells). Reach quickly, cannot be blocked out.
    - **Visual Signs**: Pictures or symbols communicating without words (e.g., exit signs, traffic signs, maps, figures in print). Universally understood, convey maximum meaning in shorter space.

- **Audio-Visual**: Messages on TV, internet, multimedia presentations; deepest and immediate influence; best suited for business using modern technology.
- **Kinesics/Body Language**: Conveyed through face, eyes, hands in face-to-face communication.
  - Expresses joy, fear, anger, acceptance, rejection, authority, respect.
  - Interpretation differs by culture; awareness important in business.
  - Sign language for hearing impaired and traffic policeman's arm movements rely on specific gestures.
  - Posture and appearance convey confidence/integrity (erect, well-dressed) vs. insecurity/lack of control (slouching, untidy).
  - Good personal hygiene and suitable dress essential at workplace.
- **Paralanguage**: 'How' we say something (e.g., angry vs. soft tone).
  - **Voice**: Identifies speaker, social/educational background, gender.

- **Volume**: Indicates distance, hierarchical position, public/private conversation.
- **Pitch**: Degree of highness/lowness, makes conversation lively/boring.
- **Pauses and word stress**: Emphasize, provide breaks, create interest.
- **Inflections and non-fluencies**: Small sounds/filler words (e.g., 'ok', 'ah', 'oh no!') marking mood, social/cultural/linguistic background; avoid frequent use.
- **Proxemics: Space Language**: Study of space use.
  - **Surroundings**: Convey non-verbal messages about location; organizations use built environment to project positive image (e.g., colours, architectural design, interior designing).
  - **Intimate Space**: Most private, minimum words needed.
  - **Personal Space**: Used with immediate seniors/subordinates, close associates; verbal language increases, body language still important.
  - **Social Space**: Best for organizations (meetings, instructions, negotiations, professional interactions).

- **Public Space**: Requires paralanguage skills, distance of 12+ feet, audio equipment needed.
- Personal space zones may differ culturally.

- **Chronemics: Time Language**: Attitudes to time and punctuality.
  - Reflects professionalism, socio-cultural background, organizational efficiency.
  - Culture-specific, but honoring deadlines is crucial in business.

- **Haptics: Language of Touch**: Most direct non-verbal form, highly culture-specific.
  - Intimate gestures (holding hands, kissing) can offend.
  - Impersonal gestures (handshakes, pat on back) safe for friendliness/encouragement at workplace.
  - Senior or lady usually makes first move across gender/seniority.
  - Awareness of varying attitudes to touch is important.

- **Silence**: Non-verbal mode relying on body language and facial expressions.
  - Can communicate respect, fear, ignorance, anger, disinterest.

- Should be used cautiously as it can convey undesirable messages.
    - **Listening**: Equally significant in oral communication cycle.
        - Good communicators are skilled listeners.
        - **Evaluative listening**: Assess new information against existing, respond suitably.
        - **Discriminative listening**: Focus on speaker's words to extract relevant information from noisy environment.
        - **Appreciative listening**: Shows interest, motivates speaker.
        - **Empathic Listening**: Relates message to speaker's emotional state, goes beyond superficial meaning.

- **Channels of Communication**
    - Organized pathways for information flow, formal or informal.
    - **Organizational Structures**
        - **Line Structures**: People at all levels supervise lower groups; ease/clarity in information movement, fixes administrative responsibility; delays possible in large organizations.

- **Committee Structure**: Selective group discusses/decides jobs; participatory, democratic, motivates members; time-consuming meetings or unequal participation possible.

- **Functional Structure**: Links experts and functional managers, provides specialist knowledge; potential for instruction conflict or process delays.

- **Matrix Structure**: Variation of Line, project managers and functional managers report to overall manager; convenient for advice/support, good interdisciplinary cooperation; effective only for time-bound projects.

o **Communication Networks**

- Patterns for routine matters; differ by presence/absence of authority figure.

- **Wheel network**: Each member communicates directly with central figure.

- **Chain network**: Intermediary controls communication between central figure and others.

- **Circle network**: No central figure, each member communicates with two closest members.

- **All channel network**: Decentralized, free flow of information.

- Networks controlled by central figure are **formal channels**.

- **Formal Channels**
    - Clearly marks **authority and responsibility**.
    - Divides organization into functional units for easy operations.
    - Makes routine matters systematic and authoritative.
    - **Efficiency**: Gets work done via instructions/orders, information is authentic/undistorted, designated people carry out responsibilities.
    - **Drawbacks**: Can obstruct/slow information flow, laborious/expensive documentation, over-formalized procedure may divert purpose.

- **Informal Channels (Grapevine)**
    - Driven by personal needs, oral, non-structured, undocumented.
    - Primarily fulfills a **social need to share**.
    - Traditionally seen as detrimental (spreading rumours, distrust).
    - **Now seen as useful**: Used to spread correct information, especially during crises/changes.
    - **Positive effectiveness**: Oral, spontaneous, flexible, multi-directional, fast reach.

- Generates **important feedback, honest viewpoints**, builds healthy relationships.

- **Parallel channel**: Mentally prepares employees before official information.

- Acts as a **safety valve** to diffuse charged situations.

- **Counterproductive risks**: Incomplete/distorted information, malicious rumors due to anonymity.

- **Grapevine Chains**:

  - **Single Chain Strand**: Linear message flow (A to B to C).

  - **Gossip Chain**: Sender selects receiver based on trust, messages personal.

  - **Probability Chain**: Receivers randomly chosen, general interest/non-particular info.

  - **Cluster Chain**: Wider message spread, sender carefully selects receivers; receivers may or may not become senders.

- **Effective Communication – Barriers/Noise and Solutions**

  - **Noise/Barrier**: Anything preventing clear communication or interfering with intended meaning.

  - Caused by physical, psychological, physiological, and semantic factors.

- o **Hierarchical/Organizational Barriers**: Fixed levels of authority/responsibility affecting communication flow.
    - **Directional and Channel**: Information changes emphasis/intention through levels; avoid information overload, reduce levels, encourage diagonal communication/open-door policy.
    - **Message Planning and Target Orientation**: Messages need to be well-planned, focused, organized, meaningful to receiver; no scope for confusion/error.
- o **Psychological Barrier**: Mental or emotional state of communicators.
    - **Perceptions of reality**: Individuals perceive reality differently based on social, cultural, linguistic background; seek common purpose, avoid subjective assumptions, clarify doubts.
    - **Selective vs. Comprehensive Perception**: Selective gives incomplete view; comprehensive (positive approach, open mind, alert to parallel signals) makes good communicators.
    - **Emotions**: Highly charged states lead to errors of judgment, loss of rationality, missing obvious; avoid anger/shouting at workplace. Control emotions, regain self-control, stay quiet until calm.

- **Socio-psychological Attitude and Opinion**: Speaker's attitude/opinion adds meaning; influenced by social, cultural, educational, economic backgrounds. Be sensitive to diversity, follow policy of inclusion/accepting attitude.

- **Cultural Barriers**: Group identification by language, food, dress, behaviour.

  - Affects verbal and non-verbal communication based on cultural orientation/attitude/belief.

  - Intercultural situations can create barriers due to different codes of behaviour; familiarize oneself with other cultures' conventions.

  - **Cultural Diversity**: Societies divided into sub-groups; increased global interaction requires cultural sensitivity; avoid stereotypes/generalizations.

  - **Values, Ethics, Credibility, Trust**: Shared values build lasting relationships; ethical practices valued; honesty, integrity, reliability important traits; reputation depends on trust fulfillment.

- **Linguistic Barriers**:

  - **Conventions of Meaning**: Speaking same language is not enough; share conventional meaning of words.

Accuracy depends on common base of shared experience/terms.

- **Usage and context**: Meaning varies by usage/context (e.g., acronyms, technical words, same word as noun/verb). Figures of speech, idioms, culture-specific terms can cause misunderstanding.

- **Denotative and Connotative**: Denotative is literal dictionary meaning; connotative is suggestive/additional meaning, expressing value judgment or opinion. Avoid connotations in formal situations.

- **Semantic Problems**: Words with multiple meanings (e.g., 'set', 'run') lead to confusion. Local languages influence English. Intercultural interactions enrich language. Sender responsible for vocabulary encoding.

- **Faulty Inference (Decoding Problems)**: Interpretation depends on sharing context; contextual gaps or lost meaning in transmission. Clarify context if not shared. Incomplete/poorly phrased messages cause miscommunication.

- **Feedback**: Allows receiver to clarify, sender to know if message received; sender should accept feedback openly/positively.

- **Transmission Losses**: Cannot usually be prevented; sender fails to encode, receiver's subjective interpretation, language limitations. Use simple/direct words, clarify doubts immediately.

- o **Style of Presentation**: Messages framed according to context.

  - Oral communication combines body language, paralanguage, verbal components.
  - Attentive listening, open feedback ensures fulfilling communication.
  - Written communication should be simple, clear, well-organized.
  - Avoid offensive/provocative language, as business communication reflects company policy/image.

- o **Physical Barrier**: Physical noise/sound (e.g., noisy area, distorted phone line).

  - Move away from noise source if it cannot be removed for clear communication.

Unit II: Effective Writing

- **Introduction**
  - o Enhancing communication skills prevents mistakes in business.

- o Knowledge of verbal/non-verbal communication, formal documents, sentence structures, and grammar builds strong business relationships.
- o Lack of knowledge in written communication leads to awkward situations.

- **Written Communication**
  - o Type of verbal communication, transfer of messages via written/printed word.
  - o Used formally (letters, reports, circulars, proposals, notices) and informally (informal letters, texts, handwritten notes).
  - o **Advantages**: Precise, helpful for record-keeping, useful for future reference, legal validity, reader can re-read for clarity, charts/tables can be used, conveys vision/policies to employees, scope for editing/proofreading.
  - o **Disadvantages**: Time-consuming, requires careful planning, immediate feedback not available, non-verbal cues absent.

- **Message Planning (7 Cs of Communication)**
  - o **Completeness**: Message must contain all relevant information to avoid misinterpretations; facts/figures must be present.
  - o **Clarity**: Writer must be clear about purpose; language should not be ambiguous.

- o **Correctness**: Details must be accurate, statements not misleading; grammatically/syntactically correct; proofread before sending.

- o **Conciseness**: Brevity is key; short and to-the-point; each statement meaningful/relevant.

- o **Concreteness**: Use facts and figures to support message; organize systematically.

- o **Coherence**: Message must flow logically; proper structure (intro, body, conclusion); details organized by subject/reader needs.

- o **Courteousness**: Polite tone, considerate of audience feelings/sensibilities; convey respectful attitude; avoid offensive words/rude tone.

- **Guidelines for Clear Writing**

  - o Writing skills are paramount; common grammatical/syntactical errors lead to bad impressions.

  - o **Sentence Structure**: Broadly two parts: Subject (doer of action) and Predicate (tells about subject).

  - o **Parts of Speech**: Noun, Pronoun, Adjective, Verb, Adverb, Prepositions, Conjunctions, Interjections.

  - o **Paragraph Construction**: Dedicated to one central topic; sentences connected to topic; topic sentence (beginning, middle, or end); supporting sentences with vivid words,

logical order, correct grammar; lacks run-on sentences; uses transition words; concluding sentence summarizes idea.

- o Paragraph breaks offer pause; no fixed sentence number per paragraph; stick to one chain of thought.

- o **Common Mistakes**:

  - ▪ **Run-on Sentence**: Does not separate two independent clauses with punctuation.

  - ▪ **Sentence Fragment**: Incomplete sentence, dependent on another clause, or missing subject.

  - ▪ **Parallel Structure**: Same pattern of words used throughout sentence.

  - ▪ **Lengthy phrases and sentences**: Avoid, prefer concise versions.

- **References and Citations**

  - o Essential in academic/professional writing to acknowledge sources.

  - o **References**: Detailed information about sources (author, title, publication date, publisher, etc.); often called 'Reference List' or 'Works Cited'; appear at the end of a work.

  - o **Citations**: Brief notations within text directing reader to detailed reference; acknowledge borrowed information/ideas/quotations.

- **In-text citation methods**: Author's last name and page number; author's last name and year; only page number if author's full name is in paragraph.

  o **Required when**: Statement directly quoted, original ideas inspire research, ideas paraphrased.

  o **Purpose**: Acknowledge sources, verify information, support claims, avoid plagiarism, facilitate research.

- **Bibliographical Research Tools**

  o Alphabetical list of sources (articles, books, journals, websites) at the end of scholarly work.

  o Resources to access, manage, compile bibliographic info.

  o **Online Library Catalogues**: Search/access literature across libraries (books, journals, articles, theses). Examples: **WorldCat** (extensive global database, multilingual search), **OPAC** (Online Public Access Catalog, library platform for public access to collections, searchable by author, title, ISBN, subject, keyword, offers digital resources).

  o **Online Databases**: Collection of scholarly journals/research materials, often requiring account/subscription. Examples: **PubMed** (medical research, biomedical literature citations, advanced search), **IEEE Xplore** (engineering/technology, bibliographic/citation info, full-text), **ERIC** (education-

related content, conference papers, journal articles, research reports).

- o **Reference Management Software**: Manage citations and bibliography. Examples: **Zotero** (free, search, collect, cite, create references/bibliographies in Word/Google Docs), **Mendeley** (ease of referencing, inserts citations/bibliographic details, integrates with Word), **EndNote** (commercial, manages references while writing).

- o **Citation Index**: Track references in scholarly publications; high citation count indicates significance. Examples: **Scopus, Google Scholar**.

- **Citation Methods and Styles**

  - o **Citation Methods**: Guidelines for citing sources.

    - **Author-date Method**: Author's last name + year of publication in parenthesis (e.g., Smith, 2021).

    - **Author-Page Number Method**: Author's last name + page number in parenthesis (e.g., Smith, 30; or Smith, 28-30).

    - **Footnote and Endnote Method**: Superscript number in text directs to details at page bottom (footnote) or end of work (endnote).

  - o **Citation Styles**: Set of rules for compiling/formatting in-text citations and bibliographic details.

- **MLA (Modern Language Association Style)**: Guidelines in MLA Handbook. Uses Author-Page number method primarily. References formatted as hanging indent: Author's last name, first name; Title (italics); Publisher; Year.

- **APA (American Psychological Association)**: Guidelines in APA Manual. For direct quotes/borrowed ideas, all three details: author's last name, year of publication, page number (p. or pp.). References formatted as hanging indent: Author's last name, initial; (Year); Title (first letter of first word capitalized); Publisher.

- **Chicago Style**: Guidelines in The Chicago Manual of Style (CMOS). Follows **Note-Bibliography Method**. Uses footnotes or endnotes with detailed citation, and a corresponding bibliography without hanging indent.

- **Footnotes**
  o Text at the bottom of a page, can contain **additional information or source citations**.
  o Superscript number or asterisk directs reader.
  o **Advantages**: Supplementary info, identifies/acknowledges sources, doesn't disrupt main text flow, provides translations of foreign terms.

- ○ **Discussion Footnotes**: Include comments/further discussions for comprehensive view.
    - Can direct to other sources for details.
    - Clarify topics, add supporting evidence, allow cross-referencing.
    - Provide translations/definitions of foreign terms without cluttering main text.

- **Using Library and Internet for Data Collection**
    - ○ Vital process of gathering information.
    - ○ Requires understanding, analyzing, evaluating, extracting value.

- **Data Collection**
    - ○ Systematic way of gathering/recording facts.
    - ○ **Objectives**: Answer questions, make observations, draw conclusions, make decisions based on facts, test hypotheses, maintain record, pass information.
    - ○ **Consequences of inaccuracy**: Incorrect/flawed research conclusions, ineffective decision-making, misleading information, misusing/wasting resources, losing credibility, legal issues, difficulty solving problems.

- **Resources of Data Collection**
    - ○ **Library**: Social institution with books, journals, newspapers, theses.

- **Purposes**: Access info, support learning/education, facilitate research, preserve archives, encourage reading/literacy.
- **Using Physical Library**: Explore layout/sections, seek librarian assistance, utilize study spaces.
- **Using Library Catalogues and Databases**:
    - **Library Catalogue**: Organized system of documents.
        - **Purpose**: Inform about availability, allow search by title/author/subject, provide bibliographical details, exact location, familiarizes with organization.
    - **Online Databases**: Online collection of journals, research papers; requires subscription.
        - **Purpose**: Adds to collection, provides domain-specific updated info, allows remote access, allows full-text research articles.
- **Internet**: Vast virtual network for information access globally.
    - **Advantages**: Quick resolutions, cost-effective, time-saving, easy navigation, global communication, online surveys, large volume of information, real-time collaboration.

- **Disadvantages**: Credibility issues (not all info reliable), plagiarism/copyright concerns, limited access to premium content (subscription), privacy/security concerns.

- **Effective Use of Search Engines**: Precisely draft queries, filter results (date, content type), critically evaluate results (author, publication date, up-to-date), save webpages/download PDFs.

- **Access Scholarly Databases**: Via subscriptions or institutional access.

- **Open-Access Resources**: Academic content available without subscription.

  - **Advantages**: Wider/rapid dissemination, cost-effective, easily accessible, advances research, scholars collaborate.

  - **Disadvantages**: Quality may suffer (lack of peer-review), rise in predatory publishing, identical content raises authenticity questions.

- **Classification and Interpretation of Data**

  o **Classification**: Organizing/categorizing data based on criteria for efficient retrieval.

- **Qualitative data**: Textual, unquantifiable (e.g., human behaviour); collected via interviews, observations, questionnaires, records.

- **Quantitative data**: Quantifiable (graphs, tables, statistics); collected via experiments, hypothesis testing.

- **Primary data**: New data collected directly from source (interviews, surveys, polls).

- **Secondary data**: Collected from published reports, existing literature, libraries, internet.

o **Interpretation**: Extracting meaning and drawing conclusions from collected data.

- **Importance**: Provides solutions, validates hypotheses, advances knowledge, identifies patterns, promotes effective decision-making.

- **Evaluating Resources**

  o Assess credibility and reliability for accuracy in research.

  o **Key aspects**:

    - **Author's qualification**: Expertise in subject.

    - **Author's affiliation**: Reputable institutions/organizations.

    - **Date of publication**: Indicates how updated and relevant.

    - **Publication or website**: Reputation of source.

- **Peer-reviewed journals**: Validates credibility of academic content.
- **Citations and References**: Check if text cites credible sources; verify information if sources not cited.

  o **Relevance of Evaluating Resources**:

  - Ensures quality standard of research.
  - Decreases plagiarism risk.
  - Maintains research validity.
  - Avoids spreading misinformation.
  - Enhances trustworthiness of research.

Unit III: Writing Business Reports

- **Reports**
  - o Business reports are formal documents presenting detailed information, analysis, conclusions, and suggestions/recommendations to solve business problems.
  - o Help company heads, industry pundits, government make decisions.
  - o Remember **RAP**: **Research, Analysis, Presentation**.
- **Types of Reports**
  - o **Formal Reports**: Longer (10+ pages), formal language/tone, analytical.
    - **Functions**:

- **Informational**: Supervising/regulating processes, executing policies, adhering to rules, creating records.
- **Analytical**: Furnishing background, providing analysis for decision-making, using survey reports to convince.

- **Common Kinds**:
  - **Feasibility report**: Analyzes proposed solution, offers outcomes (economic, profitability, legal, tech support), determines project success likelihood.
  - **Safety report**: Informs/evaluates safety conditions, hazards, risks; suggests prevention/reduction.
  - **Compliance report**: Informs if company follows rules/laws; ensures accountability; suggests improvement areas.
  - **Annual report**: Informational, accounts for company activities, achievements, strategies, financial status over a year; communicated to stakeholders.

o **Informal Reports**: (implied shorter, less formal by contrast).

- o Both use **headings and subheadings for clarity**; require **proper documentation** for credibility and to avoid plagiarism.

- **Tips on Writing a Formal Report**

  - o **Plan**: Research topic, write thesis, divide into sections.
  - o **Elements**: Include title page, letter of transmittal, executive summary, table of contents, introduction, body, conclusion, recommendations, appendices; clearly state, highlight, structure with headings and page numbers.
  - o **Clarity and Brevity**: No informal language, jargon, personal opinions.
  - o **Visuals**: Use tables, graphs, diagrams, charts.
  - o **Tense**: Use **past tense** as prepared after an event.
  - o **Solicited**: Usually requested by someone.
  - o **Tone**: Formal, part of upward communication.
  - o **Acknowledge Sources**: Very important.
  - o **Endings**: End with conclusions, recommendations, suggestions.
  - o **Bibliography/References**: Include at end, use APA, MLA, or CMS citation style.
  - o **Revise**: Proofread for spelling, grammar, punctuation, formatting.

- **Components/Parts of Formal Reports**

- o **Terms of Reference**: Defines report parameters (scope, purpose, subject, deadline); writer plans outline based on this.
- o **Front Matter**: Created after body/back matter, usually first part.
  - **Purpose**: Explain topic, organization, reason/purpose for writing.
  - **Page Numbers**: Small Roman numerals (title page 'i' but unnumbered, abstract 'iii').
  - **Cover Page**: Picture/logo of organization, title, report number, date.
  - **Title Page**: Full title (reflecting topic, scope, objective, type), time period in subtitle, names/titles of writers, dates (report period and submission), organization name, recipients' names.
  - **Letter of Transmittal**: Cover letter placing report in context, permanent record for sender; brief, doesn't repeat report info; ends with goodwill.
  - **Abstract**: Brief version (250-300 words), summary of major points, provides quick overview. Begins with introduction, problem description, methodology, findings, conclusions; written after report completion.

- **Table of Contents**: Outlines report structure sequentially/hierarchically; topics with page numbers; illustrations/visuals listed separately.
- **Executive Summary**: After table of contents; synopsis of whole report (intro to conclusion); comprehensive overview for busy executives; 200 words for short, one page for long report; easy to read.

- **The Actual Report**:
  - **Introduction**: States purpose/need, describes terms of reference (scope, contents, problems), explains research methods (questionnaires, surveys, fieldwork), sources (primary/secondary), data analysis tools.
  - **Body**: Details investigation results using tools/methods; provides data in visuals (graphs, charts, tables); divided into sections/sub-sections with appropriate headings and decimal numbering system.
  - **Conclusion**: Summarizes main thrust, gives recommendations (based on SWOT), provides outcome details, responds to initial questions, describes problems encountered, states actions to be taken.

- **Back Matter**:
  - **Appendix**: Includes supporting info, copies of documents, questionnaires, data, surveys; arranged

logically, numbered, with headings; only relevant materials.

- **Glossary**: List of technical terms, alphabetically arranged; functions like dictionary explaining terms, abbreviations, new terms.
- **Bibliography**: List of secondary sources, acknowledged and cited (e.g., APA style: author, date, title, place, publisher).
- **Index**: Detailed alphabetical list of names, places, terms, subjects with page numbers.

- **Errors that could ruin your report**
  - Lack of objectivity, generalizing too quickly, non-disclosure of necessary facts, creating either/or alternatives, believing in false causal relationships, assuming proof, belittling others' ideas.

- **Summarizing Annual Reports**
  - Concise overview of key information.
  - Calls attention to the main report; invites deeper reading.
  - Methods: **Annual report infographic** (minimal text, data/diagrams/charts, effective for dense data) or **annual report presentation** (routine way).

- **Drafting Minutes**

- Official record of actions/decisions and discussions from a meeting.

- Historical and **legal documents** (evidence in litigation).

- Secretary usually takes minutes.

- **Before the Meeting**: Check format, keep previous minutes for reference.

- **During the Meeting**: List attendees (full names, departments, designations), list absentees; use separate sheet for notes; use bullet points; note who said what and decisions taken.

- **After the Meeting**: Write soon (within 48 hours), use positive language, show to chairperson for changes.

- **Content**: Title of group, date, time, venue, attendees/absentees, person recording minutes, agenda.

- Follow agenda order, basic summary for each item, person who presented.

- Note non-agenda items if discussed.

- Always revise before submitting.

Unit IV: Business Correspondence and E-Correspondence

- **Introduction**

  - Business letters organize employee actions, resolve problems, get feedback, plan strategies.

- o Effective messages use **CAP**: **Concise, Audience-centered, Purposeful**.
- o Messages should be clear, persuasive, brief, factual, focused, and state actions.
- o Effective communication network increases productivity and belonging.
- o Globalization introduces cultural diversity; advanced technology increases speed and reach.
- o New concepts: human capital importance, professional/personalized ambience, corporate etiquette, collaboration, social responsibility.

- **Interactive and Non-interactive Correspondence**
  - o **Interactive**: Expects a response, between company and clients/customers (e.g., complaint/enquiry letters).
  - o **Non-interactive**: Impacts future actions without need to reply, internal hierarchical structure (e.g., circulars, notices, memos, office orders, agenda, minutes).

- **Business Letters (Interactive Business Correspondence)**
  - o Convey information, make requests, establish agreements.
  - o Structured/formatted for clarity, precision, reduced misinterpretation.
  - o **Legal records** of agreements/decisions.
  - o Formal but contribute to relationship-building.

- ○ Standardized, transcends geographical boundaries.
- ○ Significant for record-keeping, compliance, audits, internal reviews.
- ○ **Importance**:
    1. **Professionalism**: Formal means, standard format/tone/style, clarity/conciseness; builds professional image and sound relationships.
    2. **Legal record**: Proof in conflicts/disputes; written record of agreements.
    3. **Clarity and Precision**: Structured for clear expression of ideas/instructions; minimizes confusion.
    4. **Documentation**: Written trail for future reference; tracks decisions, changes, historical context.
    5. **Official Communication**: Conveys announcements, policies, decisions to employees/stakeholders.
    6. **Building relationships**: Well-crafted letters convey respect/courtesy/professionalism; raise prestige; foster positive relationships.
    7. **Formal requests and responses**: For info, proposals, collaboration; responses to inquiries/complaints.
    8. **Record Keeping**: Organizations keep records for compliance, audits, internal reviews.
- ○ Facilitate formal, documented, effective communication.

- **Different Types of Business Letters**
  - Classified by situation: Informative, Persuasive, Letters for special purposes, Problem letters, Goodwill Letters.
  - **Routine Letters**: Enquiries, quotations, orders, acceptance, payment, tenders, bids.
  - **Sales Letters**: Prospective/Promotional, Cover letters with offers, Proposals, Resale letters, Follow-up letters.
  - **Letters for Special Purposes**: Agency letters (banks, insurance, government), Personnel letters (employment), Circulars, Correspondence with banks/insurance agencies.
  - **Problem Letters**: Complaints, Concessions, Collection letters (overdue payments).
- **How to Write Business Letters (Parts)**
  - **Heading (Letterhead)**: Company name, address, contact details.
  - **Date**: Alphanumeric (e.g., 20th December 2023).
  - **Reference Number**: Alphanumeric, for storing/retrieving.
  - **Inside Address**: Receiver's address, optional name/designation.
  - **Subject Line**: Purpose of letter.
  - **Salutation**: "Dear Madam/Sir" or surname.
  - **Body**: Main text.

- o **Complimentary Close**: "Truly," "Sincerely," "Yours Truly" (with "Dear" salutation).

- o **Signature**: Sign, name (block letters), designation.

- o **Enclosure notation**: When documents are attached.

- **How to Format Letters**

  - o **Full Block Format**: All elements left-aligned.

  - o **Modified Block Format**: Date, complimentary close, signature aligned to right/center; other elements left-aligned.

- **The Two Approaches to Writing Business Letters**

  - o **Direct Approach (Good News)**:

    - **Beginning**: Main idea, eye-catching, attention-holding, give good news/offer.

    - **Body**: Chief details, explanations (discounts, facts, terms, benefits), feedback, info on other products.

    - **Conclusion**: Positive, motivates action.

  - o **Indirect Approach (Bad News)**:

    - Hard to write, polite/courteous tone.

    - Avoid accusing, use polite tone, empathize, be fair/honest/impartial.

    - Show action is unavoidable, in reader's/company's interest.

    - Avoid sounding personal, use passive voice.

- **Buffer (Beginning)**: Prepares reader for bad news, calm/congenial/neutral tone; agree on point, thank/praise, explain inability to accede, offer help.
- **Explanation (Body)**: Plausible, honest, credible explanation for action; maintain open communication; apply company policies; provide details (facts/figures); unbiased analysis; state careful examination before decision.
- **Decision**: Clearly communicated, positive, brief; give reasons; avoid misunderstanding; mention alternative course of action if possible; show interest in continuing relationship.
- **Ending**: Positive note, showing interest in further interaction; invite suggestions; clear instructions on 'when'/'how' for action; wish success.

- **Employment Related Correspondence**
  - **Resume**: Know strengths/weaknesses (skills, accomplishments, interests, values).
  - **Job Application Letter**: Cover letter for resume.
    - **Opening**:
      - **Summary Opening**: 2-3 sentences summarizing impressive qualifications related to position.
      - **Source Opening**: States how job was known.

- **Question Opening**: Begins with a question showing capability.

  - **Middle Paragraph**:

    - **Education Section**: How education helps job, understanding of subject, extra qualifications.

    - **Work Experience Section**: Practical experience, efficiency in environments, achievements.

    - **Personal Details Section**: Reveals personal qualities (teamwork, dedication, commitment, interest).

  - **Closing Paragraph**: Courteous close, contact details.

- **Non-Interactive Business Correspondence (Internal Communication)**

  - Organizational chart shows hierarchical structure, employees, vision.

  - **Basics**: Right info to right person at right time.

  - **False Assumptions**: Knowing something means everyone knows it; policies are waste; info given to some means everyone has it; communicated understood correctly; urgent is more important than important; no crises mean no communication; all data important; communication only with same rank.

- o **Ensuring Effectiveness**: Management recognizes need for effective communication. Nurture ability to listen, speak, question, give/take feedback; ask for clarification, suggest improvements.

- o **Downward and Upward Communication (Line and Staff Management - LSM)**:
  - **Line managers**: Major activities (manufacturing, sales).
  - **Staff managers**: Accounting, personnel.
  - Formal lines: **Line relationships** (superior-subordinate), **Functional relationships** (between departments), **Staff relationships** (follow line management but no authority).

- o **Information Needs (5 kinds)**: Statutory, regular work situations, major policy changes, periodic events, important policy changes before final decision.

- **Types of Internal Business Correspondence**
  - o **Circulars and Notices**: Internal, downward, non-interactive; convey info to employees.
    - **Planning**: Urgency, complexity, confidentiality of info; desired audience response; cost; need for permanent record.

- Audience-centric approach, polite tone, bias-free language.
- **Composing**: Organize by importance (most important first); direct mode for good news, indirect for bad news.
- **Completing**: Revise and edit.
- **Format**: Letterhead, label (Circular/Notice), date, subject line, text, sender details.
- **Difference**: Notice put on board/website; Circular usually distributed by hand/mail.

o **Memos (Memorandum)**: Brief document within organization to specific person(s).

- **Purpose**: Provide info, give instructions/suggestions, ask for explanation, request action.
- **Parts**: Company name/address/contact, "Memo/Memorandum" title, reference number, receiver/sender names, date, subject line, main text (major point first), sender's signature, cc to others.

o **Office Order**: Formal, non-interactive, downward communication.

- **Purpose**: Regarding employee service conditions (privileges, constraints, promotions, transfers, actions against employees).

- **Approach**: Polite, clear, objective; explain with facts/figures; good news first, then background.
- Use third person; answers who, what, when, how questions.
- **Format**: Company letterhead, number, date, "ORDER" label, text, cc to, signature.

- **E-Correspondence**
  - Written communication using electronic medium; easier/faster.
  - Requires discipline and guidelines adherence.
  - **Methods**: Email, World Wide Web, Discussion mailing lists (listservs), Newsgroup, Collaboration, Remote access, Instant messaging, Videoconferencing.
  - **Types**:
    - **Synchronous**: Participants present simultaneously, though at different locations (online chats, video-conferencing, virtual classroom/meeting).
    - **Asynchronous**: Participants not present simultaneously (Email, blogs, wikis, discussion boards).
  - **Constructing E-correspondence**:
    0. **Planning**: What to write, important points (e.g., Microsoft Outlook for planning).

1. **Gathering information**: All info needed before writing (search engines).

2. **Analyzing audience**: Receiver's age, position, characteristics, attitudes (especially cultural differences); friendly/neutral tone/content/format.

3. **Analyzing purpose**: Why writing, expected reader action.

4. **Choosing document type**: Letters for formal, faxes/memos less formal, emails least formal.

5. **Drafting**: Clear purpose, headings/paragraphs, comprehensible background, refer to past/present actions.

6. **Formatting**: Conventional format, readable, proper salutation, courteous tone.

7. **Revising**: Clarity, style, vocabulary, spelling, grammar, punctuation; avoid jargon/clichés; proofread; cultural review if needed.

   - **Revising Tools**: Spell checker, grammar/style checker, thesaurus.

- **Tools for Presenting Messages**:

  - **Software**: Desktop publishing (long documents), word processing (versatile, HTML/PDF, editing, tracking changes, macros).

- **Hardware**: Compatible with software.

- **Technology for Communication**

  - **The Internet (Net)**: Interconnected computer networks globally, transfers data via packet switching using Internet Protocol.

    - Accessed via telephone line (dial-up), cable, DSL, ISDN, cell phones.

    - **Ownership/Control**: No single owner; agencies (National Science Foundation, IETF, ICANN, IGF, InterNIC, IAB) supervise/standardize.

    - **Uses**: Access/exchange info globally, business activities (online banking/shopping/e-commerce), send/receive mail, transfer files, access news/media, search info, post via blogs/Twitter, group discussions, online meetings.

    - **Accessing Info**: Directories/indexes (browsing/locating info), search engines (Google, Yahoo!), URLs.

    - English most common language.

    - **Services**: Email, e-commerce, instant messaging, chat rooms, file sharing, FTP.

    - **"Killer application"**: **World Wide Web (Web)** – access to billions of pages, uses HTML, commercially feasible.

- **Common Terms**: Web Browsers (Internet Explorer, Netscape Navigator) locate web documents/pages linked by hyperlinks.

- **Differences Internet vs. WWW**:

    1. Web is part of Internet, not vice versa.
    2. Access info via Web through Internet.
    3. Web is application on Internet; Internet is network.
    4. Web has pages accessed by browsers; Internet is network where info resides.
    5. Telnet, Internet gaming, email, IRC not part of Web.
    6. Web uses HTTP to transfer pages (written in HTML).

- **Blogs**: Virtual diaries, users post thoughts/comments/opinions/updates.

- **Internet Protocol (IP): Domain Name System (DNS)**: System mapping text names to IP addresses automatically.

- **Uniform Resource Locators (URLs)**: Web address (e.g., http://www.cnet.com/Contents/Reports/index.html). First part (http/ftp) indicates resource type; second part

is computer address/path. Top Level Domain (TLD) like .com, .info, .edu, .gov, .net, .org.

- **Clients and Servers**: Client accesses server's database (e.g., Outlook is email client for mail server).

- **Local Area Network (LAN)**: Confined to small geographic area (writing lab, school, building); cheaper than WAN.

- **Intranet**: Collection of **private computer networks within an organization**.
  - Facilitates internal communication, improves data sharing/knowledge base.
  - Uses standard network hardware/software (Ethernet, Wifi, TCP/IP, browsers, servers).
  - Includes Internet access but has **firewalls** to prevent external access.
  - Incorporates email, groupware, internal Web sites, documents, databases.
  - **Reasons for popularity**: More info about company (policies, benefits, jobs); flexible/convenient (e.g., sales reps download materials remotely); employees collaborate, share global knowledge.

- **Extranet**: **Extension to intranets, provides controlled access to outsiders** (e.g., suppliers, customers) via firewalls and passwords.
  - **Advantages**: Saves time/money by secure, simple, fast communication; reduces need for face-to-face meetings; timely updated info.
- **Business Use of the Internet**: Global info, sharing data (texts, photos, videos), remote work, e-commerce, phenomenal reach to audiences (customers, suppliers, partners), low overhead costs, keeps investors/analysts/regulators updated.
- **Electronic learning (e-learning)**: Online training for employees.
- **E-resumes**: Posted on Web, sent quickly, companies locate via search engines/keywords, readable on monitor/hard copy, convertible to other file types (database, RTF, PDF), web-ready.
- **E-memos**: Companies communicate important info fast/conveniently.
- Communication technologies: Synchronous (online chats, videoconferencing) and Asynchronous (emails, blogs, wikis, discussion boards).

o **Problems Facing the Internet**:

- **Information overload**: Employees lose sight of important documents.
- **Data security**: Hackers access/destroy/steal/change confidential files.
- **Cyber slacking**: Employees waste company time/resources for personal use, less productive.
- **Electronic traffic jams**: Due to excessive info, need to send large amounts quickly.
- **Cyber criminals**: Introduce viruses/worms (software that destroys/changes files, or duplicates endlessly).
  - o **Security Measures**: Passwords, proper screening of outsiders, anti-virus software, firewalls, data recovery plan.
- **Other Communication Technologies**
  - o **Faxes (Facsimile)**: Easy, quick, inexpensive document copy. Needs A4 paper, sending/receiving fax machines, phone lines (no internet/computer). Cover sheet sent with main document; each page numbered/signed.
  - o **Voicemail Service (VMS)**: Modern answering machine, sends/stores/retrieves spoken messages.
    - Features: Logs onto system with password, recalls messages by person/date/time. Handles many calls, stores messages for different persons. Can forward

messages with comments, transfer calls to paging services, send messages to other VMSs.

- **Advantages**: Cuts down on paperwork/delays, increases productivity.

- **Cell phones and SMS**: Common and necessary.

  - **SMS (Short Messaging Service)**: Brief messages (160 characters); faster than email, no computer needed, discreet company communication, useful for hearing/speech impaired, TV contests. Avoid misuse.

- **iPhones, PDAs, Smartphones**:

  - **iPhones**: Touch-operated palm computers with cellphone functions, camera.

  - **PDAs (Personal Digital Assistants)**: Hand-held PCs; organize timetable, access Internet, use multimedia software in business.

  - **Smartphones**: Combination of cellphone and PDA facilities.

- **Groupware**: Software enabling teams at same/different locations to work together.

  - Allows email, electronic meetings, database access, info/work sharing.

  - Time-effective, work-productive.

- **Examples**: Group authoring system, Lotus Notes, Microsoft NetMeeting.
- **Advantages**: Share files, discuss on discussion board; post schedule/deadline/policy changes; better coordination, increased productivity.
- Managed by team manager.
- **Synchronous groupware**: Users work simultaneously.
- **Asynchronous groupware**: Users work at different times.
- **Face to face groupware**: Users work at same place.
- **Distance groupware**: Users work at different places.

o **Synchronous or Real-time Groupware**:

- **Shared whiteboard**: Drawing surface for multiple persons to draw/edit common info.
- **Videoconferencing**: Multi-user video system, participants see/talk as if in same room; creates "virtual" group. Requires PCs, webcams, broadband Internet. Plan agenda, provide handouts, introduce participants, use normal tone, avoid sudden movements. Important in education (remote learning, teacher-student interaction) and business (virtual meetings, remote work, no travel).

- **Electronic Meeting Systems (EMS)**: Conference facilities in designated room with video projector linked to computers.
- **Chat Systems**: Virtual groups write messages in real time; refer back and forth on topics; open to interested persons.
- **Decision Support Systems**: Help businesses make reasonable decisions.
- **Multi-player Games**: More than one player on Internet.

- **Asynchronous Groupware**:
  - Email.
  - **Newsgroups and Mailing Lists**: For large groups; newsgroups display messages on request, mailing lists distribute as written.
  - **Hypertext**: Links documents written/shared by different people; collaborative.
  - **Workflow Systems**: Transfers files/documents within company following fixed process.
  - **Group Calendars**: Schedule work/projects, enables teamwork, meets deadlines.

- **Collaborative Writing Systems**: Word processors allow users to write/track changes in asynchronous time.

- **CD-ROM (Compact disc – Read Only Memory) Database**: Repository of info (dictionaries, encyclopedias, phone directories).

- **Electronic Mail or E-Mail**
    - Method of exchanging digital messages using electronic devices.
    - Widely used for personal and professional purposes.
    - **Components**: Sender/recipient email address, subject line, message body.
    - Sent via email client/webmail interface, received via similar interface.
    - Transmitted over internet using protocols like SMTP, IMAP.
    - Can include attachments.
    - Convenience, speed, versatility make it fundamental.
    - **Advantages**: Speed/efficiency (instant receipt), cost-effective (no postage), convenience (at own pace, no simultaneous availability), accessibility (anywhere with internet), document sharing (files, attachments), organization/searchability (categorize messages, search functions), environmentally friendly (no paper), global reach,

archiving/history (historical record, preservation), saves physical space.

- o **Safety and Smartness**: Mitigate cyber threats, privacy concerns.
    - Practices: Use secure platforms (encryption), enable Two-Factor Authentication (2FA), encrypt sensitive info.
    - Beware of phishing attempts (fraudulent emails asking for info/malicious links).
    - Regularly update passwords (strong, unique).
    - Educate self on security threats.
    - Use email filtering/spam filters.
    - Avoid public Wi-Fi for sensitive activities.
    - Regularly update software (client, security).
    - Verify email addresses, be cautious of suspicious senders.
    - Limit personal info in emails.
    - Monitor account activity for unauthorized access, backup important emails.

- o **E-mail Etiquette (Netiquette)**
    - **What to do**: Write purpose in subject line, clear/concrete/correct words (C's of communication), short paragraphs, follow organization protocol,

brief/organized/courteous (one screen length), never write angry, positive/gender neutral language, revise.

- **What to Avoid**: Casual conversation style (jokes, personal comments), tagging all messages as 'urgent', 'Reply All' without thinking, sending critical/confidential info, excessive short forms/abbreviations (unless universally understood), emoticons/exclamation marks.
- Consider phone call/face-to-face if better alternative.
- **Acronyms/Abbreviations**: ASAP, BBL, BTW, BFN, cc, e.g., etc., NB, pcs, Pls, PS, qty, i.e., Re, Ref, RSVP, tbc, Lol, FAQ, FYI, IMHO, TTFN, TIA, FWIW.

- **Organizing your e-mail**: Be careful/attentive, effective subject line, include original letter when replying, clear message (separate paragraphs for multiple points), formal business letter format, check spelling/punctuation/grammar, use illustrations/comparisons, wait to send unless urgent.

- **Do not send email for**: Complaint against someone, disciplinary action, co-worker issues, disputes (promotions, grades), need to meet in person.

- **Global E-mail**: Correspond with cultural awareness.
  - Courteous beginning/end ("I hope this mail finds you well," "With warm regards").

- Use abbreviations/jargon/technical terms only if understood, explain in simple language.
- Avoid clichés and slang.
- Ensure mail reaches, send follow-up if no response.
- Do not send confidential info.
- Reflect before responding to different cultures, do not correct their mistakes.

Unit V: Spoken English and Oral Presentation

- **Oral Communication**
  - Most important form of communication, common, used by literates/illiterates.
  - Can be **formal** (meetings, interviews, negotiations, group discussions, presentations) or **informal** (friends, relatives).
  - **For effectiveness**: Concision, clarity, relevance, good vocabulary, controlled tone/tenor.
  - **Advantages**: Quick/instant, saves time/paperwork, immediate actions, improves interpersonal relationships, promotes positive environment, persuasive, builds informality, cost-effective, adaptable.

- **Using the Telephone**
  - Indispensable for instant communication.

- o **Advantages**: Quick, easy, cheap; instant actions/reactions; equalizer (junior to senior); appearance of little consequence.

- o **Disadvantages**: Unanswered calls/answering machines discouraging; cross connections/wrong numbers; missing words/phrases lead to misunderstandings; caller's bad mood/busyness; requires good accent/pronunciation/command of language; no legal sanctity.

- o **General preparation**: Familiarity with instrument features (redial, auto-dial, answering machine, call transfer).

- o **Making a call**: Brief/to the point, clear voice, cheerful tone. Choose appropriate time, avoid official calls on residential numbers unless asked, consider time zones. Clarity of purpose, note down issues/documents. Introduce self, exchange pleasantries, sound confident/interested. If someone else picks up, introduce self, request connection, leave message if unavailable. Brevity, clarity, right sequence. Summarize points, call back if disconnected, thank person. Note decisions, take immediate action.

- o **Answering a call**: Don't let phone ring long (inefficiency). Pick up, greet, introduce self. If person unavailable, volunteer to take message or ask caller to call back. Note all details, cross-check, pass message immediately.

- o **Taking a message**: Comprehend correctly, use message pad, give verbal signals, cross-check info, conclude courteously, pass message immediately.

- **Teleconferencing**

  - o Meeting between individuals in different places who interact/exchange ideas without physical presence.

  - o Saves time, energy, money.

  - o **Organizing**: Inform members date/time in advance (consider global time zones); send agenda; participants punctual. Conductor introduces members, explains meeting conduct; minutes sent afterwards.

  - o **Participating**: Speak only when asked, note other points to avoid repetition/make queries, be brief/focused/slow, good listener.

- **Interviews**

  - o Widely used selection tool for various purposes (selection, appraisal, exit, counseling).

  - o Communication with a defined purpose.

  - o **Different Kinds**:

    - ▪ **Selection/Employment**: To hire people.

    - ▪ **Promotion**: Employee considered for higher position.

    - ▪ **Appraisal**: Periodically/annually evaluates performance, reviews progress, discusses future action.

- **Counseling**: For employee benefit (workplace/home problems, performance improvement).

- **Disciplinary/Reprimand**: Employees summoned for not following rules/discipline/code of conduct.

- **Grievance**: Employees share complaints against organization/colleagues.

- **Exit**: Employees leaving voluntarily/dismissed participate; comments help improve work, generate goodwill.

- **Stay**: New phenomenon, judges employee expectations, retains workforce by making employees feel appreciated.

o Also measure employee satisfaction, working conditions, attitudes.

o **Different Kinds of Interview Strategies**:

- **Directive (Structured/Patterned/Guided)**: Fixed set of questions, little flexibility.

- **Non-directive (Non-structured/Un-patterned/Unguided)**: More flexibility, used for appraisal/grievance/in-house.

- Combination often advised.

- **Other Strategies**:

- **Depth or Action interviews**: Understand/analyze person as individual beyond professional capabilities.

- **Group or Discussion interviews**: Individuals interact to understand interpersonal skills.

- **Stress interview**: Tests capability in stressful situations, interviewee subjected to criticism.

- **Situational interview**: Interviewee given situation to respond to; judges practical handling.

- **Video interview**: Conducted to save time/money; requires different preparation (talk to interviewer, familiarize with equipment, sit straight, speak clearly/normally).

- **Guidelines for the Interviewer**

  - Clear purpose, formulate strategy.

  - Decide place, time, length, style, organization.

  - Have candidate details and job requirements.

  - Prepare adequate questions to elicit right responses; make interviewee comfortable.

  - Allow candidate to do most talking (gauges expertise).

  - Arrange questions to uncover info/allow complete story.

  - Use different question types (open/close-ended, restatement, direct open-ended); vary pace.

- o Never show disapproval or argue.

- o Maintain record/take notes for correct decision.

- o Conclude pleasantly/warmly, inform about results/selection.

- o Collate info, select candidates, list in descending order.

- **Guidelines for the Interviewee**

  - o Prepare well, have EQ (emotional quotient).

  - o **Before**: Gather info about organization/board, prepare/rehearse anticipated questions, practice mock interviews, maintain eye contact/erect posture/pleasant behavior, look presentable/dress appropriately/positive attitude, carry credentials/spare copies, arrive early.

  - o **During**: Enter confidently, greet, calm posture, positive body language, attentive listener, accept if don't know answer, appropriate/formal language, honest about previous job/employer, avoid talking too much about achievements, ask about responsibilities/organization. Thank before leaving, conclude positively.

  - o **After**: Write thank you note within couple of days; inquire about results if no response by promised time.

- **Meetings**

  - o Held to share info/ideas, take decisions, make suggestions, help organization.

- o **Reasons**: Discussions/new ideas, inform group, involve in decision-making, evaluate issues, get opinions/help.
- o Improve interpersonal relations, performance.
- o Should have specific purpose and defined objective.
- o **Types**: Formal (validated by rules, agenda, minutes, quorum – AGM, statutory, board meetings) and Informal (departmental, interdepartmental, working parties).
- o **Planning (Purpose, Process, Outcomes)**:
  - **Purpose**: Inform members reasons for meeting.
  - **Process**: Informs plans/expected achievements.
  - **Outcomes**: Identifies intended achievements.
- o **Role of Chairperson**: Begin/conclude on time, remind agenda, positive start, listen patiently, impartial, settle arguments amicably. Adhere to agenda, discuss logically; non-agenda items only with permission/time. Control time/participation; encourage quiet, control dominators. Summarize decisions, ensure minutes recorded/sent.
- o **How to Participate**: Arrive on time, good listener, allow others to speak, don't dominate/deviate, obey chair, resolve conflicts, maintain decorum (no laughter/jokes/cellphone), positive contribution (prepare), courteous language, controlled tone, note points.

- o **Factors that render Meetings Wasteful**: Bad preparation (convener/members), incompetent chairperson, delaying decisions, unnecessary meetings, too large committee, unfocused/long agenda, absence of key players.

- **Group Discussions**
  - o **Group**: Set of people with common ideas/beliefs/practices, constantly interacting.
  - o **Qualities that keep a group together**: Commitment to common goals, positive changes, moral values, collect info, discuss issues, assist decision-making.
  - o Effective if follows norms, accepts/maintains hierarchical structure.
  - o Facilitates discussion of problems, common understanding, resolution by consent.
  - o **3 Ps**: Purpose, Planning, Participation.
  - o Purpose well-defined; members informed of agenda/date/time/place; team leader ensures direction/participation; informal ambience encourages resolution.
  - o **Advantages**: Range of opinions/experiences/ideas (unlike individual decisions). Acceptable to all, representative, easier to implement, minimized non-compliance/resistance.

- o **Disadvantages**: Can be used to avoid/delay decisions; divergent ideas lead to no decision; no individual accountability for group decision; hidden agendas can hijack decision.
- o Group decisions generally preferred.
- o **Participating in GDs**:
  - **Role of Group Leader**: Plan meeting, prepare agenda, moderate, control talkative, encourage shy, summarize views, reconcile differences, build consensus, maintain order, impartial decisions, clarify points.
  - **Role of Participant**: Good listener, well-informed, positive contribution, cordial behavior, present coherently/convincingly, respect viewpoints, don't force consensus.
- o **GDs at Business Schools**: Select candidates, gauge team ability (member/leader), personality, decision-making, arguing issues.
- o **Qualities for success**: Team-spirit, Leadership, Flexibility, Assertive, Initiative, Creativity, Inspire others, Listening skills, Awareness, Communication skills.

- **Negotiations**
  - o Process of two parties working to arrive at a **mutually acceptable resolution** of issues (contract, transaction, deal).

- ○ Can be formal or informal.
- ○ **Pre-requisites**: Two or more interested parties with independent goals, conflict with willingness to resolve, faith in negotiation process, willingness to compromise, positive attitude, willingness to go beyond prescribed norms.
- ○ **Formal Negotiations**: Settle labor disputes, union strikes/demands. Pre-fixed meetings, agenda circulated, aware of total problem.
- ○ **Informal Negotiations**: Settle personal issues of friends/colleagues; casual, friendly environment.
- ○ **Stages (Complex Process, 4 broad)**: Opening a negotiation, Exchange of information, Change of position, Closing.
- ○ **Typical Bargaining (9 stages)**: Opening, exchange, first price, planning, discussion of products, bargain, prices, pre-close, close.
- ○ **Factors Affecting Negotiation**:
  - ▪ **Place**: Agreeable to both sides, familiarity, secretarial assistance/hospitality (positive impact).
  - ▪ **Time**: Mutually convenient, enough time for discussion/sorting differences; rushed meetings are barriers.

- **Other factors**: Personal relations, political/bureaucratic connections, rigidity, personal likes/dislikes, social/political pressures.
        - **Persuasion**: Positive factor; convincing politely, willingness to compromise, giving concessions without harming self-interest leads to fruitful negotiation.
    - Final agreement should cover all issues, conclusion summarized before closing.

- **Oral Presentation**
    - Mode of communication to achieve defined objectives (introduce/market product, discuss business plans, analyze report).
    - Effective presenter needs writing precision, information organization, confident speaking.
    - **Types**:
        - **Impromptu**: Unprepared, spontaneous.
        - **Extempore**: Prepared from notes, spontaneous delivery.
        - **Scripted**: Read from a full script.
        - **Memorized**: Recited from memory.
        - Most commonly used: Scripted and extempore.
    - Allows dialogue, questions, clarifications during presentation.

- ○ Made to clients, professionals, colleagues, general public.

- ○ **Three parts**: Presenter, audience, subject matter.

- ○ **Features of a good presentation**:

  - ▪ **Purpose**: Sell/inform about product, discuss proposal/issue.

  - ▪ **Audience**: Understand their expectations.

  - ▪ **Brevity**: Not longer than 30 minutes, coherent ideas/visuals; data, illustrations, visuals add to presentation.

  - ▪ **Delivery**: Confident, humor, eye contact, dialogue mode.

- ○ **Planning (Star Strategy)**: Uses five filters to polish presentation.

  - ▪ **WHO**: Audience profile (age, gender, comprehension, attitudes, identity).

  - ▪ **WHY**: Defines purpose.

  - ▪ **WHERE**: Place of presentation, facilities required.

  - ▪ **WHEN**: Sequence of presentation, avoids repetition, allows changes.

  - ▪ **WHAT**: Content (interest, validity, detailing, technology support).

- ○ **Structure of the Presentation**:

1. **Introduction**: Whet curiosity, motivate audience. Introduce topic (purpose, relevance), connect to audience expectation, ask questions.

2. **Body**: Clarity of contents, logical sequencing/analysis. Focus on content/concept, break into major points, provide evidence/examples, answer introduction questions, discuss thoroughly.

3. **Conclusion**: Summarize main points, don't end abruptly, state thesis. Sum up issues from intro/body, clarify doubts, discuss follow-up action.

o **How to Deliver**:

- **Reading**: Ensures all points presented, but fails to build rapport.

- **Memorizing**: Skill dependent, may hinder interaction.

- **Extempore/Speaking from notes**: Most effective; spontaneous, convincing, connects with audience; use cards with main points.

- Dress formally, be confident, maintain eye contact, positive body language, pleasant expressions.

o **Using Technology and Other Media (Visuals)**: Support presentation, make it interesting/effective, better impact than words.

- **White Board**: Write words, sentences, diagrams.

- **Charts**: Prepared beforehand, effective for small groups.
- **O.H.P. (Overhead Projector)**: Transparencies prepared, but needs electricity.
- **Computers and Multimedia**: PowerPoint presentations most effective.
- **Models and Real Objects**: Excellent visual aid, audience can see/feel.

- **Handling the Question and Answer Session**: Very important for presenter/audience.
  - Queries help understand if ideas appreciated; opportunity to reiterate points.
  - Set ground rules at beginning.
  - Repeat question for everyone's benefit (without repeating own question).
  - Seek clarification or rephrase if don't understand.
  - Handle hostile/irrelevant questions patiently with humor.
  - Avoid arguments/counter questions.
  - Motivate timid audience to ask questions.