

BBA SEM-2
1. Personality Development
Unit-1

What is Attitude: Attitude is an expression of favor or disfavor towards a person, place, thing, or event.

Attitude :

Attitude is formed during childhood. It is mainly a result of one's inborn temperament and early childhood experiences. If the combination of these two turns out to be positive, then one tends to develop a positive attitude. But, if by design or default one develops a negative attitude, it becomes imperative to change it.

One must remember that however challenging it might be to turn a negative attitude into positive, it is certainly not impossible.

How to build and maintain a positive attitude:

- 1. Become aware of the principles that build a positive attitude.**
- 2. Desire to be positive.**
- 3. Cultivate the discipline and dedication to practice those principles.**

Regardless of the environment, education and experience one is responsible for his own attitude. Some people blame everyone and everything but themselves. It is up to the individual to choose his own behavior every morning. Thinking of the positive things that are true, honest and good will put one in a positive state of mind.

Eight steps to attitude change:

- 1. Look for positive instead of negative in people and situations**
- 2. Do not procrastinate**
- 3. Develop an attitude of gratitude**
- 4. Educate yourself on a continuous basis**
- 5. Have a high self-esteem**
- 6. Stay away from negative influences**
- 7. Learn to enjoy the work that you are doing**
- 8. Always begin your day with something positive**

- 1. Look for positive: Instead of looking for what is wrong in people, one must look for what is right. Because of our conditioning , most of us are so attuned to finding fault and looking for what is wrong that we often forget to see the positive picture.**

a.)Pessimists are people who always look at the negative side :

Pessimists :

- a.) unhappy when they feel good , for fear they will feel worse when they feel better.**
- b.) Are unhappy when they have no troubles to speak of**
- c.) Spend most of their lives at the complaint counters**
- d.) Cannot enjoy their health because they think they may be sick tomorrow**
- e.) Not only expect the worst but make the worst of whatever happens**
- f.) Believe that the sun shines only to cast shadows**
- g.) Forget their blessings and count their troubles**

h.) Know that hard work never hurts anyone but believe “why take a chance?”

Caution: Looking for the positive does not necessarily mean overlooking faults.

2. Do not procrastinate:

Procrastination leads to a negative attitude. The habit of procrastination fatigues one more than the effort it takes to do it.

A completed task is fulfilling and energizing ;an incomplete task drains energy.

In order to build a positive attitude , one must live in the present and avoid procrastinating at all costs.

3. Develop an attitude of Gratitude: Count your blessings and not your troubles. We have all been blessed with certain qualities and skills. Yet, when faced with adversity, we start blaming our destiny and luck for having been unfair to us. We must infact ,at such times , look at those who are less privileged than us and thank the Almighty for all the good things that he has bestowed us with.

4. Educate yourself on a continuous basis: Intellectual education influences the head and value based education influences the heart. In fact , education that does not train the heart can be dangerous.If we want to build character in our offices , homes and society , we must achieve a

minimum level of moral and ethical literacy. Education that builds fundamental traits of character –such as honesty , compassion , courage , persistence and responsibility-is absolutely essential. A person who is morally educated will be a lot better equipped to move up in life or succeed than will a morally bankrupt person ,with excellent academic qualifications.

Knowledge gained in educational institutions can become power only when acted upon. There is a difference between a person who cannot read and a person who can , but does not read.

Learning is a lot like eating .It is not how much you eat that matters , what matters is how much you digest.

5. Have a high self-esteem : Esteem is how one feels about himself. When we feel good within, we start looking at the bright side of life and our performance goes up; our relationships become better.

6. Stay away from the Negative influences: It is only when a person has a low self esteem that he gets affected by negative influences. Have the courage to say no to a request for participation in a wrong act.

7.Learn to enjoy the work that you are doing : There are certain things that need to be done whether one likes them or not. Getting up early in the morning to get ready to go to school or college might be a painful task but will become enjoyable if taken in the right

spirit. Impossible becomes possible if we start thinking positively about it.

8. Always begin your day with something positive : Reading or listening to something positive first thing in the morning helps develop a positive outlook.

The Ten Principles of Personal Development.

- 1. Be loving toward everyone you meet.**
- 2. Forgive all who attempt to harm you.**
- 3. You become what you think.**
- 4. Look for ways to strengthen those who have less than you have.**
- 5. Always seek knowledge and truth.**
- 6. Always be honest.**
- 7. Never waste what you are given.**
- 8. Be grateful for all that you have.**
- 9. Develop a spirit of optimism.**
- 10. Have faith in something greater than yourself.**

Personality and Self Esteem:

Personality and Self Image: If we were to answer a basic question like “What is Personality?” , we would get a lot of views on it .Some of these would be highly conflicting .The typical responses would be that personality is the way we look, the way we dress, our overall projection or what we are inside. Some emphasize the dual influence of heredity and early childhood experiences on personality development while others stress that social and environmental influences develop personalities.

But if we were to actually understand what personality is we would need to merge all these responses .Personality is actually the inner psychological characteristics that determine how a person responds to his or her environment . E.g. people could be introverts , ambitious , gregarious , meticulous , charming etc.

Thus, these deeply seated characteristics that we call personality are likely to influence the choices that an individual makes in life.

Characteristics of personality:

Personality reflects individual differences: An individual's personality is unique , though similarities in some traits may happen. For example compare yourself as an individual to a close friend of yours. You might come up with a lot of similarities but can you say that you are identical on all accounts to this friend of yours, however close you may be to this friend. Possibly not. Therefore, an individual 's personality is the basic identifier and differentiator of the person.

Personality is consistent and enduring : Since personality is the function of the inner psychological characteristic , it is an integral part of an individual and is , therefore long lasting and consistent in its impact .Deep –seated inherent traits of a person like attitude , outlook are fairly consistent and difficult to change.

Personality is dynamic: Although personality is fairly consistent in nature there are certain major changes and events that can alter an individual's personality .For example , an otherwise cheerful and extroverted individual can go into a shell and reduce his interaction with others on account of

family tragedy that might have given him a setback .The gradual maturing process of individuals may also alter the personality of individuals .With age and years of experience and feedback a careless individual might actually become organized in his approach.

SIXTEEN PRIMARY PERSONALITY TRAITS :

- 1. Reserved vs Outgoing**
- 2. Less intelligent vs More intelligent**
- 3. Affected by feeling vs Emotionally stable**
- 4. Submissive vs Dominant**
- 5. Serious vs Happy to Lucky**
- 6. Expedient vs Conscientious**
- 7. Timid vs Venturesome**
- 8. Tough-minded vs Sensitive**
- 9. Trusting vs Suspicious**
- 10. Practical vs Imaginative**
- 11. Forthright vs Shrewd**
- 12. Self-assured vs Apprehensive**
- 13. Conservative vs Experimenting**
- 14. Group dependent vs Self-sufficient**
- 15. Uncontrolled vs Controlled**
- 16. Relaxed vs Tense**

TRAITS FOR BUILDING POSITIVE PERSONALITY :

1. Accept Responsibility :

The price of greatness is the responsibility – Winston Churchill
“Responsibility gravitates to the person who can shoulder them.”

-- Elbert Hubbard

Society is not destroyed by the activities of the rascals, but by the inactivity of good people.

When a person accepts additional responsibility , he is giving himself a promotion. Responsible behaviour is –to be accountable for your actions, not shirking work, taking care of your duties, understanding and accepting consequences for your actions and trying to correct your mistakes , helping others in need, not giving up a task mid way just because it is challenging or time consuming or not as per your tastes, demonstrating dependability, understanding what effect your actions will have on others.

To become responsible , one has to stop the blame game.

Avoid phrases such as :

Everyone else does it

Or no one does it, or

It is all your fault.

2. Show consideration :

Show consideration, courtesy, politeness and caring.

3. Think Win-Win : Win-Win philosophy is the ultimate way to succeed in the collaborative and networked world. One who masters that art can achieve greatly. People who simply look for their own benefit everywhere are selfish and self centered.

This leads to them getting alienated sooner or later. A harmonious environment requires that we be thoughtful and sensitive to the environment and people around us and think of others while making decisions and negotiating issues

4. Choose your words carefully:

The principle is your speaking must be better than silence.If your words are going to hurt others, then it is better to remain silent. Words spoken out of bitterness can cause irreparable damage. The way the parents speak to their children in many instances shapes their children's destiny.So,choose your words carefully before uttering them out. Words once spoken can never be taken back.

5. Never Criticize, Complain and Condemn:

Some people make it a business of their lives to criticize anything and everything they come across. They are, infact chronic complainers .If it is hot , it is too hot.If it is cold , it is too cold. They are never happy with anything in life.They complain even if everything is going right in their lives. This kind of behaviour takes away a lot of productive time from a person ; time that could have been utilized doing something more constructive.

What one must understand is that 50% of the people don't even care if you have a problem and the remaining 50% are happy that you have one. Nothing comes out of it.If the complaining and cribbing habit goes on indefinitely , it becomes a personality trait. It is better to check it right at the outset rather than repent for having wasted precious time brooding and complaining unnecessarily.

Constructive criticism:

Constructive criticism, on the other hand , is a terminology used to guide someone to correct his behaviour , attitude and actions. Always criticize with the spirit of helpfulness.Offer solutions in your criticism.

The correct course of action while offering constructive criticism is to criticize the bahviour and not the person. When you criticize the person in question you are hurting his self esteem.The right to criticize come with the desire to help. As long as the act of criticizing does not give pleasure to the giver, it is ok.

6. Smile and Be Kind :

Smile is the shortest distance between two people.It takes more muscles to frown than to smile.This further proves that it is easier to smile.Besides, smiling improves the face value. A smiling face is always welcome.No one likes a grouch. You might just end up making someone's day by giving a pleasant , genuine smile to him.

7. Put Positive interpretation on other people's behavior: We see the world not as it is, but as we are.

So when we are interpreting other people's behavior negatively we just reflecting our own mentality to this situation. In contrast when interpret positively, chances that other people may realize its negativity and change or amend this.

8. Be a Good Listener :

Effective communication is 50% listening, 25% speaking, 15% reading and 10% writing. So when we listen carefully then 50% communication is done.

Ask yourself these questions:

How does it make you feel when you wanted somebody to listen to you and they did more talking than listening.

They disagreed with the first thing you said.

They interrupted you at every step.

They were impatient and completed every sentence you started.

They were physically present but mentally absent. They came to the conclusions unrelated to the facts.

All these things show disinterest in the person or the topic and a total lack of courtesy.

Listening shows caring. When you show a caring attitude toward another person, he feels important. He, as a result of this, becomes more motivated and receptive to your ideas.

9. Be Enthusiastic :

Nothing great was ever achieved without enthusiasm

--- Ralph Waldo Emerson Enthusiasm and success go hand in hand, but enthusiasm comes first. Enthusiasm inspires confidence, raises morale, builds loyalty and is priceless. You can feel enthusiasm by the way a person talks, walks or shakes hands. Enthusiasm is a habit that one can acquire and practice. The most successful of the entrepreneurs have used their ability to arouse enthusiasm among their men to bring the best out of them. Water turns into steam with a difference of only one degree in temperature and steam can move some of the biggest engines in the world. That is what enthusiasm helps us do in our lives.

10. Give honest and Sincere Appreciation :

The desire to feel important is one of the greatest craving in most of the human beings and it can be a great motivator. Honest and sincere appreciation makes one feel important and promotes these positive qualities in him. In contrast giving false and insincere appreciation is flattery or sycophancy which in the long run is harmful to the recipient.

In order to be effective, appreciation must meet certain criteria:

1.It must be specific: You should be able to say what you liked instead of giving a vague compliment like “You were good”.

2. It must be immediate :The effectiveness of appreciation is diluted if we show it months later.

3.Appreciation must be sincere : It must come from the heart.You must mean every word of it.

4.Don’t qualify praise with a “but”. By using the “but “ as a connector , we erase the appreciation.

5. If you are receiving appreciation ,accept it graciously with a “thank-you.”

Caution:Without clear benchmarks appreciation may cause resentment.

Difference between appreciation and flattery : The difference between the two is sincerity .One comes from the heart and the other comes from the mouth.One is sincere , the other has an ulterior motive. Some people find it easier to flatter than o give sincere praise. Don’t flatter or get taken in by flatterers.

Insincere appreciation is like a mirage in the desert .The closer you get, the more disappointed you become because it is nothing more than an illusion. People put up a front of sincerity as a cover up.

11. When you make a mistake, accept it and make it easy to amend:

Mistakes are to be learned from. So accept it immediately and make change or amend easy.The greatest mistake a person can make is to repeat it .Don't assign blame and make excuses ;Don't dwell on it.When you realize your mistake , it is a good idea to accept responsibility for it and apologize. Don't defend it.Acceptance disarms the other person.

12. Discuss but don't argue:

**Arguing is like fighting a losing battle. Even if one wins in the argument, the cost may be more than the worth of victory.
An Ignominious victory is a defeat itself.**

Difference between an Argument and a Discussion :

- 1.An argument throws heat; a discussion throws light.**
- 2.One stems from ego and a closed mind whereas the other comes from an open mind.**
- 3.An argument is an exchange of ignorance whereas a discussion is an exchange of knowledge.**
- 4. An argument is an expression of temper whereas a discussion is an expression of logic.**
- 5.An argument tries to prove who is right whereas a discussion tries to prove what is right.**

In order to discuss, let the other person state his side of the case without interruption. Let him blow steam. Don't try to prove him wrong on every point. Never let him drag you to his level. Treat him with courtesy and respect ;that will confuse him.

13. Don't Gossip:

Gossip may lead to slander and defamation of character. People who listen to gossip are as guilty as those who do the gossiping. Gossiping and lying are closely related. A gossip listens in haste and repeats at leisure. A gossip never minds his own business. A gossip is more concerned about what he overhears than what he hears. Gossip has no respect for justice. It breaks hearts , it ruins lives , it is cunning and malicious.

Refrain from indulging in gossip .Small talk comes from big mouths.

14. Turn your promises into commitment:

Commitment leads to enduring relationship through thick and thin. It shows in a person's personality and relationship. What is the difference between a promise and a commitment? A promise is a statement of intent. A commitment is a promise that is going to be kept no matter what.

Uncommitted relationships are shallow and hollow. They are a matter of convenience and are temporary .Nothing lasting has ever been created without commitment.

15. Be grateful but do not expect gratitude:

Gratitude is a feeling of thankfulness towards others and reflects in our behaviour. Kindness , understanding and patience cannot be repaid. But , what gratitude teaches us is the art of cooperation and understanding. A simple thank you can be gracious. Gratitude must be sincere. Many times we forget to be thankful to the people closest to us , such as our spouse , our relatives , our friends. Gratitude would rank among the top qualities that form the character and personality of an individual with integrity.

When people ask others to do something for them by using the phrase “By the way”, can you do this for me?” they undermine the importance of doing or not doing. If we have to ask someone for a favor –it is never “by the way”; it is always “out of the way”.

16. Be dependable and practice loyalty:

An ounce of loyalty is worth more than a pound of cleverness. Ability without dependability is of no worth. No one would like to team up with a person who has all the ability but no dependability.

17. Avoid bearing grudges:

Life is too small to bear grudges. When a person refuses to forgive , he is locking doors that he may some day need to

open. When we hold grudges and harbor resentments , who are we hurting the most? Ourselves.

John Kennedy once said “forgive the other person but don’t forget their name.” Means “if one cheated me once it is his fault, but if cheats me twice then it is my fault.”

18. Practice honesty, Integrity and Sincerity:

Lies may have speed, but the truth has endurance.

Honesty, Integrity and Sincerity have more enduring effect than the opposite.

Honesty means to be genuine and real versus fake and fictitious. Build a reputation of being trustworthy .If there is one thing that builds any kind of relationship at home, at work, or socially , it is integrity.

19. Practice Humility:

Don’t be cheated regularly to forgive.

Confidence without humility is arrogance. Sincere Humility is the foundation of all virtues. It is a sign of greatness. Confidence without humility is ignorance .Humility is the foundation of all virtues. It is a sign of greatness

.Humility does not mean self-demeaning behaviour that would amount to belittling oneself .Sincere humility attracts but false humility detracts.

20. Be understanding and Caring :

The best way to be understood is to be understanding. And the basis of real communication is also understanding. In relationships we all make mistakes and sometimes we are

insensitive to the needs of others , especially those very close to us .All this leads to disappointment and resentment .The answer to handling disappointment is understanding. Relationships don't come about because people are perfect .They come about because of understanding.

21. Practice courtesy on daily basis :

Courtesy is nothing more than consideration for others. It is the little things that make a big difference .Small courtesies will take a person much further than cleverness.Courtesy is an offshoot of deep moral behaviour .It costs nothing but pays well.

No one is too big or too busy to practice courtesy. Courtesy means giving your seat to the elderly or to the disabled.

Courtesy can be a warm smile or a thank you. It is a small investment but the payoffs are big.

22. Develop a sense of humor:

Have a sense of humor and you will possess the ability to laugh at yourself. A sense of humor makes a person likeable and attractive. Some people are humor-impaired.Laugh at yourself because it is the safest humor. Laughing at yourself gives you the energy to bounce back. Laughter is natural tranquilizer for people all over the world. Humor may not change the message , but it certainly can help to take the sting out of the bite.

23. Don't be sarcastic and put others down :

Negative humor may include sarcasm , put-downs and hurtful remarks .Any humor involving sarcasm that makes fun of others is in poor taste.An injury is forgiven more easily than an insult.

To a sadist everything is funny. Humor can be valuable or dangerous , depending on whether you are laughing with someone or at someone. When humor involves making fun of or ridiculing others , it is not in good taste nor is it innocent. Hurting others' feelings can be cruel. Some people get their fun by putting others down . Sarcasm alienates people. It is a good idea to avoid sarcastic humor and keep it low risk.

24. To have a friend be a Friend :

Mutual trust and confidence are the foundation stones of all friendship.

We keep looking for the right employer, the right employee , spouse , parent , child and so on. We forget that we have to be the right person too. Experience has shown that there is no perfect person , no perfect job and no perfect spouse. When we look for perfection , we are disappointed because all we find is that we traded one set of problems for another set.

Friendship takes sacrifice. Building friendships and relationships takes sacrifice , loyalty and maturity. Sacrifice takes going out of one's way and never happens by the way. Selfishness destroys friendships. Casual acquaintances come easy but true friendships take time to build and effort to keep.

A fair –weather friend is like a banker who lends you his umbrella when the sun is shining and takes it back the minute it rains.

25. Show Empathy :

Empathy alone is a very important characteristic of positive personality. People with empathy ask themselves this question, “how would I feel if someone treated me that way?”

Types of Personality:

Well-known behavioral scientists and psychologists have identified many types of personalities. The nine main types are as follows:

- 1. Prefectionists**
- 2. Helpers**
- 3. Romantics**
- 4. Achievers**
- 5. Asserters**
- 6. Questioners**
- 7. Adventurers**
- 8. Observers**
- 9. Peacemakers**

1. Prefectionist:

are realistic , conscientious and principled .They strive to live up to their high ideals. They can be got along well with if you if you take your share of the of the responsibilities so they don not end up with all the work. You need to acknowledge their achievements. It is better to tell a perfectionist that you value his /her advice .Perfectionists also expect others to be fair and considerate, as they are.

A perfectionist :

- 1. likes to be self-disciplined in order to achieve a great deal.**
- 2. Would like to work hard to make the world a better place.**
- 3. has high standards and ethics.**
- 4. is reasonable , responsible, and dedicated in everything he does.**
- 5. is disappointed with himself and others if his expectations are not met.**
- 6. also feels burdened by too much responsibility .**

Example :The great Indian Software business leader Narayan Murthy falls in this category.

2. The Helper: Helpers are warm , concerned , nurturing and sensitive to other people's needs .They can be got along well with if you tell them that you appreciate them. They would expect you to share fun times with them.They would like you to take interest in their problems, though they will probably try to focus on yours. They want you to know that they are important and special to you.

A helper :

- 1.likes to be able to relate easily to people and make friends , know what people need and be able to make their lives better.**
- 2. is generous, caring and warm**
- 3. sensitive and perceptive to and about others' feelings**
- 4. fun-loving and possesses a good sense of humor.**
- 5. is unable to say no**
- 6. has a low-self –esteem**
- 7. is drained due to overdoing things for others.**
- 8.cannot do things for himself for fear of being selfish.**

Example: Mother Teresa

3.The Achiever: Achievers are energetic , optimistic , self-assured and goal –oriented .

An Achiever:

- 1.gets along well with his co-workers.**

- 2. welcomes honest, but not unduly critical or judgmental , feedback .**
- 3. expects you to keep his environment harmonious and peaceful.**
- 4. does not like to be burdened with negative emotions.**
- 5. likes being optimistic , friendly and upbeat.**
- 6. likes to provide well for his family**
- 7. is happy if he stays informed , knowing what's going on.**
- 8. faces problems when he has to put up with inefficiency and incompetence .**
- 9. is gripped with the fear of failure or of not being seen as successful.**
- 10. keeps on struggling to hang on to his success.**

Example : Sachin Tendulkar

4. The Romantic:

- 1.) would like to get plenty of compliments .**
- 2.) expects you to be a supportive friend or partner.**
- 3.) Would like to establish warm connections with people ,
admire what is noble , truthful, and beautiful in life**
- 4.) Has a sense of humor.**
- 5.) is unique and is seen as unique by others.**
- 6.) faces a problem when he is experiencing dark moods of
emptiness and despair, feelings of self-hatred and shame;
believing he does not deserve to be loved , feeling hurt or
attacked when someone misunderstands him, fearing
being abandoned , longing for what he does not have.**

Example: M.F.Hussain

5. The Observer:

- 1. Observers have a need for knowledge and are introverted
, curious , analytical and insightful.**

An observer:

- 1.likes to be independent , not clingy .**
- 2.prefers to speak in a straightforward and brief manner.**
- 3. desires and needs time alone to process his feelings and thoughts and may doubt your sincerity if you intensely welcome him.**
- 3.dislikes intrusions on his privacy.**
- 4.remains calm in a crisis.**
- 5. faces a problem when he /she is not sure of the situation and is unable to understand the relation between cause and effect.**
- 6. gets disturbed if his integrity is doubted.**

Example: The great economist and Nobel Laureate Amartya Sen is one such observer personality , who is curious , analytical and insightful.

6. The Questioner:

Questioners :

- 1.are responsible and trustworthy.**
- 2. value loyalty to family, friends and groups and causes**
- 3. personalities vary from reserved and timid to outspoken.**

A Questioner likes to be :

- a.)direct and clear**
- b.) likes others to listen to him carefully .**
- c.)needs to be reassured that everything is ok between him and you.**

- d.) is committed and faithful to family and friends, responsible and hardworking , compassionate towards others, direct and assertive.**
- e.) faces a problem when under constant push and pull , involved in trying to make up his /her mind.**
- f.) fears failure , having little confidence in his own ability .**
- g.) tends to be too critical of himself when he has not lived up to his own expectations.**

Example: The outspoken Bollywood actress and former Rajya Sabha member , Shaban Azmi , may fall in the category of a questioner. She can raise relevant questions in all platforms.

7. The Adventurer:

Adventurers :

- 1. are energetic , lively and optimistic**
- 2. wish to contribute to the world.**
- 3. like to get companionship , affection and freedom.**
- 4. like to engage others in stimulating conversation and laughter and expect them to appreciate his grand vision and listen to his stories.**
- 5. is optimistic and does not let life's troubles get him down.**
- 6. is spontaneous and free-spirited.**
- 7. faces a problem when he does not have enough time to do all the things he wants to and is unable to complete the things he starts.**

Example: The energetic NRI businessman , Vijay Mallaya, may be categorized in the adventurer type for trying something new that was not done by any Indian earlier.

8. The Asserter:

Asserters are direct , self-reliant ,self-confident and protective.

An Asserter:

- 1. likes to stand up for you and is confident , strong and direct.**
- 2. is vulnerable and shares his feelings and at the same time acknowledges your tender, vulnerable side.**
- 3. likes to get space to be alone**
- 4. is curious to hear about his own contributions**
- 5. does not like to be flattered**
- 6. likes being independent and self reliant ,**
- 7. able to take challenges head on.**
- 8. is courageous , straightforward , honest, supporting , empowering and protective of those close to him.**
- 9. faces a problem when he is being restless and impatient with others' incompetence , receiving no appreciation for good work done for others.**

Exapmple : The former chief election commissioner :T.N.Seshan , the straightforward bold officer , is the best Indian example of a asserter.

9.The Peacemaker : Peacemakers are receptive , good natured and supportive .They seek union with others and the world around them.

A peacemaker :

- 1. does not like expectations or pressure**
- 2. will do you a favor depending upon how you approach him**
- 3. likes to listen and be of service but does not like people taking advantage of him.**
- 4. is very easy to deal with if given time to finish things and make decisions.**

- 5. likes a good discussion , but not a confrontation.**
- 6.is very caring and concerned about others.**
- 7. is a good mediator and facilitator ; has heightened awareness of sensations , aesthetics , is non-judgmental and accepting.**
- 8. faces problems when he is being judged or is misunderstood as indecisive .**
- 9. is sensitive to criticism , taking every raised eyebrow and twitch of the mouth personally.**
- 10. may be confused about what he really wants and worries too much about what others will think of him.**

Example :The Indian Prime Minister Atal Bihari Vajpayee has the peacemaker type of personality , who is receptive and can run a government supported by different groups in the parliament.

Theoretical aspects of personality and attitude:

Personality Basics and Types:

Personality type refers to the psychological classification of different types of individuals. Personality types are sometimes distinguished from **personality traits**, with the latter embodying a smaller grouping of behavioral tendencies. Types are sometimes said to involve *qualitative* differences between people, whereas traits might be construed as *quantitative* differences. According to type theories, for example, introverts and extraverts are two fundamentally different categories of people. According to trait theories, introversion and extraversion are part of a **continuous** dimension, with many people in the middle.

Attitudes: Extraversion and Introversion[[edit](#)]

- **Extravert** (Jung's spelling, although some dictionaries prefer the variant *extrovert*)
- **Introvert**

Extraversion means “outward-turning” and introversion means “inward-turning.” These specific definitions vary somewhat from the popular usage of the words.

The preferences for extraversion and introversion are often called as **attitudes**. Each of the cognitive functions can operate in the external world of behavior, action, people, and things (*extraverted attitude*) or the internal world of ideas and reflection (*introverted attitude*).

People who prefer extraversion draw energy from action: they tend to act, then reflect, then act further. If they are inactive, their motivation tends to decline. To rebuild their energy, extraverts need breaks from time spent in reflection. Conversely, those who prefer introversion *expend* energy through action: they prefer to reflect, then act, then reflect again. To rebuild their

energy, introverts need quiet time alone, away from activity.

The extravert's flow is directed outward toward people and objects, and the introvert's is directed inward toward concepts and ideas. Contrasting characteristics between extraverts and introverts include the following:

- Extraverts are *action* oriented, while introverts are *thought* oriented.
- Extraverts seek *breadth* of knowledge and influence, while introverts seek *depth* of knowledge and influence.
- Extraverts often prefer more *frequent* interaction, while introverts prefer more *substantial* interaction.
- Extraverts recharge and get their energy from spending time with *people*, while introverts recharge and get their energy from spending time *alone*.^[18]

Attitude :

Definitions of attitude:

An attitude is an expression of favor or disfavor toward a person, place, thing, or event (the attitude object). Prominent psychologist [Gordon Allport](#) once described attitudes "the most distinctive and indispensable concept in contemporary [social psychology](#)".^[1] Attitude can be formed from a person's past and present.^[2] Attitude is also measurable and changeable as well as influencing the person's emotion and behavior.

In lay language, attitude may refer to the distinct concept of [mood](#), or be especially synonymous with [teenage rebellion](#).

An attitude can be defined as a positive or negative evaluation of people, objects, event, activities, ideas, or just about anything in your environment, but there is debate about precise definitions. Eagly and Chaiken, for example, define an attitude "a psychological tendency that is expressed by evaluating a particular entity with some degree of favor or disfavor." Though it is sometimes common to define an attitude as affect toward an object, affect (i.e., discrete emotions or overall arousal) is generally understood to be distinct from attitude as a measure of favorability.

2. Self –Esteem :

WHAT IS SELF ESTEEM?

Self-esteem is how we value ourselves; it is how we perceive our value to the world and how valuable we think we are to others. Self-esteem affects our trust in others, our relationships, our work – nearly every part of our lives. Positive self-esteem gives us the strength and flexibility to take charge of our lives and grow from our mistakes without the fear of rejection.

Self esteem is a state of mind. It is the way you think and feel about yourself. Having high self esteem means having feelings of confidence, worthiness and positive regard for yourself. People with high self esteem feel good about themselves. They feel a sense of belonging and security. They respect themselves and appreciate others. They tend to be successful in life because they feel confident in taking on challenges and risking failure to achieve what they want. They have more energy for

positive pursuits because their energy is not wasted on negative emotions, feelings of inferiority or working hard to take care of or please others at the expense of their own self-care.

The amount of self esteem you have depends on many factors -- how you were raised, parental attitudes, life experiences, etc. Sometimes people lose self esteem and feel bad about themselves because of failures or disappointments in life, or because of the way others in their lives have treated them. It is important to know that self-esteem can be gained at any time in life. Ideally, it happens in childhood; realistically, most people have to cultivate it later in life.

Why develop Self Esteem?

The rewards of developing self esteem include being able to take risks, having positive relationships, not being held back by fears and insecurities, pursuing your dreams and desires, making good choices and reaching your goals.

Following are some outward signs of positive self-esteem:

Confidence

Self-direction

Non-blaming behavior

An awareness of personal strengths

An ability to make mistakes and learn from them

An ability to accept mistakes from others

Optimism

An ability to solve problems

**An independent and cooperative attitude
Feeling comfortable with a wide range of emotions
An ability to trust others
A good sense of personal limitations
Good self-care
The ability to say no**

What is low self-esteem? Low self-esteem is a debilitating condition that keeps individuals from realizing their full potential. A person with low self-esteem feels unworthy, incapable, and incompetent. In fact, because the person with low self-esteem feels so poorly about him or herself, these feelings may actually cause the person's continued low self-esteem.

Here are some signs of low self-esteem:

**Negative view of life
Perfectionist attitude
Mistrusting others – even those who show signs of affection
Blaming behavior
Fear of taking risks
Feelings of being unloved and unlovable
Dependence – letting others make decisions
Fear of being ridiculed**

“ What a man thinks of himself ; that is what determines , or rather indicates , his fate.

-Henry David Thoreau

We transfer our unconscious self-appraisal to others and they respond to us accordingly .People with high

self esteem grow in conviction competence, and willingness to accept responsibility .They face life with optimism , have better relationships and more fulfilling lives. They are motivated and ambitious .They are more sensitive .Their performance and risk taking ability go up. They are open to new opportunities and challenges. They can give and receive criticism and compliments tactfully and with ease.

Self-esteem is a feeling that comes from the awareness of what is good and having done it.

Self-Esteem is our self concept :

There is a story about a farmer who planted pumpkins on his land .For no reason , he put a small pumpkin , hanging by the vine , into a glass jar.

At the harvest time , he saw that the pumpkin had grown , equivalent only to the shape and size of the jar. Just as the pumpkin could not grow beyond the boundaries restricting it, you cannot perform beyond the boundaries of your self-concept , whatever these boundaries may be.

Some advantages of high Self-Esteem:

High Self-Esteem:

- Builds strong conviction
- Creates willingness to accept responsibility
- Builds optimistic attitudes
- Leads to better relationships and fulfilling lives

Develops a caring attitude and makes a person more sensitive to other's needs.
Makes a person self –motivated and ambitious.
Makes a person open to new opportunities and challenges
Improves efficiency and increases risk-taking ability
Helps a person give and receive both criticism and compliments tactfully and easily
Prefers loss of business to loss of credibility because they realize that one cannot put a price on one's credibility.

Low Self-Esteem:

How do we recognize poor Self-Esteem? What are the behavior patterns of a person with poor self-esteem?
The following is a brief list - not all inclusive but indicative:

They are generally gossipmongers
They have a critical nature .They criticize as if there is a contest going on to see who can criticize the most.
They are concerned about egos-they are arrogant –and pretend they know it all.People with low self-esteem are generally difficult to work with and work for. They tear down others to get a feeling of superiority.
They are closed-minded and self-centered.
They constantly make excuses –always blaming others .
They have a fatalistic attitude –they have no initiative and always wait for things to happen .
They are jealous by nature.
They are unwilling to accept positive criticism .They become defensive.
They are bored and uncomfortable when alone. Poor self-esteem leads to a breakdown in decency .People

with low self-esteem don't know where to draw a line – where decency stops vulgarity starts .It is not unusual for people to tell jokes at social get-togethers , but with every drink , the jokes get dirtier and dirtier.

They don't have genuine friends because they are not genuine themselves .

They make promises they know they are not going to keep. A person with low-self esteem would promise the moon to make a sale. Promises not kept lead to loss of credibility.

Their behavior is senseless and erratic .They swing from one end of the pendulum to another. They may be all sugar and honey today but the same people may be out to cut your throat tomorrow. They lack balance.

They alienate people and tend to be lonely.

They are touchy by nature –this is called the fragile ego. Anytime something is said , a person with a fragile ego takes it personally and gets hurt. It leads to dejection.

How can you raise low self-esteem?

Feelings of low self-esteem often build up over a lifetime, and letting go of ingrained feelings and behaviors is not an easy task. It may take time, hard work, and it may require professional counseling. But there are some simple, positive thinking techniques that can be used to help improve self-esteem. These are called affirmations.

Using affirmations to stop negative self-talk is a simple, positive way to help increase self-esteem. Affirmations are encouraging messages we can give ourselves every day until they become part of our feelings and beliefs. Affirmations work best when a person is relaxed. But since people are often upset when they are giving themselves negative self-messages, they may need to counter negative messages with positive ones.

For example, replace the message “I made a stupid mistake, and I am no good at this job,” with “Yes, I made a mistake but I have learned from it, and now I can do a better job.” Begin each day by looking in the mirror and giving yourself a positive message. The following affirmations can help you to work toward a positive self-image:

- I respect myself and others**
- I am lovable and likable**
- I am confident, and it shows**
- I care about myself**
- I am creating loving, healthy relationships**
- I am a good friend to myself and others**
- I accept myself just as I am**
- I look great**
- Life is good, and I like being a part of it**

Unit-2

Communication :

Communication is a process that includes transmission of information , ideas , emotions , skills and knowledge. This is done with the help of symbols , words, pictures , figures , graphs, drawings and illustrations etc.

It is a process by which we understand and in turn try to be understood by others.

It is dynamic , constantly changing and shifting in response to the overall situation .Therefore, “Communication “ can be described as “the interchange of thoughts or ideas”. This is also referred to as sharing of ideas.

Again , communication is viewed as creation and transmission of information consisting of distinctive stimuli , from a source to a recipient.

The various objectives of communication , especially with respect to the world of business are as follows:

-
- **What are the objectives of communication?**
- **1.Information**
- **2.Education**
- **3.Advice**
- **4.Warning**

- **5.Order**
- **6.Raising Morale**
- **7.Suggestion**
- **8. Motivation**
- **9. Persuasion**

- **1. Information: Information on the following aspects is very essential for the existence and welfare of any organization:**

- **1.Consumer response to its products in comparison with competing products with reference to quality as well as price.**
- **2. Whether they are being produced in conformity with the latest trends?**
- **3. The nature of the various financial institutions and the terms and conditions on which credit is offered by them.**
- **4. How better quality raw materials can be produced on easier terms , or if there are any cheaper substitutes available?**
- **5.What kind of effect, the rules and regulations of the government and the challenging political scene can have on the product policy of the organization?**
- **6. Information about the efficiency , suitability ,relative merits and the expenses involved on the advertising media.**

- **7. Information about the latest developments in the field of science and technology.**

- **1. Information about the political , social and economic conditions**
- **2. Information about the cultural milieu ; geographical and climatic information**

- **3. Information about the production and sale capacity of the organization ;detailed information about the members of the staff , their academic and professional qualifications , their efficiency , and reliability , their limitations , etc.**
- **4.Membership of the chambers of commerce**
- **5. Conferences**
- **Personal interviews with prominent people in the political field , experts in the professional fields and the members of the general public**
- **6. Information about the popularity of a company's products can be gathered by circulating carefully prepared questionnaires.**
- **7. Trade fairs and exhibitions**
- **8. Electronic media particularly the Social media network**

- **2. Education : Education here refers to training self and the employees. It also means keep oneself updated about the latest in the industry. The best way to keep oneself abreast is by attending conferences and seminars. Reading industry specific journals and magazines also helps one gain insight into the changing trends and techniques.**

- **3. Advice :**

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- **1. While information is factual and objective in nature ;advice involves personal opinions and is likely to be subjective**
- **2. Advice is given to influence someone's opinion**

- 3. Advice is given on professional matters in the field of finance , taxation , publicity , engineering, Public Relations , etc.
- 4. Supervisory staff is required to advise the junior employees
- 5. Advice flows horizontally or downwards .The board of directors advising one another on some policy matter are also engaged in a kind of horizontal communication.

Points to be kept in mind while offering advice:

- 1. Advice should be both man-oriented and work-oriented , i.e., it should be related to a specific piece of work , and should be given in such a way that it suits the individual needs of the recipient .
- 2. Advice should not be given to a person to make him feel conscious of his inferior knowledge or skill.
- 3. The only justified motive of giving advice is the betterment of the worker .The adviser should genuinely feel this motive.
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- 4. If the subordinate staff is given freedom to react, advice can become a two-way channel of communication .
- **Counselling :**
- 1. Counsel is objective and impersonal
- 2. A counselor offers advice without any personal interest or involvement
- 3. Advice has a personal touch about it ;counsel is almost professional.
-

- **3.Order :** Order is an authoritative communication. It is a directive to somebody, always a subordinate , to do something , to modify or alter the course of something he is already doing or not to do something.
- **A.)Written or oral orders:**
 - **Written orders are usually given when :**
 - **1.The order is of a highly responsible nature ;**
 - **2. the task is repetitive in nature , and it is cumbersome and inconvenient to issue oral orders every time the task is to be done.**
 - **3.the person being ordered is remotely situated and it is not possible to give him oral orders.**
 - **Oral orders are given when :**
 - **1.the job is required to be done immediately**
 - **2.it is an ordinary job and there is no need of maintaining any written record.**
 - **3. there is a kind of permanent superior-subordinate relationship between the giver and the receiver of the order and the order –giver does not feel the need of entering into the cumbersome process of issuing written orders.**
- **B.) General and Specific Orders :**
 - **If orders are related to one specific activity , they are specific .If there are a number of activities having operational similarities , general orders may be issued to cover all of them.**
- **C.) Procedural and operational orders:** Procedural orders specify procedures to be adopted. They are general by nature .Operational orders are more

closely related to the job in hand .They specify how a particular job is to be done.

- **2.Mandatory and discretionary orders: Mandatory orders have to be obeyed .Discretionary orders are usually in the nature of recommendations .They suggest what is desirable , what should be done. But it is up to the receiver to see their feasibility and to decide whether he ought to carry them out or not .The Head office may issue discretionary orders to the branch manager , for the branch manager , being present on the spot , knows better whether the orders are to be carried out or not.**
- **An effective order possesses the following characteristics :**
 - **1. It must be clear and complete**
 - **2. Its execution must be possible**
 - **3. It should be given in a friendly way**
- **Steps in the order –giving operation:**
- **Planning : Before an order is given , the order – giver should be sure about the following points :**
 - **1.Exactly what action is required.**
 - **2. Is it feasible?**
 - **3. Who is to perform it?**
- **1.Preparing the order-receiver**
- **2. Presenting the order**
- **3.Verfication of reception**
- **4. Action**
- **5.Follow-up**
- **6. Appraisal**

- **4. Instruction:** Instruction is a particular type of order in which the subordinate is not only ordered to do a job but is also given guidance on how to do it. If the accounts officer asks one of his clerks to prepare a voucher, he has issued an order. If he shows the clerk how to prepare a voucher and then asks him to prepare more, he has issued instructions. All the instructions are implied orders, but all orders cannot be instructions.
- **5. Suggestion:** Suggestion enjoys one great advantage over other means of communication like advice or order. Advice comes from an expert; order comes from a higher authority. In either case, the recipient of the communication is slightly conscious of his inferiority and may resent it. Accepting a suggestion is at his discretion, so a suggestion is usually welcome.
- **6. Persuasion:** Persuasion is an important objective of communication. It may be defined as an effort to influence the attitudes, feelings or beliefs of others, or to influence actions based on those attitudes, feelings or beliefs. Buyers have often been persuaded to buy a particular article available with the seller in place of the one they actually wanted to buy. In the office or the factory, the lazy, the incompetent and disgruntled workers have to be persuaded to do their work.
- **1.** It is better to use persuasion than compulsion.
- **2.** Persuasion has to be indirect and suggestive.

- 3. Persuasion needs conviction on your part
- 4. You must try to persuade the others from a purely selfish motive.
- 5. Give indirect hints and subtle suggestions . Bring your self to the level of the other person.
- The art of persuasion consists of four steps :
- 1. Analyzing the situation
- 2. Preparing the receiver
- 3. Delivering the message
- 4. Prompting action

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

Points to be kept in mind while issuing warnings :

1. Some warnings like “No smoking”, “Beware of the dog”, are general warnings and are given in the form of notices
2. Some warnings involve disciplinary action in the form of reprimand ; it is therefore important to ascertain the truth before reprimanding somebody.

3. Reprimand should not be administered to a person in the presence of others .It will make him feel humiliated and nobody likes to be humiliated.
4. It is also useful to investigate the causes of the worker's undesirable behaviour .
5. The aim of warning should be betterment of the organization .It should not be to cause disruption.

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

Factors conducive to the creation of high morale :

1. Every worker gets work suited to his physical and intellectual caliber. He feels his work is important and is appreciated by the authorities. He is free to do his work as he likes. He is encouraged to give suggestions.
2. The atmosphere in the premises is congenial .The superiors are efficient and their attitude is constructive .They enjoy workers's respect.
3. Promotional avenues are available to the workers .
4. Genuine grievances of the workers are promptly removed.

9.Motivation:

Motivation energizes and activates a person and channelises his behavior towards the attainment of desired goals .Motivation and behavior are intimately related to each other .In order and persuasion , the communicator enjoys an upper hand .But in motivation he keeps himself in the background. He does not order his employees to work ; he motivates them so that they work willingly and eagerly .A motivated worker does not need much supervision.

Significance of communication in business :

- 1.Healthy organizational environment**
- 2.Management –employee relationship**
- 3.The external and internal communication network**
- 4.Functionalisation: The division of the work into different kinds of duties can be called fictionalization**
- 5.The complexity of business activities**
- 6.Trade unions :labor problems**
- 7.Globalization and language problem**
- 8.Competition**
- 9.Participation and delegation**

Features of communication:

- **Meaning based:** Every piece of communication has some meaning attached to it. The most basic and immediate need for communication is to be able to refer to things in the real world. Hence , it is important that we be clear about what we wish to say.
- **Conventional:** All communication must follow a certain set of rules or conventions. A presentation, for instance, must have a beginning, middle and an end. Similarly, while writing in a certain language, one must follow the standard grammar rules. For various kinds of documents to be drafted , there are standard formats available in organizations. In short, communication is never without conventions, it is to large extent tradition bound.
- **Interact ional:** It is the use of language that keeps the channels of communication open. Communication establishes a suitable rapport between people. Infact, it allows them to relate to each other beyond the professional or functional areas.
- **Appropriate:** Communication can be customized to meet the requirements various age groups and segments. Interaction with technically sound people would be totally different from the one with ordinary people. In all its forms it must take into account the relationship between the speaker/writer/ and hearer/receiver , and the constraints imposed by the setting and circumstances and the selection of language/style/

tone according to the age ,rank and status of the participants in the communicative event.

- **Structured:** Information must be so structured or organized that it comes across as logical and sequential. So, for any communicative event to make complete sense it must be logically patterned.

Ingredients of communication:

- **Process:** communication is the process of exchange of information , ideas, propositions etc. between two or more people.
- **Meanings :** Communication carries a set of meanings from one person to another.
- **Exchange:** Communication becomes an event only when there is an exchange.
- **People:** For a communicative event to be effective there must be an involvement of people in it.
- **Common set of symbols:** For the people involved in the activity of communication , it is important that there be a common language or common set of symbols so that both sides can comprehend each other well.

Communication serves the following purposes in organizations :

- 1. Helps establish and disseminate the goals of an organization**
- 2. Facilitates the development of plans for the achievement of goals.**
- 3. Helps managers utilize manpower and other and other resources in the most effective and efficient way.**
- 4. Helps managers select, develop and appraise members of the organization.**
- 5. Helps managers lead, direct, motivate and create a climate in which people are willing to contribute.**
- 6. Facilitates control and evaluation of performance.**

Factors responsible for the importance of communication:

Communication

- 1. facilitates the process of coordination, esp. in a large organization**
- 2. functions as a bridge between the external and the internal environment of the organization**
- 3. . helps have control over the production process and unions of workers in the organization :**
- 4. assists in the improvement of relations with the employees**
- 5. allows the managers to help the employees cope with changes in the technology**
- 6. strengthens the public relations activities of the organization**

- 1. Faciliates the process of coordination, esp. in a large organization: The large size of the modern organization makes it imperative to use innovative and faster**

methods of communication. This must be done as no department in an organization can work without the aid of the other departments or divisions. For a constant exchange of information on the progress of work and accomplishment of various other goals all the departments must coordinate with each other and to enable this strong lines of communication need to be established. Besides, in many organizations the levels of hierarchy have gone up to thirteen and fourteen. Managing a juggernaut like this again requires strong communication lines.

2. Functions as a bridge between the external and the internal environment of the organization: In an organization , effective communication not only helps managers discharge their duties, but also builds a bridge between managers and the external environment of the organization. The external environment consists mainly of customers , suppliers , stockholders , government , community and others that affect the success of the enterprise. By means of an effective communication network , a manger can understand the needs of customers , the demands of the stockholders and the expectations of the community , and be aware of the presence of quality suppliers and relevant government regulations. An organization can function as an opne system only by communicating effectively with the environment.

3. Helps have control over the production process and unions of workers in the organization: Effective lines of communication in the form of a good reporting system

allow the managers to know status of production in an organization.

The gaps and lapses can be easily plugged and corrected if one has knowledge of where the problem lies.

Apart from this, a manager is required to communicate, on a regular basis, with unions of workers. He has to negotiate with the representatives of the employees on various issues affecting the employment conditions prevailing in the organization, wages being paid to the workers, working hours etc. If the workers are dissatisfied and their issues are not addressed immediately, the work of the organization might come to a sudden halt .Therefore, it is important to develop a sense of mutual trust, understanding and cooperation between the management and trade unions. In this regard communication plays a vital role.

- 1. Assists in the improvement of relations with the employees: It is increasingly being realized that employee satisfaction can lead to enhanced productivity and better results. The management's role is basically to integrate the activities of the employees and motivate them to give their best. To achieve as much, the organizations these days pay a lot of attention to their employee relations. A number of organizations have adopted what is known as the concept of participative management to inculcate a sense of belonging amongst the employees. This allows the employees to give meaningful ideas and suggestions for the smooth working of the organization. Communication also helps in developing strong relationships, changing**

attitudes, boosting morale and soliciting cooperation.

2. Allows the managers to help the employees cope with changes in the technology: Changes in technology lead to a lot of resentment and resistance by the employees. This affects the relationship between superiors and subordinates very vitally. If, there is no proper communication between the two, the work suffers and complaints and disputes may crop up. Such changes disrupt the interrelationships and pose a challenge to the management to educate the subordinates so that they may smoothly adapt to the dynamic character of the organization.

6. strengthens the public relations activities of the organization: Communication between the company and customers, government, suppliers , public etc. is of vital importance. It is necessary for putting the proper image of the whole business in perspective. Managers, therefore, have to be good communicators with the society. They have to be wisely sensitive to the internal as well external environment of the organization.

Process of internal Communication:

- **1.Establishing and dissemination of the goals of an enterprise**
- **Developing plans for their achievement**
- **Organizing human and other resources in the most effective and efficient way**
- **Selecting , developing and appraising the members of the organization**
- **Leading , directing , motivating and creating a climate in which people want to contribute their best, and**
- **Controlling performance**

Purpose of External communication :

- **1.Availability of suppliers the claims of the stock-holders**
- **The regulation of governments**
- **The concerns of the community**
- **It is through communication that any organization becomes an open system interacting with its**

- environment and responds to it fruitfully, purposefully and desirably
- Interaction with the customer
 - Through effective communication network , the company becomes aware of the competition and other potential threats and constraining factors.

Formal communication: When communication flows through an established chain of command, it is known as formal communication.

Informal communication: When the information exchange takes place without the prescribed rules or conventions, it is known as informal communication.

Dimensions of communication:

Communication is a multidimensional activity .There are various directions in which communication moves.An organization may have many levels/tiers/layers –all of them being bound or held together by communication. In a firm communication typically moves in the following directions:

1.Downward

2.Upward

3. Horizontal

4.Diagonal

- **1. Downward:** The flow of information from the higher levels to the lower ones comes under the category of downward communication. This is in the form of orders, instructions, policies, rules, manuals etc. All organizations have an inbuilt hierarchical system and communication invariably moves from top to bottom.

Examples of Downward communication:

Downward Communication:

- **Written : e.g. instructions**
- **Memoranda**
- **Letters**
- **Handbooks**
- **Pamphlets**
- **Policy Statements**
- **Procedures**
- **Electronic News displays**
- **Oral:**

- **e.g. Instructions**
- **Speeches**
- **Meetings**
- **Telephone**
- **Loudspeaker**

Problems of Down ward communication:

- Information while on its way down the chain of command is invariably lost or distorted
 - Many directives or instructions are not understood or even read
 - Time consuming
 - The more the levels, the more the chances of delay or dilution of information
 - Downward communication is likely o be filtered , modified or distorted at any or each level
 - Limited accuracy by the status and power differences between manager and employee ,, and lack of trust
-
- **2.Upward** : Upward communication takes place when the lower levels inform the upper levels about the activities happening at the lower levels. This can be in the form of reports , feedback, suggestions, appeals, complaints, joint setting of objectives, exit interviews, group meetings and ombudsperson.

Upward communication: Main purpose:

- 1. Supply information to the upper levels about what is happening at the lower levels
- 2. Travels from people at the bottom and reaches the upper levels of the organization structure
- There is very little appreciation of this form of communication as it does not fit into the traditional

concepts of organization behaviour according to which the right to communicate was supposed to have been vested in the higher ups only.

- **Essentially participative in nature and can flourish only in democratic organizational environment .**
- **People at the upper levels get to know specifically about production performance, marketing information, financial data , what lower level employees are thinking and feeling about the whole or part of the business.**
- **Suggestion systems, appeal, and grievance procedures, compliant systems , counseling sessions, joint setting of objectives, the grapevine, group meetings , the practice of open-door policy , morale questionnaires , exit interviews and ombudsperson.**
- **Problems of Upward Communication:**
- **1. Psychological problems : The higher ups do not like to hear from their juniors anything against their wishes.**
- **2. A piece of communication may quite often not even be allowed to go up; it may be distorted or misrepresented**
- **3. In the absence of a healthy open door policy , it may be misrepresented , misinterpreted , misunderstood**

- **4. Employees may feel let down or become shy and reluctant to express themselves .In such a situation the communication even become a non-event .It is increasingly being taken care of by modern management that has come to appreciate the importance and right of the individual /groups of individuals to express.**
- **The concepts of Ombudsperson:**
- **Ombudsperson –a Swedish word meaning a commissioner appointed to investigate the complaints of private citizens against govt. officials or agencies. Till quite recent times this concept remained only in Sweden. But now many American companies are making very profitable use of it. They have established a position for a person who investigates the employees' concerns .General Electric , Mc.Donnell Douglas and AT&T are just a few companies that are using Ombudsperson for promoting upward communication.**
- **3.Horizontal or lateral: When communication takes place between people working at the same levels but in different departments , it is said to be horizontal or lateral communication. People serve the organization in different capacities but their goals are common. So, this kind of communication happens mainly to maintain coordination. A good**

example of this kind of communication is that between functional managers.

- **4. Diagonal or crosswise:** Diagonal or crosswise communication includes the horizontal flow of information as also that among persons at different levels who have no direct reporting relationship. This kind of communication is used to speed the information flow to improve understanding and to coordinate efforts for the achievement of organizational objectives.
- **Example of Diagonal communication :**

Oral: Informal meetings, Lunch hour meetings, formal conferences, task teams, project organization meeting, advisory authority interacting with line managers of different departments.

Written communication: Company newspaper or magazine, bulletin boards, general notices.

- In this type of communication , proper safeguards need to be taken to prevent potential problems. Special care has to be taken (1.) crosswise communication build s appropriate crosswise relationships , (2.) subordinates will refrain from making commitments beyond their authority , and
- 3.) subordinates will keep their superiors informed of important interdepartmental activities .In brief , diagonal or crosswise communication may create difficulties , but it is a necessity in many enterprises in order to respond to the complex and dynamic organizational environment .In other

words we may say that in order to secure efficiency in decision –making , all messages do not necessarily route through vertical channels of communication .Organizations also build up environment for cross contacts .

- **Channels of Communication: Formal Vs. Informal:**
- **1.Formal Channel of Communication :**
- **A formal channel of communication can be defined as a means of communication that is normally controlled by managers or people occupying similar positions in an organization. Any information , decision, memo , reminder etc., will follow this path.**
- **The influence of the Formal channels of communication:**
- **Formal channels cover an ever-widening distance as organizations grow.**

- For eg. effective communication is far more difficult in large retail organization with branches spread far and wide than in a small or big department store located at one place.
- Informal channel of communication:
- Factors responsible for grapevine phenomenon:
 - Feeling of uncertainty or lack of sense of direction when the organization is passing through a difficult period
 - Feeling of inadequacy or lack of self-confidence on the part of the employees , leading to the formation of groups .
 - Formation of a coterie , clique or favored group by the manager , giving other employees a feeling of insecurity or isolation.
- Types of grapevine chains:
 - Single –strand chain: In this type of chain “A” tells something to “B” who tells it to “C” and so on it goes down the line. This chain is the least accurate in passing on the information.
 - Gossip chain: In it one person goes and gives information to a whole set of people. But , the information is usually non-job related.
 - Probability chain: In this people passing on the information are indifferent about whom they are passing the information to. The information involved is again interesting but not really significant.
 - Cluster chain: In this type of chain one person tells something to a few selected people and then some

these people further pass the information to another selected set of people.

- **Merits of the Grapevine:**
- **Speedy transmission**
- **Feedback value**
- **support to other channels**
- **Gives psychological satisfaction and strengthens solidarity**

- **Demerits of grapevine:**
- **1.Less credible**
- **2. Incomplete information**
- **3.Distorted information**
- **4.the speed with which grapevine spreads at times proves to be counterproductive**

- **Effective use of the Grapevine :**
 - **A tactful manager will keep the employees well-informed about the organizational policy matters , plans and prospects**
 - **Fruitful group activities enhance self worth and update knowledge**
 - **A manager should , as far as possible, have an open door policy giving the impression of cheap popularity or favoritism.**
 - **The manager should create an environment where there is room for personal talk.**

 - **The manager must tactfully identify leaders and win their confidence so as to feel the pulse of their followers.**
 - **The manager should be with decision making**

- The manager must keep trying to get clues about his style of functioning through regular interaction with employees in as tactful , diplomatic manner as possible.
- Rumor mongering aimed at character assassination or maligning somebody in the organization should not be encouraged.
- A manager must learn to be a good listener .

- Oral and written communication:
- Advantages of oral communication:
- Provides immediate feedback
- Build up healthy climate in the organization by bringing the superior and the subordinate together
- Oral communication is a time saving device
- Oral communication is the most effective tool of persuasion
- Effective in interacting with groups
- Oral communication is also very economical , both in terms of money and time.
- Oral communication provides ample scope to the sender of the message to make himself clear by suitably changing his words , voice , tone, pitch etc.
- Disadvantages of oral communication:
- Oral communication does not always save time and money
- Not always effective . Meetings become a complete waste of time in the absence of a proper agenda and preparation.
- Human memory has a limited retentive power

- **No legal validity**
- **Can lead to misunderstanding**
- **Length of the message**
- **Difficult to assign responsibility**

Ten commandments of listening:

- **1. Stop talking: One must silence one's inner voice in order to listen to others effectively.**
- **2. Put the talker at ease: Allow the speaker express his views. Do not interrupt just for the sake of doing so. If the speaker is not comfortable, he will not be able to do his job properly.**
- **3. Show the talker that you want to listen: The talker must be given to understand that you wish to listen. Do not distract him unnecessarily by looking outside or making looking away from him.**
- **4. Remove distractions: Certain activities like tapping of the feet or shuffling of papers, passing something along distract the speaker.**
- **5. Empathize with the talker: The only way to appreciate the a speaker's point of view is to put yourself I his place. This way he will be able to build a climate conducive to communication.**
- **6. Be patient: Give enough time to the talker. Do not get aggressive or emotional about what is being said. Do not jump to conclusio n. Allow the speaker to finish before asking him something.**
- **7. Hold your temper: Anger blocks the minds of others' words. So, do not lose temper about what is being said if it is not in accordance with your principles or views.**

- **8.Go easy on argument and criticism: Remember, arguments cannot be won and do they do not land a person anywhere. So, go easy on criticism.**
- **9. Ask questions: Asking questions shows interest on the part of the listener .So , have an open mind and ask questions to clarify and show interest.**
- **10.Stop talking: Once again, effective listeners always silence their inner selves to prepare themselves for listening activity.**

Silence as communication:

- **1.Can send out negative signals – If somebody asks us for a loan and we keep quite , it will be construed as a negative response.**
- **Silence shows disinterestedness-not asking questions in the class; reaming silent on being asked something.**
- **Collective silence of the workers in an office communicates a lot about their attitude to work.**
- **There is a world of difference between a place buzzing with raucous noises and one that has people working quietly .Working quietly shows satisfaction while making noises at work shows some discontent.**
- **In a meeting or a group discussion if somebody keeps quiet it is construed that he is mentally absent or probably not really interested in what is going on. It may also be interpreted as his ignorance of the matter being discussed .In the**

same way a candidate's silence in an interview betrays his ignorance.

- **Silence on the part of the audience at the time of speech shows interest and participative listening .**

- **Written communication:**

- **Salient features of written communication:**

- **1.A creative activity**
- **2.Time factor**
- **3. Fewer Cycles**

- **Advantages of written communication:**

- **Provides records , references, ,etc.**
- **Maintenance of proper records , letters , reports and memos build up legal defenses of the organization**
- **Promotes uniformity in policy and procedure**
- **Gives access to a large audience through mass mailings.**
- **Builds up the organization's image**
- **Has the advantage of being accurate and unambiguous**
- **Is permanent in nature**
- **Facilitates proper assignation of responsibilities**

- **Disadvantages of written communication:**
- **Creates mountains of paper**
- **Runs the risk of becoming ineffective in the hands of people otherwise good in their job but poor in expression**
- **Is mostly handicapped by its inability to get immediate feedback.**
- **Written communication is a costly process**
- **It is costly in terms of man-hours lost in taking dictation, typing , entering in the diary , desptching etc.**
- **Clarification cannot be given immediately**

Any breakdown in communicating a message is known as a barrier to communication. Problems /barriers /breakdowns may arise at any of the following levels:

- a.) The sender's level:**
 - (1.) formulating /organizing thought , ideas, message ;**
 - (2.) encoding the message**
- b.) The receiver's level in :**
 - 1.) receiving the message**
 - 2.) decoding the received message**
 - 3.) understanding /interpreting the message**
- c.) Transmission level where “noise” occurs**

d.) The feedback /reaction level that is a necessary condition of the completion of the entire process.

Barriers to communication:

- 1.Noise:**
- 2. Lack of planning**
- 3. Wrong/unclarified assumptions**
- 4. Semantic problems**
- 5. Cultural barriers**
- 6.Socio-Psychological barriers**
- 7. Emotions**
- 8.Selective perception**
- 9. Filtering**
- 10. Information overload**
- 11. Loss by transmission**
- 12. Poor retention**
- 13.Poor listening**
- 14.Insufficient period for adjustment**
- 15. Goal –Conflicts**
- 16. Offensive style of communication**

Barriers to communication :

1.Noise: Unfortunately communication is very often affected /distorted/blunted by noise primarily at the transmission level .Literally the word “noise” means “interference” that occurs in a signal and prevents you from hearing sounds properly”. It is , therefore, the first major barrier to communication .In a factory, for example, where there are machines and engines making a constant noise, communication becomes difficult.

Blaring loudspeakers around is bound to interfere with your conversation ,whether face to face or on telephone .In the same way a static in the transmission line, as in a poor telephone line connection or faulty TV cable distorts the sound signal and affects communication. In the same way some technical problem in the ultramodern communication systems or adverse weather conditions interfering with transmission may lead to major communication barriers /breakdowns.

Noise, in its wider connotations includes many other factors that are likely to hinder communication. For example, on the sender's part encoding may be faulty because of the use of confusing or ambiguous symbols. At the receiver's level reception may be inaccurate because of inattention. Decoding may be faulty because of wrong or unexpected interpretation may be attached to words/symbols. At the receiver's level reception may be inaccurate becscue of inattention.Decoding may be faulty because wrong or unexpected interpretation may be attached to to words/symbols. Understanding of the message may be warped by prejudices. Desired results may not take palce because of fear or inherent resistance to change.In this way we see that noise is not one single factor but a whole range of factors rolled into one big barricade that we must make every effort to overcome but we cannot wish away with.

2. Lack of planning: Communication , especially in business environment , is not a casual affair .But unfortunately, some people take it lightly. The result is that the message to be sent across may not be carefully planned. It may not be properly organized or composed ,

or may be transmitted through a wrongly chosen medium. For example, giving a long winding narration of events /meetings /results etc in respect of sales during a particular period where a presentation through tables /graphs is needed will lead to miscommunication. In the same way careful choice of time is also very important. And so is the choice of place.

3. Wrong/unclarified assumptions: Communication quite often breaks down or becomes an embarrassing affair if we keep acting on assumptions without caring to seek clarifications. As somebody has lightly but effectively said , “If you assume you make an ass of U (“you) and me.” If for example, somebody , say a customer , writes to us that he /she would be visiting our office /factory on a particular day without caring to write /telephone that he she would like to be picked up assuming that we will do all that as a routine, it will be regarded as a case of incomplete communication. It may lead to loss of goodwill.

4. Semantic problems: Communication is primarily concerned with the transmission of meaning the systematic study of which is semantics. That is why any problem arising from expression /transmission of meaning are called semantic problems or barriers. Most of the communication is based on words and words are liable to be used in myriad different ways. The number of words, however large, is limited, but the contexts , intended meanings and interpretations, their combinations and usages are many times more. The meaning is in the mind of the receiver as also in that of the sender. It is , therefore, of vital importance for the sender to encode his message in such a way that the

receiver decodes it to get the intended meaning. And very often that does not happen.

5. Cultural barriers :Cultural differences in international environment often cause communication problems. The same category of words , phrases, symbols , actions , colours mean different things to people of different countries /cultural backgrounds.For example , in Western countries black colour is associated with death and mourning while in the Far East white is the colour of mourning. In the United States people love to be called by their last name .In the hierarchical structure of Indian society and business environment also the last name is important.

6.Socio-Psychological barriers: The attitudes and opinions , place in society and status –consciousness arising from one's position in the hierarchical structure of the organization , the state of one's relations with peers , seniors, juniors, family background –all these factors deeply influence one's ability to communicate both as a sender and receiver , both in encoding and decoding the messages .Status –consciousness is widely known to be a serious communication barrier in organization. It creates psychological distance leading to breakdown of communication or miscommunication. A man high up in an organization often builds up a wall around himself that the people below find it difficult to break through .Thus it is seen that power –centers restrict participation of the less powerful in decision – making .In the same way one's family background formulates one's attitudes and communication skills.

7. Emotions: Encoding and decoding of messages depends to quite some extent on one's emotional state

at a particular time. Extreme emotions, like jubilation or depression, are likely to hinder effective communication. Anger is the worst enemy of communication. A message received when one is angry is likely to be interpreted in a very different manner than when one is calm and composed. Stress may also lead to building up of negative emotions, further leading to communication breakdown.

8. Selective perception: It means that the receivers selectively see and hear depending upon their needs, motivations, background, experience and other personal characteristics. While decoding the messages they project their own interests and expectations into the process of communication further leading to a particular kind of feedback. The fact is that we don't see reality. We interpret what we see and call it reality.

9. Filtering: Filtering means that a sender manipulates information in such a way that it will be seen more favorably by the receiver. For example, a manager likes to tell his boss what he feels his boss wants to hear. In this process he is filtering information. The result of filtering is that the man at the top perhaps never gets objective information. The lower level specialists provide information in such a way that they would get the answer they wanted. In the process of filtering the information for onward transmission to the senior executives, the people at the lower levels condense and synthesize it, this sometimes holding back /ignoring some important parts of information. The more vertical levels in the hierarchical system, the more there are chances of filtering.

10. Information overload: Unrestricted flow of information may, and very often does, become another barrier. Too much information is no unmixed blessing. It

may stifle the senior executive or bore and frustrate him. People respond to this kind of information in different ways. Firstly, they may disregard certain information as, for example, we see that very many letters are ignored. Secondly, people are also likely to make errors, when they become overwhelmed or swamped with too much information. Thirdly, people may delay processing /responding to information at least for the time being. Delay may become a habit, causing serious communication problems. Fourthly, people may become highly selective in their response. And selectivity may and may not contribute to effective communication.

11. Loss by transmission: When messages pass on from person to person in a series of transmissions they are likely to become less and less accurate. They get diluted on the way.

12. Poor retention: Human memory has limited capacity to retain information. Thus, the necessity of repeating the message using several channels/media becomes obvious. That is why organizations often use more than one medium to communicate with the same message.

13. Poor listening : Poor listening causes serious problems in communication. There are too many talkers and too few listeners. The importance of listening has already been highlighted. And, of course, everybody knows about it. But even then problems do keep cropping owing to poor listening and hasty evaluation. One reason is that mostly people are too much involved in their own problems and pampering their own egos. The result is that they are really not interested in the speaker. In order to become good listeners we have to learn to rise above our egos, keep our eyes and ears open and empathise with others. Otherwise the habit of

poor listening is bound to become a major barrier to communication.

14. Insufficient period for adjustment: As has been said in the beginning the purpose of communication is to effect change. It may concern change in employees' shifts in time , an employee's transfer to another department, change in type of work , decisions regarding the skills to be used and so on. The management may decide to send communications regarding further training , career adjustment etc. People respond to change in different ways , and they require their own time to think about the full meaning , implications, and consequences of the message. It is, therefore, important to give them sufficient time .Only then the communication will be effective.

15. Goal –Conflicts: Various units and sub-units in an organization internalize their goals , leading to splitting or bifurcation of interests. This internalization of sub – unit goals while communication can be conflict – reduction mechanism. When two parties start competing for the fulfillment of their narrow sectional interests a number of barriers to communication arise.

16. Offensive style of communication: Experts point out, and as we also realize , the greatest barrier to communication is quite often the style of communication used by the manager .When a manager sends a message in such a way that the workers /juniors become defensive he /she contributes to the negative factor of poor interpersonal relationship. And if the relationships are already strained, any offensive style adopted by the manager is bound to lead to communication breakdown.

How to overcome barriers to communication:

- 1. Clarity of purpose**
- 2. Shared activity**
- 3. Common set of symbols**
- 4. Focus on the needs of the receiver**
- 5. Use feedback**
- 6. Active listening**
- 7. Controlling emotions**
- 8. Politeness**
- 9. Eliminate noise**
- 10. Clarify assumptions**
- 11. Avoiding connotations and ambiguities**
- 12. Socio-psychological aspect**
- 13. Completeness**
- 14. Conciseness**
- 15. Proper use of body language**

1. Clarity of purpose: In the first place we must make careful analysis of what exactly we wish to communicate. As is often the case in business, we may not be able to clarify the issue completely, unless it is by nature very simple. But any effort made in this direction proves to be fruitful. Hence it is absolutely

necessary to understand the purpose of our message. And this requires careful planning. Lack of planning becomes the first major barrier in communication .Communication does not just take place.We have to make all possible efforts to understand the why's and how's , the when and where , and above all the “what” of our message. As George Bernard Shaw says , “The major mistake in communication is to believe that it happens.”

2. Shared activity:

Communication is the responsibility of all persons in the organization. That may be at any level –managerial or non-managerial. They are all working towards a common goal .It means that all of them have a share , directly or indirectly , in many different ways , in the process of communication. Whether communication is effective can be judged on the basis of the intended results .And the results are the responsibility of the entire organization.It has, therefore, to be group-responsibility. Managers are advised to consult with others whenever necessary .Often it is necessary to seek authority to communicate before a message is sent , or someone is to be kept in the picture in regard to the action intended.

3.Common set of symbols: The encoding and decoding of the message should be done with symbols that are

familiar to the sender and the receiver .It is an immutable condition of communication that the code or set of symbols be mutually understood/intelligible. That is why managers, and especially the specialist staff, are advised to avoid unnecessary technical jargon which is intelligible only to the experts in their respective fields. Quite often communication becomes ineffective if the specialists /technical experts , who are accustomed to using a special kind of vocabulary and phraseology among themselves , use their particular variety of language even with the administrative or accounts section of the organization. They must remember that, beyond their jargon ,there is a common core of language.

4. Focus on the needs of the receiver: whenever we communicate we must keep in mind the needs of the receivers of the message /information. It should be our endeavour to see that whenever we communicate should be of value to the receiver , both in the short run and in the distant future. Our awareness of the needs of the receiver will make him more receptive.

5. Use feedback: “Communication is complete only when the message is understood by the receiver .And we can never know whether communication/message is understood unless the sender gets feedback .Many communication problems arise because of misunderstandings and inaccuracies.They are less likely to occur if we make sure that “feedback loop” is utilized in the communication process. We can achieve this target by asking questions , requesting a reply to a

letter, and encouraging the receiver to give his reactions to the message /information.

6. Active listening: Active or “participative” listening is as important as any other element in the process of communication. It shows , again, that communication is a joint responsibility of both the sender and the receiver

7. Controlling emotions: Emotions play an important in interpersonal relationships between superiors , subordinates and colleagues in an organization. It should , be therefore an important aim of communication to create an environment in which people are motivated to work toward the desired goals of the enterprise while they achieve their personal goals. There must be generated a healthy climate of involvement and synergistic growth. It must also be remembered that an important function of communication is control-not just top –down control but also self control. It means that a successful communicator must learn /train himself to exercise restraint on his emotions , especially anger . The truth is that we do not always communicate in a fully rational manner. Our reasoning is often clouded with negative emotions /feelings. And that leads to all sorts of misunderstandings owing to emotion loaded encoding of the message or misinterpretation of the incoming message

8. Politeness: This leads us to the tonal aspect of communication. There is a saying, “The tone makes the music”. In the same way , in communication , the tone of

the voice , the choice of language and the congruency or logical connection between what is said and how it is said influence reactions of the receiver. That is why managers are advised to shun authoritarianism , or in other words , to exercise authority with grace. Everbody knows that politeness pays, and it is reflected so very “loudly” both in words and actions. Moreover , in an organization, politeness encourages participative communication involving people at all levels , leading to lateral and diagonal communication from the conventional , hierarchically –structured downward communication.

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

10. Clarify assumptions: No effective communication can be based on assumptions. The sender of the message must first clarify his assumptions and then go ahead with proper encoding of the message.

11. Avoiding connotations and ambiguities: Semantic problems can be solved by using simple language and avoiding connotations. Care must be taken to see that the receiver of the message does not have to go beyond the text of the message .A sender should , therefore, use denotative words and expressions in preference to connotative ones. It is also necessary to avoid all ambiguity that means using words with double meaning.

12. Socio-psychological aspect: As communication is a two-way process involving both the sender and the receiver , both should make conscious efforts to understand each other's cultural and socio-psychological background.

13. Completeness: One must also endeavor to send a complete message, furnishing all necessary facts and figures. Incomplete communication annoys the receiver as a result of which proper feedback will not come. The message should be so organized

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

15. Proper use of body language: Proper use of body language is of paramount importance , especially in oral communication. No oral communication can be successful or effective if we do not take care of body language .In the first place there must be good eye-contact with the person to whom we are speaking. The movement of our hands and feet must be graceful .Every listener observes carefully how we walk and how we talk. Our gait says a lot about us. A warm handshake can do wonders. Holding our head straight on our shoulders shows confidence.Infact, our overall appearance can really make or mar our communication.

Seven C's of communication:

. For transmitting effective written or oral messages, certain principles must be followed. These principles advocated by Francis J. Bergin provide guidelines for the choice of content and style of presentation adapted to the purpose of the receiver of the message. They are also called the seven Cs of communication. They are: 1. Completeness 2. Conciseness 3. Consideration 4. Concreteness 5. Clarity, 6. 6. Courtesy 7. Correctness

Completeness :

Conciseness

Consideration

Concreteness

Clarity

Courtesy

Correctness

1.

1. **Completeness:** A business message is complete when it contains all facts the reader or listener needs to give a desired response. People are influenced by their backgrounds, viewpoints, needs, experiences, attitudes, status and emotions. Because of all these differences, communication senders need to assess their messages through the eyes of receivers to be sure they have included all relevant information.

One must keep the following guidelines in mind , as one strives for completeness.

- a.) Provide all necessary information
- b.) Answer all questions asked
- c.) Give something extra ,when desirable

2. **Conciseness:** Conciseness is saying what you have to say in the fewest possible words without sacrificing the other qualities. A concise message is complete without being wordy. Conciseness is a prerequisite to effective business communication. A concise business message saves time and expense for both sender and receiver .Conciseness contributes to emphasis ;by eliminating unnecessary words , one lets important ideas stand out.

To achieve conciseness , one must observe the following:

- a.) Eliminate wordy expressions
- b.) Include only relevant material
- c.) Avoid unnecessary repetition.

How to eliminate wordy expressions:

1. Use single –word substitutes instead of phrases whenever possible without changing meanings:

- a.) Wordy : Have a need for
Concise: need

2.Omit trite , unnecessary expressions:

Wordy : Please be advised that your admission statement was received.

Concise: Your admission statement has been received.

3.Replace wordy conventional statements with concise versions:

Wordy : Please find attached the list you requested.

Concise : The list you requested is attached.

8. Avoid overusing empty phrases.

Wordy : It was known by Mr. Smith that we must reduce inventory.

Concise: Mr.Smith knew we must reduce inventory.

9. Omit “which” and “that” clauses whenever possible.

Wordy: She bought desks that are of the executive type.

Concise: She bought executive-type desk.

10. Eliminate unnecessary prepositional phrases.

Wordy: The issue of most relevance is teamwork.

Concise: The most relevant issue is teamwork.

11. Limit the use of the passive voice.

Wordy: The total balance due will be found on page 2 of this report.

Concise: The balance due is on page 2 of this report.

3.Consideration: Consideration means preparing every message with the message receivers in mind;try to put yourself in their place . You are considerate , you do not lose your temper, you do not accuse, you do not charge them without facts. You are, foremost , aware of their desires, problems, circumstances, emotions, and probable reactions to your request. Then handle the matter from their point of view .This thoughtful consideration is also called “You –attitude”, empathy, the human touch, and understanding of human nature.

Three specific ways to indicate consideration are :

- a.)Focus on “You” instead of “I” and “we”.**
- b.) Show audience benefit or interest in the receiver.**
- c.) Emphasize positive , pleasant facts.**

We –Attitude : I am delighted to announce that we will be extending our hours to make shopping more convenient.

You-Attitude: You will be able to shop evenings with the extended hours.

4.

Concreteness: Communicating concretely means being specific ,definite and vivid than vague and general. Often it means using explicit rather than connotative(ideas) words.
Guidelines for composing concrete ,convincing messages:

- 1. Use specific facts and figures**
- 2. Put action in your verbs**
- 3. Choose vivid , image building words.**

1.Vague statement: Student GMAT scores are higher.

Concrete : In 1996 the GMAT scores averaged 600; by 1997 they had risen to 610.

2. Put action in your words:

Passive : The test were administered by the professors.

Active : Professors administered the tests.

3. Choose vivid words:

Bland expression: Her work in groups was exemplary.

Vivid: She could be called the spark plug of the group.

5.

Clarity: Getting the meaning from your head into the head of your reader –accurately –is the purpose of clarity.

Guidelines for bringing clarity in expressions:

a.) Choose precise , concrete and familiar words.

b.) Construct effective sentences and paragraphs.

a.) Choose precise , concrete and familiar words:

Familiar: about

Pretentious: Circa(L)

b.) Construct effective sentences and paragraphs.

Unclear: His report was about managers , broken down by age and gender.

Clear: His report focused on age and gender of managers.

6.

Courtesy: True courtesy involves being aware not only of the perspective of others, but also of their feelings .Courtesy stems from a sincere you-attitude . It is not merely politeness with mechanical insertions of “please” and “thank-you”, although applying socially accepted manners is a form of courtesy.Rather , it is politeness that grows out of respect and concern for others.

Suggestions for generating a courteous tone :

- a.) Be sincerely tactful , thoughtful and appreciative.**
- b.) Use expressions that show respect.**
- c.) Choose nondiscriminatory expressions.**

a.)sincerely tactful , thoughtful and appreciative:

Tactless, Blunt: I rewrote that letter three times; the point was clear.

More tactful: I’m sorry the point was not clear; here is another version.

b.)Expressions that show respect:

Offensive : Give my regards to the little lady-And wish her the best for the new life you are about to start with her;she will need it.

Respectful: Give our warm regards to your partner.

c.) Choose nondiscriminatory expressions:

Questionable : Manpower

More desirable: Workers, Employees , Work force

7. Correctness: At the core of correctness is proper grammar , punctuation and spelling. However, the message must also be factually correct.

Guidelines for composing a correct message:

- 1. Use the right level of language**
- 2. Check accuracy of figures , facts and words**
- 3. Maintain acceptable writing mechanics**

4. Use the right level of language : There are three levels of language : formal, informal, and substandard.

Formal : Formal writing is often associated with scholarly writing :doctoral dissertations ,scholarly articles, legal documents , top-level government agreements, and other materials where formality in style is demanded.The style is unconventional , usually impersonal , and often contains long and involved sentences.

Informal: Informal writing is more characteristic of business writing .Here you use words that are short , well-known, and conversational .

More formal: Participate , Procure, Endeavour, Ascertain

Less formal: Join, get, try, find out

Non –Verbal communication

Kinesics ,Proxemics and Paralanguage

Verbal communication: 7%

Bodily movements , gestures -55%

Voice tone,inflection etc.-38%

- **It can be defined as communication that involves neither written nor spoken words but takes place without the use of words.**
- **In it we are concerned with such things as body movements, space ,time, voice/tone,pitch, general characteristics of the environment colour ,design, and any other kinds of visual and /or audio signals that the communicator may devise.**
- **Reflection of thoughts ,Feelings and Position:**
- **1. All bodily movements –postures , gestures etc. are guided by our thought processes.**
- **2.By nodding our head, blinking our eyes, waving our hands, shrugging our shoulders , and various other ways we send out signals and messages that often speak louder than words.**
- **That is why this area of inquiry has been called Body Language.**
- **Just as language uses sets of symbols to convey meaning , our body ,consciously as well as unconsciously or instinctively carries messages ,attitudes, status relationships, moods, warmth/indifference, positive/negative feelings and so on.**

- We have , however, to infer these meanings from body symbols.

We look for these symbols in the face and eyes, gestures, posture, and physical appearance each of which has its own functions.

Importance of Body language:

- “When people don’t know whether to believe what they are hearing or what they are seeing ,they go with the Body Language-it tells the truth.
- You can play fast and loose with words , but it is much more difficult do that with gestures.-Nancy Austin
- “Status manifests itself subtly in a relaxed posture and way of interacting .The classic example is that of a soldier standing at attention in the presence of a superior officer. His body is extremely tense and perfect symmetry –signs of subservience”
Prof.Alber Mehrabian

Kinesics:

- Facial expression:
- “The face is the index of mind”.
- Consider the facial expressions generally associated with happiness, surprise, fear , anger, sadness, bewilderment, astonishment, and contentment.

- **Different kinds of smiles: a frown, corners of lips, the position of eye brows, the cheeks-whether drawn up or back or drooping , the jaw , nose/nostrils, the position of the eye brows, and observe our own expressions by looking at ourselves in a mirror.**
- **The thoughts and feelings conveyed may be positive or negative. It follows then, that, we can change our behavior/expression by changing the inner nature.**
- **Eye Contact :**
- **When we look at somebody's face we focus primarily on his eyes and try to understand what he means.**
- **The eyes , alongwith the eyebrows,eyelids and the size of the pupils convey our innermost feelings.**
- **Eyebrows and eyelids raised and combined with dilated pupils tell us that the person is excited, surprised or frightened .**
- **On the other hand, eyebrows with upper and lower eyelids closed and combined with constricted pupils tell us that the person is angry or in pain.**
- **Eye movement also conveys different kinds of meanings:**
- **Looking at somebody for a long time shows the intensity of our interest in him.**
- **A brief eye contact indicates nervousness or embarrassment on our part.**

- **Gestures:** Physical movement of legs ,arms, hands, torso and head.
- They play a very important role in conveying meaning without using words.
- **Examples:** Pounding your fist on the table shows anger.
- A fore finger held high above the head shows number 1.
- A fore –finger and thumb touching to form a circle stands for “OK”.
- Arms spread wide apart convey the meaning of “wide”
- Shuffling from one leg to another means “nervous”.
- Torso erect and extended ,slightly forward has been interpreted as intense.
- **Head and Posture:**
- “Hold your head high”: Sign of honour ,self-respect and self confidence, integrity and interest.
- A head bent low ,depending upon the situation would show modesty, politeness or diffidence.
- A head drawn too far backwards or stiffly held up straight up indicates pride or haughtiness .

- Head jerks indicate insolence , rejection, or agreement depending upon the context and the personality of the person concerned.
- Nodding the head sideways or back and forth conveys the intended meaning more eloquently than words.
- Leaning backward or forward ,standing or sitting erect ,slouching haphazardly or bending sideways- all these postures make an immediate impression on the other person's mind.
- Appearance : Clothing ,hair ,jewellery ,cosmetics. All these may seem unrelated to body language. But on having a closer look we find that they are very meaningfully related to our face,eyes, gestures and postures.

Effective use of body Language:

- 1. Mind the body talk
- 2. Carefully identify the little things that people do when they are tense. Some people play with the lock of their hair or pen in their hand. These things undermine the strength of what we want to say.
- 3. Be careful with the handshake.
- 4. Establish good eye contact
- 5. Communicate at the level of the person before you.
- 6. We must be ourselves
- 7. Graceful movements and confident posture improve the atmosphere at the workplace.

Advantages of Body Language:

- **1. Body language is the most easily visible part of communication.**
- **It , therefore, helps the receiver of he message in decoding the message.**
- **2. Body language complements verbal communication .Specially in face-to-face , no message can be completely sent across without the accompaniment of facial expressions and gestures.It helps in establishing rapport.**
- **3. Body language adds intensity to the process of communication .In the absence of any gestures , change of posture , proper eye contact any face-to –face communication will look bland or insipid.**
- **4.Because people care for body language it goes a long way to improve the overall atmosphere and looks of the organization. A resourceful manager can make very effective use of it.**
- **Limitations of Body Language :**
 - 1.Since it is non-verbal communication ,relying on facial expressions , gestures it cannot be wholly relied upon. Words written or spoken can be taken seriously , but body language cannot always be taken seriously.**
 - 2.People belonging to different cultural backgrounds send out different signals. One has to be , therefore, to be vary carefully careful in their use and understanding.**
 - 3. Facial expressions , gestures, postures etc. become ineffective if the listener is inattentive .It ,**

therefore, requires extra care in getting the right message.

- **4. Use of body language is not very effective in large gatherings .It is effective in face-to-face situation , that means there are just two or a small number of participants in the communication situation.**
-
- **Facial expression:**
 - **“The face is the index of mind”.**
 - **Consider the facial expressions generally associated with happiness, surprise, fear , anger, sadness, bewilderment, astonishment, and contentment.**
 - **Different kinds of smiles: a frown, corners of lips, the position of eye brows, the cheeks-whether drawn up or back or drooping , the jaw , nose/nostrils, the position of the eye brows, and observe our own expressions by looking at ourselves in a mirror.**

Paralanguage:

- **Voice : The first signal we receive or use is our voice.It tells us so much about the speaker’s gender , background, education, training and temperament.**

- There are all kinds of voices – clear, musical, raucus, cultivated, pleasant/unpleasant and son on.
- Unless damaged by some injury to the vocal cords or some neurological problem, the human voice normally does a satisfactory job. In other words, it conveys the meaning or the message. That is why, it is absolutely necessary in certain jobs for the applicant to have a clear and pleasant voice.
- For example, jobs involving the use of telephone ,traffic control , tape-recording etc. require a very clear voice.
- A.) Pitch variation: Most of us introduce wide variations in pitch while speaking .It is necessary to catch the listener's attention and to keep him interested in us. Those who speak in monotones fail to keep the listener's attention. That is why the word "monotonous" has come to be used as a synonym for "boring" .Many speakers are not aware of this weakness on their part. Once they become aware of it, the problem can be solved.
- B.) Speaking speed : In the first place it must be made clear that fluency in a language is not the same thing as the speed of speaking. We, do however, speak at different speeds on different occasions and while conveying different parts of the message . As a general rule we should present easy parts of the message at a brisk pace because it is likely to be understood easily and soon. On the other hand, the difficult ,complicated , highly

technical part of the information should be conveyed at a slower pace. If we reverse the order the result will be counterproductive.

- **C.) Pause: The pace or speed of speaking is also accompanied by pause. We d not , go on speaking without pausing voluntarily or involuntarily. But the pauses have to be at the right moments. Incorrect uses of pauses can create problems.A pause can be highly effective in emphasizing the upcoming subject and in gaining the listener's attention .But it must also be noted thatfrequent ,arbitrary pauses spoil the speech and distract the listener's attention.**
- **D.)Volume variation: We must speak loudly enough for all of our audience to hear , but not too loudly. The loudness of our voice should be adjusted according to the size of our audience.The simple**
- **Logic is that the larger the audience the louder our voice will be. But some speakers incorrectly believe that the only way to sound convincing is to speak louder and louder. But the fact is that we become more convincing but adjusting our volume from loud to soft .**
- **E.) Proper Word stress: By putting stress or empahsis on a word here or a word there in the same sentence or utterance we can change the whole meaning .**
- **Advantages of Paralanguage:**

- A.) Paralanguage is very closely allied to language .No oral message is complete without it.
 - B.) Paralanguage is a sufficiently dependable indicator of the speaker's place in the organization.On the basis of his voice-quality one can easily guess his position in the hierarchy.
 - C.) Paralanguage tells us quite clearly about the speaker's educational background.
 - D.) Paralanguage speaks volumes about the speaker's national /regional background.This information is of immense use to the receiver /organization dealing with him.
-
- 2. Specially what is said and how it is said must be blended .But very often it does not happen .It , therefore, requires extra care to get the exact content of the message.
 - 3. The voice quality and pitch of the speaker may unnecessarily prejudice the receiver of the message .the listener /receiver of the message has, therefore, to be very open minded and patient.
 - 4. Because of the reasons given above paralanguage may sometimes misguide or mislead.
 - 5. As speakers belong to different speech communities it is difficult to achieve uniformity in oral communication.

Proxemics:

- 1.The space around us and its contents convey a definite meaning.Of course , it requires quite some

effort on our part to arrange them meaningfully , and on the part of others to understand or interpret the meaning. Since it is first of all a personal matter , proxemics has come to be regarded as”personal space language”.

- **2. Our interaction with the people around us has a rather well-defined or well understood spatial dimension. Conversely we can say that the spatial dimension or distance between us and other people tells us something important about our relations and nature of our communication with them.**

- **1. Intimate**
- **2. Personal**
- **3. Social**
- **4. Public**

- **Distance wise it can be stated as follows:**
- **1. Intimate : Physical contact /touch to 18 inches**
- **2. Personal : 18 inches to 4 feet**
- **3. Social: 4 to 12 feet**
- **4. Public: 12 feet to as far as we can see and hear.**

- **1. Intimate space : Family members, closest friends and selected people enter this area.**

- **2. Personal space : Normal conversations with close friends, colleagues, associates and visitors.**
- **3. Social space language : Formal purposes –most of our business is done within this area.**
- **4. Public space: Detachment of perception , objectivity of approach and formality of communication/speaking.**
- **5. Fixed and semi-fixed spaces : Walls, room sizes, the building, its total capacity ,places, corners, counters for special purposes and so on.**
- **In semi fixed spaces the physical features are, to some extent , changeable or likely to be rearranged. This flexibility in arrangements permits a variety of spaces that can be used to conduct different types of communication activities. For example, the same type of furniture , heavy or not so heavy , can be arranged or rearranged for an interview, a group discussion , or for an oral presentation.**
- **6. Space use: Proxemics is also concerned with the use of space by groups of people. The way groups of people use the space assigned to them determines their respective places and interaction patterns. For example people who begin conversation and those who seated at the front are usually considered leaders of the group. If the same people are seated in a row their communication pattern will be of a different nature. Seated around a round or oval table they will most likely communicate in the form of a conference.**

- **7. Time Language :** We communicate with others in terms of time by showing them , in our own cultural way , what time means to us. We do this mostly by symbolizing time, and by sending out signals regarding the importance of time, a particular point of time and so on.
- **“Time management”** is now one of the most important parts of overall management. TMI(Time management international) is one of the most important American consultancy companies. It renders valuable advice to business organizations in respect of optimal time use.
- **8. Surroundings:** Our surroundings or physical environment speak their own nonverbal language. It is a vast area .It is, therefore, worthwhile to cover only two important aspects of our physical context- colour and layout or design for the purpose of non verbal communication.Through our sensory perception we get meaning from our surroundings , in the same way as through our choice of colour and design we send out definite signals to others.
- **9. Colours:** Colours are associated with different behaviour patterns , attitudes and cultural backgrounds .People make serious effort to choose the right colour for any significant moment and indifference to choice of colour is regarded as lack of cultivation.
- **Pink ,yellow, red , purple, blue, green** are gay colours.

- **Black and gray are associated with negative feelings.**
- **10. Layout and Design:** The space arrangement of an office ,carpeting or its absence , the furniture and its designing everything conveys a meaning. Everybody is impressed by a “tastefully” furnished office , the layout of a lobby /dining hall/ conference room/ reception desk.

The significance of Body Language :

Body Language	Interpretation
Facial expressions	
Frown	Displeasure , unhappiness
Raised eyebrows	Disbelief,happiness, amazement, freindliness
Narrow eyes and pursed lips	anger
Hurling , trembling lips	Excitement , nervousness
Drooping lips	Sadness , disappointment
Half-open lips	Sexual excitement, eagerness

Eye movement /expressions	
Eye to eye contact	Interest ,keenness
Steady glancing	Active listening , interest
Side on glancing	Seduction ,sexual interest
Avoidance of eye contact	Lack of confidence , discomfort, embarrassment
Shifting of eyes	Lack of concentration , disinterest, avoidance
Blinking of eyes rapidly	Poor confidence
Rubbing one side of the neck gently	Insecure , lacking in confidence
Gently stroking the chin	Considering issues carefully
Clenching of the fists	Angry , irritated
Rubbing of the hands fast	Excitement , enthusiasm
Slow rubbing of hands	Preoccupation , disinterest
Washing of the hands gesture	Done and over with
Fidgeting ,doodling	Boredom
Shrugging of shoulders	Indifference
Squaring of shoulders	Problem solving , concerned listening
Biting the lips , biting finger nails	Nervouness , tension
Sitting on the edge of the chair	Listening with great interest
Slouching in the chair	Lack of interest
Tapping fingers on table	Boredom, disinterest

/chair	
Tilting head	Sign of interest
BODY GESTURES	
Wringing the fingers	Authority /displeasure
Folded arms	Not open to suggestions
Arms at the side	Open to suggestions and relaxed
Crossed arms	Skeptical/defensive
Closing arms behind the head	Dominance posture , authority stance
Hands on the hips	Anger /defensiveness
Scratching of the head	Thoughtful/puzzled/unsure
Styles of Walking	Interpretations
Head bent , shoulders drooping walk	Depressed , disappointed
Eyes looking towards the ground walk	Preoccupied , lost in thought
Eye looking upward in the air walk	Preoccupied , searching for solutions
Kicking an imaginary object with leg	Anger , frustration
Walking with hands in pocket	Withdrawn , shy , thoughtful, macho
Speech and Voice Modulations	Interpretation
Voice types	Interpretation
1. High-pitched voice	Enthusiasm , excitement , eagerness
2.Low –pitched voice	Disinterest
3.Slow –paced voice	Disappointment

4. Monotonous Voice	Boredom ,lack of enthusiasm
5. Sharp tone voice	Amazement
6. Fast –paced voice	Confidence /or hiding the real issue
Smiles and communication	Interpretation
The happy smile	
Broad smile or grin	Pleased with the interaction
Where both sets of the teeth are exposed The mouth is oriented upwards or Only the upper set of teeth are exposed	Desire to continue with the interaction
Walking styles	Interpretation
Head bent , shoulders dropping walk	Depressed , disappointed
Eyes looking towards the ground walk	Preoccupied , lost in thought
Eye looking upward in the air walk	Preoccupied , searching for solutions
Kicking an imaginary object with leg	Anger , frustration
Walking with hands in pocket	Withdrawn, shy , thoughtful, macho

STANDING : Straight and shoulders pulled back reflect confidence and control. Keeping hands in the pocket while conversing is neither graceful nor polite . Folded

arms and locked ankles both indicate lack of openness and feelings of discomfort.

SLITING: Slouching or sinking in the chair is bad and slovenly .Avoid this at all costs .Crossing the legs is seen as a defensive posture. Never ever shake a leg or thigh. It is ugly and impolite .At times it is seen as a nervous gesture , also.

FACIAL EXPRESSIONS: Have to be warm and friendly .Never try to fake an expression .Avoid overdoing any of the expressions .the face must never show a frown or a furrow, These are read as carrying negative connotations .Blank expressions or poker faces are treated with suspicion or lacking in commitment. These are seen poorly in business contexts . Meeting the other person in the eye is seen as a sign of interest , while avoiding the eye contact is viewed as an attempt at deception .Staring is not only rude, but interpreted to mean threat as well. So this is inappropriate all times. Continuous eye contact is also a strict no , no.

Gestures : Too much of gesticulation is seen as having a poor taste .Snapping of fingers, playing with one's hair , pursing one's lips , biting the finger nails are all perceived as poor and lacking etiquettes .Excessive head nodding is not taken well .The nodding has to be measured and dignified .Nodding along with smiling is a far more mature response to agreeing to understanding any conversation.

Business Correspondence :

Essentials of Business Correspondence :

- 1.Simplicity**
- 2. Conversational style**
- 3. Clarity of goal**
- 4. Public relations aspect**
- 5. You-attitude**
- 6.Courtesy**
- 7.Persuasion**
- 8. Sincerity**
- 9.Positive language**
- 10. Due emphasis**
- 11. Coherence**
- 12.Care for the culture**
- 13.Tactful approach**
- 14. Ethical standard**

- 5. Simplicity:** There is no essential difference between the language of a business letter and that of a personal letter. It must be kept in mind that the writer of a letter is a person communicating with another person. It is , therefore, the polite personal touch that proves to be more effective than the stiff ,

detached style generally associated with business correspondence.

Typical trite expression : Kindly acknowledge the receipt of the same per return.

Suggested alternative : “Please send us a receipt for it at once.

Typical Expression:

“We have paid Mr. X Rs. 300 as per his duplicate receipt herewith”.

Suggested alternative : We have paid Mr.X Rs. 300 and sent you his duplicate receipt.

- 6. Conversational style: Modern executive likes to use friendly and conversational style in preference to the stilted , dull and stiff style of correspondence that was in fashion till about half a century ago. He likes to follow a conversational style that is interactive.**

Stiff style :

Please be advised that you should submit the form before 30th June.

Conversation Style :

You should submit the form 30th June.

3.Clarity of goal: Both in thought and expression we have to be clear in our correspondence .Every letter is a reflection of the writer’s mind. He should therefore be clear about what information he is seeking or wishing to give. This is his

primary goal, and he must have all the facts and figures about that information ready at hand. All the facts and figures must be stated in the simplest possible language. It means that there is no scope for ambiguity and flowery language in business letters.

For clarity and fulfillment of immediate goal let us examine the following short and crisp letter:

**Signal Technology
SWUBUG ;U.K.**

Our Ref.

M/S.....

Date :

Dear Sir,

Thank you for your letter dated..... concerning representation of our product in India. We have a representative presently in India and this is ----- . However, the performance of this company has not been very satisfactory over the period that we have been associated with them and at some time in the future we may consider the possibility of change. I intend to keep your letter in file but at this moment cannot be more positive than that.

Thank you for the interest in Signal Technology.

Your faithfully,

4. Public relations aspect: Besides aiming at the immediate goal, business correspondence is also deeply concerned with the image of the company in the eyes of public. People form images

about companies from many sources; and correspondence is a major factor among them. The letters flowing out of a company make strong impressions. Letters are , on the whole, highly personalized messages, and every letter has an individual reader as a special person in view. Moreover, a letter has a more formal effect than a face-to-face situation. Then, we must remember that letters have the quality of permanence. Most of them are kept in files for future reference. All effective correspondence has therefore, the broad objective of enhancing the company's business relations.

5. You-attitude :

The most effective business letters are those that show the writer's interest in the receiver. It means that the writer has to view things from reader's point of view so as to get a favorable response from him. Every human being is interested in himself and in furthering his own interest. Communication experts , therefore, advise us to shift our focus from "I" and "We" to "You" and "Your". As a result the drafting of the letter will be reflected in generous use of second person pronouns and will show genuine concern for the receiver. A comparison of the following examples shows the difference in attitudes.

We-attitude	You –attitude
1. We have received your Letter of June 15.	Thank you for your letter of June 15.
2. We have shipped the two	Your 2 dozen steel racks

dozen steel racks you ordered.	should reach you soon /with this letter.
3.I have five year's experience as a sales executive	Five year's practical experience as a sales executive will enable me to push up your sales.
4. We sell the Wearwell shirts for the low price of Rs. 350 each and suggest a retail price of Rs. 380.	You can reap a nice profit of Rs. 30 on each Wearwell shirt you sell at Rs. 380 for your cost is only Rs. 350.

6. Courtesy : When we adopt the “you-attitude” for mutual benefit it is but natural that our tone becomes courteous.It involves writing directly to our reader , avoiding the outdated cold style and using expressions like the following:

“..... as you will agree , Mr. Chandra”.

“.....we wish you the best in your project”.

7. Persuasion : It has been pointed out earlier that persuasion is the main function of business communication.It is most evident in effective business letters.Persuasive letters are written in a variety of circumstances and for a variety of reasons. Just as the selling of a product or a service involves persuasion so does the “selling” of an idea or point of view or even oneself. The basic purpose of an effective letter is to influence , or to sell an idea to the reader.

8.Sincerity :

Sincerity means that our readers must believe what we say. They must be convinced that we are genuinely interested in mutual profit –sharing and well-being. But it also means we do

not sound insincere or hypocritical through words of questionable value. Words of exaggeration like "extraordinary", "sensational", "revolutionary", "greatest", "amazing" etc. must be avoided in letters. They may fit in informal conversation but not in business writing.

9. Positive language: A wise communicator tries, as far as possible, to use positive language. Use of positive language becomes all the more important in a business letter, the primary aim of which is to build up the best of human relations and to earn business. Positive words stir up positive feelings. Needless to say that negative words have exactly the opposite effect. As a result the receiver of the letter puts up resistance. That is why it is advisable to avoid using negative words like "failure", "refuse", "sorry", "no", "do not", "mistake", "loss", "damage" etc. It should be our effort to find positive substitutes for them.

10. Due emphasis: An effective letter emphasizes or highlights all important points by carefully positioning them in sentences and paragraphs. Normally the first and last sentences of a letter, the first and last sentences of a paragraph and the first and last words of a sentence carry more weight than those in the middle.

More important points are given more space in the body of the letter. Thus one important point may be given one full paragraph while minor points may be given a line or two.

Emphasis by sentence structure comes in a different way. Short and simple sentences are found to be more emphatic

than long and involved ones. Short and simple sentences are sentences of assertion or affirmative while long, complex sentences are sentences of condition, concession, contrast, comparison, exemplification etc.

11. Coherence : Effective letters present information in logical order by careful use of linking devices, use of pronouns that are reference words, and repetition of key words. Linking devices like "besides", "therefore", "likewise", "however", etc. and the pronouns like "this", "these", give a logical progression to the thought content of the writer. Repetition of key words gives the content of the letter a forceful thrust. A skilful writer knows which words to repeat.

12. Care for the culture: In international correspondence we have to be specially careful in choice of words so as not to offend the receiver who may be having a very different cultural background. We should avoid use of culturally derived words, slang, colloquialisms as far as possible, even idioms and phrases. It is best to write letters in simple, general service list words that are universally understood and acceptable.

13. Tactful approach: An effective letter is a tactfully planned letter. A business letter is not always a simple, straightforward statement of a situation or giving out of some information. There may be a problem. There may not be a good news to convey. The writer has to decide how best to approach the problem or to convey the bad news. It has been observed that good news is conveyed directly while a bad news is conveyed indirectly. Certain other problems call for a "middle ground" approach.

14.Ethical standard: All effective correspondence upholds a certain ethical standard. Quite often it is said that there are no ethical considerations in business. But it is not so. We should be clear about our legitimate goals and use our best thinking in achieving them through genuinely sincere expression .Persuasion and tact do not mean indifference to ethics. It is reflected in every letter, depending on the genuineness of our feeling, our concern for the receiver, our image of our organization and the legitimacy of our goal.

Lay out of a Business letter:

A business letter is supposed to have a lay-out that impresses. Its physical appearance, that includes the quality of the paper, the arrangement of typed/printed matter, the way it is folded and kept in the envelope , the envelope itself with the addressee's name and address, stamping –everything

communicates and passes through the receiver's mental filter. A letter's appearance is a part of its message. Many companies choose their own lay-out. But the differences in lay-out are not as many as their similarities. The following points are common to all designs or lay-outs. Their differences occur due to the typing /printing conventions, indenting, spacing etc.

Lay-out of a business letter:

Heading

Reference number

Date

Inside address

Attention line

Salutation

Subject line

Body of letter

Formal close

Signature block/slot

Enclosure

Postscript

CC OR Carbon copy Notation

Reference initials

1.Heading : The heading , also called “letterhead”, contains the name of the firm /company and its address.It is usually given at the top centre or top right side of the paper. It is also usual to give the telephone no. fax no. etc.

Bhatia Chemicals Limited

Office : 26, Naraina Estate , New Delhi -110027

Phone : 5600983

FAX: 7856450

2. Reference number:

Every business letter usually carries a ref number to which the receiver may refer in all future correspondence .It serves the useful purpose of quick reference and linking up the chain of letters going out of the organization or identifying the memos issued by a department within the organization.

The ref no. may look like yhis :

25/PD/67

In this refrence number “25” stands for the number given to the department, “PD” is a code for the personnel deprtment and “67” is the number allotted the person addressed.

3.Date :

The date of the letter is of crucial importance.It is usually written on the right hand side , parallel to the ref number as shown below:

25/PD/67

November18, 2012

4. Inside Address:

It contains the name and address of the organization or the individual to whom the letter is being sent. It should be written below the Ref no. line , leaving some space. It should be complete, and can be written in either of the two ways shown:

a.

(Closed punctuation; Indented lines)

**Kalindi Fertilizers Ltd,
Bhiwadi Road Crossing,
National Highway 2 ,Gurgaon.
(Haryana)**

b.

(Open punctuation ;Blocked lines(i.e., not indented); neat and uncluttered address lay out)

**Kalindi Fertilizers Ltd
Bhiwadi Road Crossing
National Highway 2, Gurgaon.
(Haryana)**

5. Attention line :

When the writer directs his letter to a particular official in an organization he may use the phrase “For the attention of “ below the inside address and above the salutation and underlines it. For example:

**Kalindi Fertilizers Ltd.
Bhiwadi Road Crossing
National Highway 2**

Gurgaon

For the attention of Shri R.R. Khurana

Other typical forms of this reference are as follows:

Attention of Mr. C.P.Bhatia , General Manager

For Ms. K. Shanti , Public Relations Officer

Attention: C.P. Rajesh , Vice President

Attention, Mr. S.R. Singh , Sales Manager

6.

Salutation:

Salutation is the greeting of the addressee . We may choose the salutation on the basis of our familiarity with the reader and the formality of the situation .The commonly used salutations are given below:

1.Sir

2.Madam

3. Dear Sir/Dear Madam

4. Dear Mr. Smith

5.Dear Mr. Jones

7. Subject line :

Many offices / writers use subject lines to enable the reader to quickly identify the subject of correspondence .It tells what the

correspondence is about. In addition, it contains any specific identifying material that is supposed to be helpful –date of previous correspondence, invoice number, order number or the central point of the letter. It is placed just below the line of salutation. It usually begins at the left margin, although it may be placed in the centre or indented.

The subject line may be worded in a number of ways. Some of the following forms are a few representative samples:

Subject: Your July 12 inquiry-----

Reference: Your July 12 Order for -----

About your: Order No. 638 –A dated

In reply , please refer to File –J -324

Sub: Loan facilities for-----

8. Body of the letter:

The body of the letter carries its message or content. It is generally divided into three or four paragraphs , each having its own function. The first or opening links up the correspondence and establishes rapport with the reader. The second paragraph may be called the main paragraph that contains subject proper. If need be, the point made in the second or main paragraph is elaborated or further developed upon in the third paragraph. The fourth or final paragraph brings the letter to a goodwill ending , leaving the doors open for further business.

Whatever the circumstances , the last paragraph brings the letter to a close on a positive note .It is generally followed by phrases like “With regards”, “With best wishes”, “With warm regards”, “thanking you”etc.

When a letter goes beyond one page , we should mark the following page/pages for quick identification .The following page/pages must always be typed on plain paper, not on the letterhead.

9. Formal Close:

The formal close must “match” the salutation as shown below:

Dear Sir }
Dear Madam } Your faithfully
Sir }

Dear Mr. Smith }
Dear Ms. Smith} Your Sincerely
Dear Sheila }

10. Signature Block/Slot:

There is a fixed place for signature of the writer. Just as the signature is important , so is its place in the lay-out of the letter. Conventionally the signature , that is handwritten and contains the writer’s name , status , department , company etc, appears just below the complementary close . As far as possible it should be legible .But, irrespective of legibility , the name of the signatory should be written/typed/printed in the parentheses below the signature.

Given below are a few examples of the format:

1.....] When individual signs in his own right.

(R.K.Arora)

**2.] When individual signs in his capacity as
Sales Manager.**

(R.K.Arora)

Sales Manager

11. Enclosures:

Very often a letter carries along with it some important papers such as proof of date of birth , copies of certificates /testimonials , price list, invoice, receipts, cheque/draft bill/cash memo, copies of required pages of passport , photo identity card etc. The writer is well advised to make mention of these papers at the bottom left margin as shown below:

Enclosures: three

Encl : (1)

(2)

(3)

12. Postscript:

Postscript or P.S is written if the writer has forgotten to mention something important in the letter. Generally a writer is not supposed to forget any important item. But , then some information or part of the message may flow in after the letter has been written or typed .In such a case the writer is supposed to write the postscript very carefully and precisely or, in other words , give the additional information in as few words as possible:

13.” CC” OR Carbon Copy Notation

Often copies of letter are supposed to be sent to some other people directly or indirectly concerned with the matter /subject. In such cases the names of the persons to whom copies are sent should be typed adjacent to the left margin like this :

CC: Mr.S.K. Bhatia

Copies to Mr. S.K Bhatia and Mr. T.K. Paul

Copy to Mr. S.K. Bhatia

14. Reference initials : Many firms continue to follow the practice of putting typed initials of the person who dictates the letter and those of the one who types it. These initials are useful for office checking. They can be typed adjacent to the left margin in the end like this:

HKS/NB

HKS:NB

HKS-NB

HKS are the initials of the person who has dictated the letter and NB of the person who typed it.

Physical appearance of a letter:

Indented form:

Company letter –head
Name and address already printed
Telegram , cable , telex, telephones , fax

Reference No.

Date :

Name and Address of person
.to whom the letter is going

***For the attention of ---**
Salutation

Subject heading –not obligatory , but often used.

This is with ref to-----

Formal Close

Handwritten personal signature

Signatory's typed name

Signatory's position in the company

Company name

- **Encl.**
- **Postscript**
- **Ref. Initials**

Handwritten personal signature

Full Block form (More popular ,nowadays)

Company letter –head
Name and address already printed
Telegram , cable , telex, telephones , fax

Reference No.

Date :

Inside Address:

Attention line :

Salutation

Subject _____

This is with ref to-----

_____.

Formal Close

Signature

Signatory's typed name

Signatory's position in the company

Company name

Encl.

P.S.

Ref. Initials

Planning the letter:

Communication is a planned and structured activity. If a letter is not planned properly, the reader may not be able to get the right message across to the reader. A carelessly written letter may fail to secure an order or a loan. If the tone is not appropriate we may also lose the goodwill.

While writing a letter, we must think about the reader as well. The kind of relationship between the receiver and the sender is the foundation of all business communication, and the business letter is the most vital form /genre of communication.

Steps to plan the reader:

In all business letters, there is a logical sequence of steps to be taken before we arrive at the final draft or version:

**There are certain questions to be answered at each step .
Satisfactory answers to those e questions make us move to the
next stage in the sequence .
Let us look at them as they logically come up.**

1. What is our main aim in writing this letter:

- to secure an order
- to seek permission
- to make a sale
- to obtain information etc.

**2. Is there any secondary aim that we can or should
accomplish through this letter?**

**For example: In case we have to reply a complaint
letter , should we not assure the sender that in future
he will get the best we can offer?**

**3. Have we assembled all the relevant information and
documents: Copies of previous correspondence,
reports , figures, etc.**

**4. Have we arranged the points in order of
importance? Have we sifted relevant points from
irrelevant ones?**

**5. Do we know the person to whom the letter is going?
How is he likely to react top the information sent by
us.**

The three approaches:

**After doing all the spade work for drafting a letter , we
come to the approach to be adopted for the letter.**

1. Direct approach

2. Indirect approach

3. Middle ground approach or persuasive approach

These approaches are based primarily on our assumptions about the reader's reaction to our letter. It is generally seen that a reader immediately welcomes a "good news" letter. The good news, therefore, should be conveyed without any delay. We can come directly to the point without wasting any time in introductory remarks or lengthy explanations. This "direct approach" is also suitable for making enquiries, asking for quotations, placing orders etc.

Examples:

- 1. "Here is good news for you!"**
- 2. "We are pleased to offer you the position of -----?"**

The indirect approach, on the other hand, has something in it that we should not like to convey without some explanation, introduction, or buffer statement. Such a letter is quite often called the "bad news" or "unpleasant news" letter. We have to prepare the reader to receive the message as he is likely to resist or react negatively to it. Such an approach is generally thought to be suitable for letters of rejection, inability to meet a demand etc.

Example: "Thank you for interest in our company. We really wish we could....."

The "middle ground" or persuasive approach letters are those that carry neither good news nor bad news but lie somewhere in between. This approach is generally found to be suitable for

sales letters in which the writer persuades the reader to act, ie., buy the product or avail himself of the service we are offering him.

Example: “Would you be interested in buying a convenient device for your car?-----

Kinds of Business letters:

Information letters

Sales letters

Problem letters

Goodwill letters

1.

Information letters :(a.) Routine

(b.) Special Purpose

A.)Routine : Enquiries, Quotations, Orders, Payment

B.)Special Purpose: Circulars, Personnel, Agencies, Travel

2.Sales letters: including voluntary offers

**3. Problem letters : Complaints, Concessions, Overdue
Accounts**

4. Goodwill letters : Greetings, Thanks , Congratulatory, Sympathy, Condolence

This is widely accepted classification of business letters. But there may arise a situation for which a suitable letter does not fall in any of these categories. For example , application letters and letters to the press do not easily figure in this classification.

Letters can also be classified as official letters , D.O. (demi official letters) , form letters and internal letters. Official letters are the ones we write to government or semi-government departments /offices/bodies. D.O's or demi-official letters are essentially official in purpose but addressed to an official by name and not just sent to him by designation. We are advised to send a D.O to guard the confidential nature of the matter concerned. Moreover they invite personal attention of the addressee. Form letters are used for correspondence of routine nature . Acknowledgement, reminders , interviews , notices , appointment etc. fall in the category of form letters. Internal letters or memos are used in government offices as well as business organizations for internal communication.

Letters can also be classified on the basis of the correspondence of different departments of an organization. For example the personnel department of an organization invites application , calls candidates for written test/interview , sends interview letters , offers appointment letters , gives charge sheets etc. The purchase department sends request for quotations /invites tenders , places orders , and sends letters of complaints .The sales department on the other hand , sends sales circulars , advertisement etc.

Enquires:

Enquiries generally figure in the first category of letters sent by an organization or an individual .They are , first and foremost, information seeking letters.The writer may however, also give valuable information about himself or the organization, his or her organization's requirements , expectations etc. In this way a letter of enquiry triggers off a two –way communication or information exchange process.

A letter of enquiry is ideally a direct approach letter .It should , therefore, be straightforward , courteous and to the point. Special care must be taken about the opening that sets the tone of urgency or the need for information and the close of the letter that shows the writes's expectations of a quick response.

Replies:

All enquiries must be replied promptly .Delay in replying a letter of enquiry would prove counterproductive as it would d convey a poor image of the seller.

A reply must be complete.It should contain all the information asked for, viz., prices , terms of sales such as discount , credit delivery etc. Catalogue /price lists and quotations may either be enclosed with the letter or sent in a separate cover. In either case the letter of reply must contain information about them.

All replies to “first” enquiries , whether made at the buyer's own initiative or in response to the seller's offer /advertisement

must be so carefully drafted that an order is ensured .It must contain all the positive information that may be enumerated as “selling points” .In this respect a letter of reply to an enquiry virtually replaces a salesman. It must convince the buyer about the quality of the product , the favorable nature of terms and conditions , and after sales service whenever needed.

Replies to regular customers, besides being clear and correct, should express gratitude for continuing interest in the seller , his product and services.

Quotations:

A letter of quotation is a specific offer in response to an enquiry. It includes details about the prices of the goods needed , terms of payment ,conditions of delivery etc. It is, in this way , an estimate of how much something will cost .It is supposed to be competitive in nature , i.e., lower and more attractive than what the seller thinks his competitors in the market would quote.

Write a letter to ABA Brass Fittings , enquiring the prices , terms of sale , etc.

**Sharma Construction co.
Badal Road,
Ghaziabad**

**ABA Brass Fittings
Railway Road
Aligarh**

10th May'2013

Dear Sirs,

We are leading construction contractors and dealers in construction materials in this area. The demand for brass fittings is steadily increasing in this part and we have a large number of enquiries and orders for them.

Kindly send us your catalogue and price list for wholesale purchases. Since our annual requirements in metal fittings of all kinds are large , we would like to place regular orders with you. Hence , please quote your most favorable prices and terms.

Yours faithfully,

Rakesh Narayan

**ABA Brass Fittings
Railway Road
Aligarh**

**Sharma Construction co.
Badal Road,
Gahziabad.**

14th May'2013

Dear Sir,

We thank you for your enquiry of 20th May and are glad to know that you are interested in our products.

You will be happy to know that ABA Brass fittings items are approved by the ISI. Using our fittings will give you the satisfaction that you are using the finest fittings now available in the market and are getting the maximum value of your money.

The enclosed catalogue will give you all the necessary details about the handles , hinges, door knobs ,etc. that you might be needing. You will find our prices –F.O.R any place in Indai –very competitive .In view of the large business promised , you will also get a special trade discount of 5 percent an all orders and an additional 5 percent on all orders exceeding Rs.25,000.

We assure you of our best services.

Yours

faithfully,

Placing and fulfilling orders:

Enquiries and replies to enquiries lead to orders and their fulfillment , thus continuing the chain of two-way communication. A buyer seeks information regarding the product /services of his need, and it is the seller's effort to make the best possible offer. Infact the offer made in the reply is supposed to be attractive enough to secure an order from the buyer. An order may also be placed through a catalogue , advertisement etc.

Ways to place Orders:

Orders can be placed in letter form clearly stating the following :

- 1. Ref to the seller's letter number , date.**
- 2. Catalogue no./price list, price quoted therein**
- 3. specification of goods , quantity reqd.**
- 4. shipment /forwarding directions , clearly mentioning whether certain goods are to be sent by parcel post, passenger train , truck, lorry or ship**
- 5. instructions regarding packing , insurance etc.**
- 6. the manner of payment agreed upon**
- 7. time limit, discount , quality etc.**

b.) Order form: Many firms now-a-days use "order forms" or "order blanks" for this purpose. These are standardized forms containing all necessary instructions and blank space for the

required details to be filled in at the time of sending out an order. As placing orders is a kind of routine matter , these order forms are quite useful for repeat orders.

A covering letter is usually sent with an order form .Thus letter is usually very brief and can also be used to convey information not contained in the order form.

A sample order form:

**Telephone :
Stores
Email:
Inner circle
Fax:
Delhi**

Rama

16,

New

Date:

No.....

To

Dear Sirs,

Kindly supply the following :

S.no.	Product no.	Product name /description	Quantity	Cost each item	Total

Please send invoice in duplicate

**Yours faithfully
(R.C. Goyal)**

Example 1.: Rama stores , a dealer in cosmetics , wish to place an order with Unique Biotique Products , manufacturers of herbal cosmetic items for fresh suppllies .Write a letter of order for them mentioning that the goods should be sent by passenger train , carriage forward , to New Delhi .Mnetion also the method of payment.

**Rama Stores
16,Inner Circle , Cannaught Place
New Delhi**

**The Sales Manager
May'2013
Smart Suppliers
10, Bank Street
Karol Bagh
New Delhi**

10th

Dear Sir,

Thank you for your catalogue and price list .We are glad to place our first order with you for the following items:

S.no.	Product No.	Description	Quantity	Unit Price Rs.	Amount Rs.
1.	1047	Anti Wrinkle Cream 50 gms	500 pcs	100	50,000
2.	6032	Moisturiser 100 ml.	500 pcs	75	37,500
3.	4253	Almond cold cream	500 pcs	85	42,500
4.	4701	Under eye gel 50 gms	500 pcs	110	55,000

Since we require the above items to replenish our exhausted stock, we request you to kindly dispatch them by passenger train , carriage forward to New Delhi .We shall arrange for taking delivery of the goods at our end.

The R/R and the invoice , at 7% discount may please be sent through Oriental Bank Ltd. New Delhi

Yours faithfully,

An order must be promptly acknowledged in either of the following ways :

- (a.) by writing a special letter of acknowledgement :
- (b.) by filling in a printed acknowledgement card and posting it immediately on receipt of the order.

The acknowledgement of an order has the following aims:

- (a.) building up goodwill by expressing gratitude for the customer's interest in the seller,
- (b.) legal acceptance of all the points mentioned in the order
- (c.) ref. to the date of receipt of the order
- (d.) statement of when the order will be fulfilled and when it will be delivered
- (e.) statement of desire to be of further service to the customer.

Sample order acknowledgement card:

Unique Biotique Products 16, Andheri (West) Mumbai	
No. ____	Date :
Thank you for your order letter No. Date ----- The goods ordered by you will be dispatched within-- -- We appreciate your cooperation	
Gen.Manager (Sales)	For

Sample order acknowledgement letter:

**Unique Biotique Products
16, Andheri (West)
Mumbai**

Ref. No. ____

Date :

**Rama Stores
16, Inner Circle
Connaught Place
New Delhi**

Dear Sir,

**Thank you very much for your letter no..... of April
, 2013.**

**We are arranging to send the goods ordered by you
within fifteen days by passenger train. We are sure you will be
well satisfied with the goods .At this price they represent the
best value for your money.**

**Besides these, we manufacture and supply a vast
range of herbal and natural health-care items. We are enclosing
herewith our latest catalogue for , we are sure, you will
certainly be interested in ordering a large quantity of them.**

**We look forward to a mutually satisfactory and
cordial working relationship.**

Your faithfully,

Reply to Example 1:

**Rama Stores
16, Inner Circle
Connaught Place
New Delhi**

Date :

Dear Sirs,

We are pleased to inform you that your order of 7th April has been promptly fulfilled .The cosmetic items ordered by you have been dispatched and you should be getting them in about ten days from today.

If you wish to have any further information please contact us at once .We shall be really happy to serve you in whatever way we can.

**Encl. : Copy of Invoices
faithfully,**

Your

Reply to Example 2:

Rama Stores

Date :

**16, Inner Circle
Connaught Place
New Delhi**

Dear Sirs,

**Thank you very much for your interest in us and
your order no. ---of 9th April.**

**As desired by you we are delivering the goods as
specified in your order by our own van. We are enclosing the
bill with this letter.**

**As it is a local order we are bearing the cost of
delivery .We are sure you will find the items entirely
satisfactory .**

**We look forward to further orders and assure
you of our best services.**

Your faithfully,

Encl. :1.Bill

2.Delivery Note

Complaints and follow up:

**Writing a letter of complaint is also an art that to be carefully
learnt. Nobody likes to be directly told that he is wrong or that
he has made a mistake .As the style of complaining differs from
culture to culture , it is important for us to realize that a cool
direct criticism may be interpreted by some people, especially
in the west , as aggressive or even insulting .In some cultures , a
direct complaint may even antagonize the receiver of the letter.**

Guidelines for complaints :

A letter of complaint is an indirect approach letter. A customer has the right to complain , but he should not be rude.

Keep the following hints while writing a complaint:

- a.) regret the need to complain in a calm and courteous style**
- b.) state clearly what has gone wrong with the fulfillment of the order.**
- c.) Reference to the order/quotation , date of arrival of goods etc is necessary,**
- d.) Refer to the inconvenience /loss caused in terms of money , sales , goodwill, etc.**
- e.) State /suggest what steps can be taken in terms of money , sales , goodwill , etc.**
- f.) Close with expression of faith in the supplier's honesty , and expectations of prompt and favorable action.**

Guidelines for drafting replies to complaints:

- 1. A reply to a letter of complaint has to be letter of apology .Even if , by chance , the customer is at fault , the supplier cannot afford to react negatively .While palnning a reply to a complaint, the supplier should :**
 - a.) promptly acknowledge the letter and thank the customer for writing it,**
 - b.) express regret for the inconvenience caused to the customer ,**
 - c.) admit the fault if something has actually gone wrong,**
 - d.) assure the customer of his sincere efforts to make amends**
 - e.) specify what action he is going to take, and**
 - f.) close with offer of better service in future**

Example 1: On behalf of the librarian of your college write a letter of complaint to a local book seller for having sent three sets of text book in three parts in each of which some important pages are missing .Ask for immediate replacement:

Dear Sir,

We must first of all thank you for prompt delivery of the books we had ordered only last week on telephone. For the last so many years of our contact we have been highly satisfied with your prompt and courteous service.

Today, unfortunately, on opening the carton we found three sets of “Contemporary English” , part –I, II and III incomplete. The last chapter of each of these books is missing. We are convinced it is not your fault .May be at some stage the books were not properly checked.

Anyway, we request you to kindly replace them immediately so that we could send them to the text-book section where they are urgently needed.

faithfully,

Your

Reply to Example -1

Dear Sir,

Please accept our apologies for this lapse on our part.We always check all the books before packing and dispatching them.It is really unfortunate that this time you received three defective sets.

Today itself we are replacing them at our cost .We may

also assure you that in future we will be more careful in fulfilling your orders.

We are really sorry for the inconvenience caused to you.

Your faithfully,

Prerequisites of a Sales letter:

Sales letters or offer letters are the most important written forms of business communication. Their primary aim is publicity or to reach out to a large number of people interested in a particular product/ service and turn them into buyers. Even if people are not interested in the product , the aim of the letter is to make them in it. Starting with the assumption that the receiver may resist the offer , the sales letter has to be persuasive , or powerful enough to make the recipient act. They are unsolicited letters , mostly written by professional writers .They are a work of imagination , taking many forms .The effectiveness of such letters depends on the writer's ability to use language suited to his purpose that is above all to influence the recipient –his thinking , his taste , his behaviour .This is the aim of persuasion .Sales letters are, therefore, persuasive , powerful enough to make the recipient act.They are unsolicited letters , mostly written by professional writers.They are a work of imagination , taking many forms.The effectiveness of such letters depends on the writer's ability to use language suited to his purpose that is above all to influence the recipient –his thinking , his taste , his behaviour .This is the aim of persuasion. Sales letters are , therefore, persuasive or indirect approach letters.

Characteristics of Sales letters:

- a.) Lengthy Discourse :** Almost all the sales letters are long in contrast with other business letters that are supposed to be short and precise. Infact, all sales letters are a kind of advertisement of the product/service offered. They have , therefore, to build up a case for its purchase .the writer has to marshall all sorts of arguments in favor of the product or service.
- b.) Focus on a particular Class:** A sales letter is essentially meant for a particular class of consumers .No product or service can be of interest to all kinds of consumers .There are products specially designed for children , for women , for school children , for body builders , for myopics and so on. A Sales letter /offer for any of these items will be sent to the buyers /prospective buyers of that item.
- c.) Specialized Information:** An effective sales letter is backed by specialized knowledge or atleast sufficient information about the product offered and the needs of the consumer. In order to convince the consumer the letter must give convincing arguments in favor of the product , facts and figures comparing the product offered with its rivals in the market, the changing needs and expectations of consumers and so on.
- d.) Arresting Opening :** An effective sales letter has an arresting opening or attention grabbing opening. It may start with a catchy Subject line , an exclamatory slogan , straight question , a rhetorical

question or in whatever way the writer chooses to capture the audience.

SAMPLE BEGINNINGS:

”Here is a good news for you!”

“Have’nt you ever thought about it?’

e.)

e.) Emotional vs.Rational appeals

f.) Highly Conversational Style

g.) You-Attitude

h.) Urging Action

i.) Postrscript

j.) Promise of Continued Contact

k.) Highlighting Important /Exciting Parts of the Message

Specimen of a sales letter:

Wiltron

805,East Middlefield Road

P.O Box 7290

Mountain View

California

Telephone :

53489000

TWX:

9087595400

January 6,2013

Dear Customer:

Here's good news for you:

**A new WILTRON microwave measurement technique
.achieves swept return-loss accuracy that beats NBS!**

**Surprisingly, the measurements are made automatically on
inexpensive ,standard equipment which is operated under the
step-by step guidance of a preprogrammed cartridge.**

**The new accuracy levels are achieved by means of digital
filtering and windowed Fourier transformation. Operation is
easy to learn because the software package is menu-driven and
includes prompts written in clear and concise English language**

.The system is virtually self-explanatory.

Your enclosed copy of Technical Review No. 12 gives the details about Enhanced Accuracy Option P1 for the WILTRON Model 5600 Automated Scalar Network Analyser System.

Please return the reply card for more information or a demonstration of WILTRON test equipment.

**Sincerely,
WILTRON COMPANY**

**WALTER L.BAXTER
Vice President,Marketing**

Enc. Technical Review No. 12

Unit-3 :

Power Dressing :

Attire, at any age, expresses a person's lifestyle. Think of clothing as currency used to barter goodwill. Wardrobe conveys messages of status: authority, power, rank; personality: friendliness, dependability, adventurousness; class distinction: upper-, upper middle-, or lower middle-class; character and taste: trustworthiness and good judgment. An appropriate wardrobe is a strategy for image development equally as important as other business and personal plans. "Having a good public image makes friends, builds customer loyalty, attracts investors, motivates your staff, and helps you survive difficult economic times. A weak image is a liability that can cost you lost opportunities and can drive you out of business."

STRICTLY BUSINESS: Dress Code For Executives (General)

There is no casual chic look for those pounding the pavement at a job; strictly business professional is the best way to go. Your attire should send the message that you can fit into the work environment. Here are some tips for looking your best on that job interview:

***Suit:* The most appropriate suit colors are black, navy and charcoal. Your buttoned-up blouse or shell should not be sheer; silk and cotton impress best. Employment experts say**

a skirt suit should be worn on a first interview, and can be exchanged with pants on the second or third interview. Your suit skirt should not be too short or form-fitting; that could send the wrong message to your employer.

Shoes: Shoes with 1- to 2-inch heels are appropriate, and they should be polished and in good condition. Flesh-toned hosiery or hosiery that is compatible with your attire is ideal; stockings or tights in fishnet or wild designs are not appropriate in most office settings.

Accessories: Jazz up your suit with a tasteful (and trendy) brooch or classic jewelry. But jewelry should be kept to a minimum. Body piercing (in nose, tongue, eyebrows) is generally unacceptable in a corporate environment.

Hair: Your hairstyle should be neat and your hair color should be natural-looking and complementary to your complexion. Wild colors (blue, pink, platinum streaks, etc.) and hair glitter are a no-no.

Nails: Short, well-manicured nails in one tone, including French manicures, are ideal. Long exotic and colorfully designed nails send the wrong message to a potential employer: that you are more concerned about pretty nails than you are about producing quality work.

Dress code: Formal wear for women:

- **Clothes:**

- **Sarees , Salwar Kameez or formal western outfits i.e., skirt and blouse or trousers , shirt and jacket for daily office wear.**
 - **Sarees for formal wear**
 - **Silks in winter ; cottons chiffons, chanderis, kotas in summer**
 - **No mix and match of India and western**
 - **No bindis and glass bangles with western clothes . Only bracelets.**
 - **Light coloured blouses with dark coloured skirts**
 - **No low cuts in the front /back of clothes**
-
- **Saree length should cover the gap between shoes and petticoat**
 - **Wear matching petticoats with chiffon , cotton , synthertic chanderi sarees**
 - **Pin pleats and Pallaved neatly**

Fashionable clothes /Suitable clothes:

- **Clothes to suit:**
- **1.Life styles**
- **2.Society**
- **3. Age**
- **4. Figure**
- **5. The occasion –Formal ,informal or casual**
- **6.Time of the day**
- **7.Weather**
- **8.Complexion**

Accessories and Jewellery :

- **1.Strive for simplicity**

- 2. Jewellery must complement not overpower the personality of the wearer
- 3. The more understated, the more elegant is the effect. Do not use gaudy and flashy jewellery.
- 4. Pearls are versatile for any age, time and occasion.
- 5. Watch strap should match the metal of the jewellery for a nice harmonious look.
- 6. White handkerchiefs

Make up:

- 1. Make cosmetics your slave
- 2. Use it skillfully and creatively
- 3. Make up should differ based on the following considerations :
 - Colour of one's hair
 - Colour of one's clothes
 - Complexions
 - Time of the day
 - Occasions
 - -Formal, informal, casual or weddings
 - Avoid painted look
 - Use light make-up
 - No chipped nail polish

B. For Men

If you don't want to be perceived as radical, you should always dress according to the type of work you do. Conservative careers warrant conservative dress. While

this rule has taken a relaxed stance over the last few years, it's still very much in effect. Mostly, this is to put your clients at ease. Picture a banker: Would you trust him with your hard-earned money if he were wearing jeans and sandals? On the other hand, liberal professions call for a more laid-back wardrobe. Some of these people are actually suspiciously regarded when they dress too conventionally. For example, only studio executives are expected to wear suits to work in Hollywood.

Filmmakers who do so are immediately believed to lack creativity. With the advent of the dot-com industry, casual dress was spurred forward. In a short time, the trend took over and conservative businesses encouraged their employees to is now back to suits.

Formal Wear for Men:

Shirts :

- 1.Full Sleeved in white or light shades of cream , blue and grey**
- 2. The sleeves should stop at the wrist and cuffs should not fall into the palm of the hand.**
- 3.No checks or prints , if striped then very mildly striped**
- 4.Well fitting collar of the right collar size, and collar back height and collar front height.**

Trousers:

- 1.Contemporary styled .Formal fabrics in shades of black , bluse , gry or earth tones(brown)**
- 2. No casual fabrics like cotton**

- 3. Legs of the trouser must not be so long as to fall in folds over the shoe.
- 4. Legs of the trouser should be long enough to cover the bare skin above the socks when they are hitched up.

Ties ,Tie Pins ,Cufflinks and Belts:

- 1. Broad contemporary ties in maroons , blues , reds or a contrasting shade to shirt and trousers.
- 2. Avoid bright colours and flashy designs.
- 3.Length of tie should touch the buckle of the belt – not shorter or longer.
- 4. Do not tuck the bottom part of your tie into your shirt.
- 5. Do not use tie pins and cuff links .
- 6. Belt should be the same colour as shoes.
- 7. No bright and big buckles

Shoes:

- 1.Hard leather shoes in black , brown or burgundy
- 2. No slip-ons
- 3. No soft leather shoes
- 4. No rubber soled shoes for formal gatherings
- Socks : Black , dark blue and dark brown go with trousers of the same colour
- 5. Light coloured socks i.e., beige , cream and light grey go with light coloured trousers.
- 6. No white socks

- Socks which have lost elasticity or have holes in them should be discarded.
- Suit:
 - Jacket length should be long enough to cover the seat entirely.
 - Sleeves should expose about half an inch of the shirt cuffs when arms hang loose.
 - Jacket sleeves should never conceal the entire shirt sleeve.
 - Jacket collar should fit low and close around the neck and slightly expose the shirt collar at the back.
- No safari suits
- No big and bright buttons

Time Management :

What is time management?

Time management is the act or process of **planning and exercising conscious control over the amount of time spent on specific activities, especially to increase **effectiveness, efficiency** or **productivity**.**

Time management may be aided by a range of skills, tools, and techniques used to **manage** time when accomplishing specific tasks, projects, and goals complying with a due date. Initially, time management referred to just business or work activities, but eventually the term broadened to include personal activities as well. A time management system is a designed combination of processes, tools, techniques, and methods. Time management is usually a necessity in any **project development** as it determines the project completion time and scope.

The major themes arising from the literature on time management include the following:

- Creating an environment conducive to effectiveness
- Setting of **priorities**
- Carrying out activity around those priorities
- The related process of reduction of time spent on non-priorities

Time management has been considered to be a subset of different concepts such as:

Time management is life management :

The Roman God of Time , Chronos , is believed to have winged feet and is shown always flying in paintings. His whole face is covered with hair while he is bald behind. Symbolically it means, that when God of Time appears before us , we are sometimes unable to recognize him and when we want to hold him , we must take him by the forelock. In case we fail to do so, it will be impossible to catch him, since his bald back of the head offers no hold. The Roman legend thus cautions that time is

always flying and carelessness in catching at the right moment will only lead to repentance.

Your attitude towards time and tasks:

1.The one thing that can make a big difference to realizing your dreams is examining your attitude towards time.

2.The problem is never the shortage of time but how you choose to use the available time.

5. Time management is essentially self-management

6. Successful people form the habit of doing things that the others don't like to do. (they do tasks in the order of importance rather than in the order of ease of completion.

7. It is not enough to know a concept ; you must act on it.

8. Self –discipline is doing what you ought to do- whether or not you feel like doing it.

	Urgent	Quad-1	NOT URGENT Quad-2
I M P O R T A N T	Activities: Working on overdue activities Solving pressing problems Handling unforeseen emergencies Handling customer complaints Catching up with deadlines Result: Stress, burnout, putting out fires, feeling of being out of control, frustration	Activities: Planning of projects /tasks Recognizing and working on new opportunities Taking actions to prevent fires Investing time in relationship building Result: Feeling of being in control, feeling of having struck a balance , building discipline of planning and preventing fires.	
		Quad -3	Quad-4

	Activities	Activities
N O T I M P O R T A N T	Attending to frequent interruptions from others. Doing work that may be important for others but not for self.(i.e., finishing tasks on behalf of others.) Attending meetings where presence is not essential Doing “popular things” (to please others)	Indulging in socializing Aimless browsing of mail Making phone calls to kill boredom Finding amusing ways of “killing” time.
	Result: No ownership of tasks , resentment , no satisfaction even after completing tasks.	Result: Feeling of not being bothered about any task /person.

The above table plots the activities according to their importance and urgency.

Quadrant -1 : has all those activities that are Urgent and Important

Quadrant -2: has all those activities that are Important but not Urgent

Quadrant -3 has all those activities that are Urgent but not Important

Quadrant -4 has all those activities that are neither Urgent nor Important

All the activities that are “Urgent” need immediate attention(i.e., any crisis at office /home ; any customer complaint that has to be resolved immediately.)

All activities marked “important” contribute to mission and objectives (typically those activities that contribute to our growth and happiness , e.g., learning a new skill , investing in self –development , investing in development of a team member).

Dealing with activities in the Four Quadrants :

Q1. activities have to be done

Q2.activities are the ones that get neglected often because they do not put “pressure” on us (since they are not urgent by definition).They need to be scheduled for and executed consciously.

Q3. activities are those which we feel are “someone else’s agenda” .Perhaps we are running a chore for our parents or helping out our boss in his/her work. In either case, we have only two options –we see the benefit we are getting out of doing the job (i.e., the activity itself is moved out of Q3 and into Q1 Or Q2) or we decline to do the activity. In either case , the idea is to reduce the time spent in doing Q3 activities.(Caution: Many a time , we do not like the work assigned to us by our boss/ parents and tend to label it as “not important”. By doing so , we may be missing an opportunity to learn and grow. So, be careful before labeling an activity as “not important”!)

Q4.activities are those that which are in the nature of trivia , socializing , etc. Those things which do not contribute to the urgency or importance.Such activities must be reduced and cut down eventually.

Time spent in Q1 is very stressful and hence , we need to gradually reduce time spent in it. We cannot do it by not performing Q1 activities. Rather, we have to prevent activities from assuming crisis proportions by finding more time to do Q2 activities.

The idea is to list the activities that we are undertaking and assess their importance and urgency .Depending on which quadrant they fit into , they have to be dealt with as per their guidelines given above. This will ensure that our activities are aligned with our mission and objectives and do not leave us with a feeling of frustration and helplessness.

Another facts about managing our priorities is that typically 20% of our activities contribute to 80% of results. Highly successful persons are able to identify those activities and ensure their completion.This rule is called “Pareto’s Law’ after an Italian economist named Wilfredo Pareto who found out that 20% of Italy’s population controlled 80% of wealth. This lw is applicable in different aspects of life too (e.g., 20% of customers contribute to 80% of the business, etc.)

Myths about Time Management :

- 1.The harder one works , the more he gets done.**
- 2. People in higher positions make better decisions**
- 3. Delay improves the quality of decisions**

- 4. Most people are overworked because of the nature of their job
- 5. Time can be saved
- 6.If you do things yourself, tasks get done more efficiently
- 7.Delegation would save you from worry and responsibility
- 8. Efficiency means effectiveness
- 9.It is not necessary to write out your objectives
- 10. For busy people , spending time in planning the day is a waste of time
- 11. All activities lead to goal achievement
- 12. Busy people perform more than others
- 13. Most people know how to spend time
- 14. Planning of only official time is needed
- 15.Indians are bad time managers
-

1.The harder one works , the more he gets done:

- Much depends on what is done and how it is done.Heaps of routine , trivial , unimportant tasks would keep a person busy , but the results would not be satisfactory .Likewise, if one performs tasks that can be easily delegated to the lower echelons , it only shows his lack of leadership.

2. People in higher positions make better decisions:

- Sound decisions depend on the knowledge , experience , vision , commitment and managerial competence of the decision maker. The level at which a person is functioning is not that important .Infact, people on theground are more realistic in making decisions , for they are better aware of the factors influencing the success or failure of

decisional choices. Therefore, quality of decision cannot be a preserve of a particular level, however high it may be.

3. Delay improves the quality of decisions:

- It is assumed by the proponents of this myth that the availability of more time increases the quality of decision. Hence “waiting till all the facts are in” is prudent. Several managers avoid making decisions for they are unsure of handling commitments which follow the final decision. This syndrome is termed as “Paralysis of analysis”.**

The truth is that delaying a decision makes it more complex and stale and its quality eventually deteriorates. Rational and creative thinking of individuals and group levels improves the quality of decisions. In case this process takes longer than the usual time, the quality may still be improved. However, delay might imply indecisiveness, ambiguity and lack of clarity. Hence, the myth is refuted.

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4. Most people are overworked because of the nature of their job

- The nature of the job does influence the extent of responsibility of a person. Routine, repetitive activities, if large in number, might cause an increase in the workload of a person. And in case there are deadlines to meet, it might cause further stress. On the other hand, well-planned, well-managed assignments, requiring mind-application may not lead to physical exertion. Nevertheless, much would depend on how a person handles a task. Thus, lower competence may increase the**

workload even when the task is simple and the reverse may be true in case one has adequate competence and experience to take up a particular task, however complex it might be.

5. Time can be saved

- Time can only be spent .The saved time also must be or invested immediately ; otherwise it would fly away.
- However, with proper planning ,delegation , monitoring ,application of time savers and with the controlling of time –wasters , time can actually be saved.

6.If you do things yourself , tasks get done more efficiently

Without delegation ,an executive will have to do the entire task himself, since no one else would have gained the experience of doing it. This approach will embroil an executive in avoidance of routine tasks.

7. Delegation would save you from worry and responsibility

- Wrong delegation might become a source of greater worry .Right delegation backed by peoper monitoring and supervision may reduce worry and lessen the burden.However, the accountability of the delegator does not get reduced.

8.Efficiency means effectiveness

- Efficiency is working more and getting more out of time. Effectiveness is about achieving goals and

targets .Hence ,all efficiency may not lead to effectiveness. Being efficient in a wrong task or at a wrong time would prove to be highly ineffective.Being efficient in a wrong task or at a wrong time would prove to be highly ineffective . Peter Drucker asks” “What’s the point in trying to do cheaply what should not be done at all?”Effectiveness means achieving the best results and that would become possible by doing the right things in a right manner at the right time. The ideal situation would involve efficiency leading to effectiveness.

9.It is not necessary to write out your objectives:

- Reality : Writing out objectives –long term, medium term, short term and even immediate –makes one highly productive .Clarity of objectives is a great motivator for correct action.

10. For busy people , spending time in planning the day is a waste of time

- One the contrary , busy people get done more when they have planned their day’s work .Several important tasks are likely to remain incomplete or unattended in the absence of planning .Thirty minutes of planning may save two hours of time or it might even prevent a disaster.

11. All activities lead to goal achievement

- Not necessarily. All activities are not of equal potential and utility.There are some that are more critical to goal achievement , while there may be mundane activities that are less important .Selecting the “priority” activities and focussing on them helps us move faster towards our goals.

12. Busy people perform more than others

- It only appears to be so.”Thinking “ busy people do much more than “non-thinking” busy people. General Cariappa , the first Commander –in-Chief of the Indian Army after independence , once remarked : “I have never used the words , “I am busy “.Thus, without appearing to be busy , he was a genuinely great performer.

13. Most people know how to spend time

- Not true. In fact most problems in human life arise because we do not spend time wisely. Very often, we use time in an unbalanced manner and hence do not get the best out of life.

14. Planning of only official time is needed

- No, we need to plan the whole day and even night .We must know how to live 24 hours a day. Vacations also need planning and above all ,even retirement would become better through planning.

15. Indians are bad time managers

- Indians are as good or bad time managers of the other nationalities. Comparatively speaking ,Indian Professionals and students have proven to be brilliant time managers abroad. And within the country as well, we find all categories of time managers –the best , the modest and the callous.Indians are improving their time management styles.

Your attitude towards Time and Tasks:

- 1.The one thing that can make a big difference to realising your dreams is examining your attitude towards time.
- 2. The problem is never the shortage of time but how you choose to use the available time.
- 3. Time Management is essentially self management
- 4. Successful people form the habit of doing things that the others don't like to do (they do tasks in order of importance rather than in the order of ease of completion)
- 5. It is not enough to know a concept ;you must act on it.
- 6. Self –discipline is doing what you ought to do – whether or not you feel like doing it.

Managing Self :

- 1.People erroneously believe that for living the mission and achieving goals , it is enough to manage time efficiently .The truth is that what is required is skilled management of self. Focusing only on time management leads to better efficiency but it certainly does not lead to better effectiveness.
- Therefore, our approach to self-management cannot be driven by efficiency alone –it has to be dictated by effectiveness and efficiency in that order.
- Effectiveness deals with choosing tasks to be performed with efficiency while efficiency would mean how well we manage those chosen tasks in the given time.

- Therefore, to improve both effectiveness and efficiency , we need to link up our time management with our mission and goals:
- Mission and values-> Goals -> Time Management

Building a pleasing personality and importance of interpersonal skills:

Interpersonal communication refers to face –to –face or person to person communication.It is often direct and interactive .the message is orally communicated with the help of words as well as through non-verbal communication, encompassing body language , spacing , facial expressions , tone , gestures and action. Interpersonal communication involves the effective use of verbal messages plus Body Language.

In business , most problems are people problems .When we solve our people problems , our business problems are substantially resolved. People knowledge , is more important than product knowledge .Sucessful people build pleasing and magnetic personalities , which is what makes them charismatic .This helps in getting friendly cooperation from others.

A pleasing personality is easy to recognize but hard to define .It is apparent in the way a person walks and talks , his tone of voice , the warmth in his behaviour and his definitive level of confidence. A pleasing personality is a combination of a person's attitude , behaviour and expressions .You will never lose your attractiveness regardless of age when the path of your personality flows both from your face and your heart. Wearing a pleasant expression is more important than anything else you wear. It takes a lot more than a shoeshine and a manicure to give a person polish. Charming manners that disguise a poor character may work in the short run, but character reveals itself rather quickly. Relationships based on talent and personality alone , without character , make life miserable.Charisma without character is like good looks without goodness.The bottom line is , that a lasting , winning combination requires both character and charisma .

Be courteous to all , but intimate with a few , and let those few be well tried before you give them your confidence .True friendship is a plant of slow growth , and must undergo and withstand the shocks of adversity before it is entitled to the appeal.

Anecdote : Life is an Echo:

A little boy got angry with his mother and shouted at her , “I hate you , hate you .” Because of fear of reprimand ,

he ran out of the house .He went up to the valley and shouted , “I hate you, I hate you “ and the echo returned , “I hate you”, I hate you”. Having never heard the echo before , he was scared , and ran to his mother for protection .He said there was a bad boy in the valley who shouted “I HATE YOU”, I HATE YOU” . The mother understood and she asked her son to go back and shout, “I love you, I love you “ “, and back came the echo. That taught the little boy a lesson –that our life is like an echo :We get back what we give.

Life is a Boomerang : “When you do good to others , you are best to yourself.”

Whether it is your thoughts , cations or bheaviour , sooner or later they return –and with great accuracy . Treat people with respect on your way up because you will be meeting them on your way down.

Anecodote :

What are some of the factors that prevent building and maintaing positive relationships ?

- 1.Selfishness**
- 2.Lack of courtesy**
- 3. Inconsiderate behaviour**
- 4. Not meeting commitments**
- 5.Rude behaviour**
- 6. Lack of integrity and honesty**
- 7.Self-centeredness**

(a person wrapped up in himself makes a pretty small package.)

8. Arrogance

(an arrogant person is content with his opinion and knowledge .that will guarantee his perpetual ignorance)

9.Conceit

(since nature abhors a vacuum , she fills empty heads with conceit)

**John bragged , “My son got his intelligence from me.”
His wife replied , “I am sure he does , because I have still got mine.”**

Negative attitude

Closed mind

Lack of listening

Suspicious nature

Lack of respect for values (low morals)

Lack of discipline

Lack of compassion (cruelty is a sign of weakness)

Impatience

Anger

(temper gets a person in trouble and ego keeps him there)

Manipulative behaviour

Escapist behaviour

Touchy nature

Inconsistency

Unwillingness to accept the truth

Past bad experience

An uncaring attitude

(being ignored is not a good feeling; it shows a lack of concern).

Greed –is like sea water : the more you drink , the thirstier you get.

The difference between Ego and Pride:

The biggest hurdle in building a positive relationship is Ego. Ego is self-intoxicating .Ego is an unhealthy pride that results in arrogance.Healthy pride is a feeling of the pleasure of accomplishment with humility .Ego gives a swollen head while pride gives a swollen heart.A big head gives a big headache whereas a big heart gives humility.

No matter what the size of a person's accomplishments , there is never an excuse for having a big head.

Ego-The “I know it All” Attitude:

To an egocentric person , the world begins , ends and revolves around him. An egotist can be funny by default. A boss asked one of his employees how badly he wanted a raise. The employees said , “Really badly .I have been praying to God for one”. The boss replied , “You are not going to get it because you went over my head.” An egotist talks down to and looks down on others.

What is the difference between Seflshness and Self-Interest:

It is important to understand the distinction between selfishness and self-interest.

Selfishness is negative and destructive .It destroys relationships because it is based on negative values .It believes in the win-lose principle.Self –interest is positive.It welcomes prosperity , peace of mind , good health and happiness. Self-interest believes in win-win situations.

Envy/Jealousy –Crab mentality

Jealousy is ---- a tiger that tears not only its prey but also its own raging heart.

What is crab mentality ? Did you know that if you put a group of crabs in a box with an open top, that the crabs will stay in the box? The crabs could easily crawl out of the box and go free. But this doesn't happen , because the crab mentality doesn't let it happen. The moment one crab starts crawling up, the others pull it down and nobody gets out .They could all go free , but guess where they all end up? Dead.

The same thing is true people who are jealous .They never get ahead in life and prevent others from succeeding .Jealousy is a sign of poor self-esteem .It is a universal trait. The biggest problem comes when jealousy becomes a part of the nation's character. It

results in disastrous consequences. Jealousy corrupts people and countries.

One should have an open mind rather than an empty mind:

What is the difference between an open mind and an empty mind? An open mind is flexible ; it evaluates and may accept or reject ideas and concepts based on merit .An empty mind is a dumping ground for good and bad. It accepts without evaluation.

We see things not the way they are but the way we are :

According to a legend , a wise man was sitting outside his village when a traveler came up and asked , “I am looking to move from my present village –what kind of people live in your village ?” The wise man asked , “What kind of people live in your village ?” The man said , “They are mean , cruel, rude .” The wise man replied, “ The same kind of people live in this village too.” After some time another traveler came by and asked the same question , and the wise man asked him ,” “What kind of people live in your village?” And the traveler replied , “The people are very kind , courteous , polite and good.” The wise man said, “ You will find the same kind of people here too.”

Generally , we see the world not the way it is but the way we are . Most of the time , other people’s behaviour is a reaction to our own .If our motives are good , we

assume the motives of others are good too. If our intentions are bad, we assume that the intentions of others are bad.

Trust:

All relationships are trust relationships. Relationships between employer and employee , parent and child , husband and wife , student and teacher , buyer and seller , and customer and salesperson are all trust relationships .How can we have trust without integrity ?Crisis in trust really means crisis in truth. Trust results from being trustworthy.

What are the factors that build trust:

Reliability –gives predictability and comes from commitment.

Consistency –builds confidence

Respect –to self and others gives dignity and shows a caring attitude Fairness –appeals to justice and integrity .

Openness – Shows willingness to listen and share your views .

Congruence –action and words harmonize .If a person says one thing and behaves differently , how can you trust that person?

Competence –comes when a person has the ability and the attitude to serve.

Integrity –the key ingredient to trust.

Acceptance –in spite of our effort to improve we need to accept each other with our pluses and minuses.

Character-a person may have all the competence but if he lacks character he can't be trusted.

Courage –a person who lacks courage will let you down in a crisis .

Trust in many ways is a much greater compliment than love. There are some people we love but we can't trust them. Relationships are like bank accounts; therefore, the more we can draw from them. However, if you try to draw without depositing , it leads to disappointment .

Many times we feel we are overdrawn but, in reality, we may be under-deposited.

Below are some of the consequences of poor relationships and lack of trust.

1. Stress

Lack of communication

Irritation

Close-mindedness

No team spirit

Lack of credibility

Poor self-esteem

Suspicion

Loss of productivity

Isolation

Poor health

Distrust

Prejudice

Anger

Breakdown of morale

Uncooperative behavior

Conflict

Frustration

Unhappiness

25 steps to building a positive personality :

1. Accept Responsibility

a.) Stop the blame game

b.) Social responsibility

2. Show consideration

3. Think Win-Win

4. Choose your words carefully

a.) Spoken words can't be retrieved

5. Don't criticize and complain

a.) Positive Criticisms

b.) Receiving Criticism

6. Smile and Be kind

7. Put positive interpretation on other people's

Behaviour

8. Be a good listener

9. Be enthusiastic

10. Give honest and sincere appreciation

a.) What is the difference between appreciation and flattery?

11.) When you make a mistake ,accept it and move on

12. Discuss but don't argue

a.) Is it worth it?

b.) What is the difference between an argument and a discussion?

13. Don't Gossip

14. Turn your promises into commitments

15. Be grateful but do not expect gratitude

16. Be dependable and practice loyalty

17. Avoid bearing grudges

18. Practice honesty , Integrity and Sincerity

19. Practice Humility

20. Be understanding and caring

- 21. Practice Courtesy on a daily basis**
- 22. Develop a sense of humor**
- 23. Don't be sarcastic and put others down**
- 24. To have a friend , Be a friend**
- 25. Show empathy**

1. Accept responsibility : When people accept additional responsibility they are actually giving themselves a promotion. Responsible behaviour is to accept accountability .That represents maturity. Acceptance of responsibility is a reflection of our attitude and the environment we operate in. Most people are quick to take credit for what goes right but very few readily accept the responsibility when things go wrong. A person who does not accept responsibility is not absolved from being responsible. Your objective is to cultivate responsible behaviour.

**Stop the blame game :
Avoid phrases such as :
Everyone else does it,
Or no one does it, or
It is all your fault**

People who don't accept responsibility shift the blame to their parents , teachers and genes .God , fate , luck or the stars. Responsible behaviour should be inculcated right from the childhood .It cannot be taught without a certain degree of obedience.

Step-2 : Show consideration: Consideration is thoughtfulness and sensitivity. It shows that you have a caring attitude towards people around you. If we all started thinking a little about others before doing something, we would have a great place to live.

Step-3: Think win-win: Win-Win is again an attitude consideration towards others. When we start thinking about things from this angle, we automatically lose our selfishness and take the first step towards serving our customers, our families, our employers and employees, we automatically win.

Step-4 : Choose your words carefully:

A person who says whatever he likes ends up hearing what he doesn't like. Be tactful. Tact consists of choosing one's words carefully and knowing how far to go. It also means knowing what to say and what to leave unsaid. Talent without tact may not always be desirable. Words reflect attitude. Words can hurt feelings and destroy relationships. More people have been hurt by an improper choice of words than by any natural disaster. Choose what you say rather than say what you choose. That is the difference between wisdom and foolishness. Excessive talking does not mean communication. Talk less; say more.

Step-5 : 5. Don't criticize and complain

Be a coach –criticize with the intention of helping the other person. The attitude should be corrective rather than punitive.

6. Smile and Be kind: A smile costs nothing but creates much. Cheerfulness flows from goodness. A smile is contagious and is an inexpensive way to improve looks.

7. Put positive interpretation on other people's Behaviour:

In the absence of sufficient facts, people instinctively put a negative interpretation on others's actions or inactions. By starting with positive assumptions, we have a better chance of building a pleasing personality, resulting in good relationships.

8. Be a good listener : Listening shows caring. When you show a caring attitude toward another person, that person feels important. When he feels important, he is more motivated and more receptive to your ideas.

9. Be enthusiastic: Enthusiasm and success go hand in hand, but enthusiasm comes first. Enthusiasm inspires confidence, raises morale, builds loyalty and is priceless. Enthusiasm is contagious. You can feel enthusiasm by the way a person talks, walks or shakes hand. It is a habit that one can acquire by practice.

10. Give honest and sincere appreciation: Sincere appreciation is one of the greatest gifts one can give to another person. It makes a person feel

important. The desire to feel important is one of the greatest cravings in most human beings. It can be a great motivator.

11.) When you make a mistake ,accept it and move on: Some people live and learn while others live and never learn. Mistakes are to be learned from. The greatest mistake a person can make is to repeat it. Don't assign blame and make excuses .Don't dwell on it. When you realize your mistake , it is a good idea to accept responsibility for it and apologize. Don't defend it. Acceptance disarms the other person.

12. Discuss but don't argue : Arguing is like fighting a losing battle .Even if one wins, the cost may be more than the victory is worth. Argument is nothing more than a battle of egos and results in a yelling contest. A bigger fool than the one who knows it all is the one who argues with him!

Difference between an Argument and Discussion:

**1. An argument throws heat ; a discussion throws light.
2. One stems from ego and a closed mind whereas the other comes from an open mind.**

3. An argument is an expression of temper whereas a discussion is an expression of logic.

An argument tries to prove who is right whereas a discussion tries to prove what is right.

It is not worthwhile to reason with a prejudiced mind; it was'nt reasoned into him so you can't reason it out.

13. Don't Gossip: Gossiping and lying are closely related .A gossip listens in haste and repeats at leisure .A gossip never minds his own business because he has neither a mind nor a business. A gossip is more concerned about what he overhears than what he hears. Gossip is the art of saying nothing in a way that leaves nothing unsaid.

14. Turn your promises into commitments : A promise is a statement of intent .A commitment is a promise that is going to be kept no matter what. Commitment comes out of character and leads to conviction.

15. Be grateful but do not expect gratitude: Gratefulness is a feeling of thankfulness towards others. It is conveyed through our attitude towards others and reflects our behaviour. Gratitude does not mean reciprocating good deeds, rather it is something that teaches us the art of cooperation and understanding.

16. Be dependable and practice loyalty :Ability is important but dependability is crucial.If you have someone with all the ability but if he is not dependable , you would not like him to be part of your team.

17. Avoid bearing grudges: Don't be garbage collector. When we hold grudges and harbor resentments, who are we hurting the most?Ourselves.

Practice honesty: Honesty means to be genuine and real versus fake and fictitious. Build a reputation of being trustworthy .If there is one thing that builds any kind of relationship at home , at work or socially , it is integrity. Not keeping commitments amounts to dishonesty.

18.

19.Practice Humility: Confidence without humility is arrogance .Humility is the foundation of all virtues .It is a sign of greatness . It does not mean self-demeaning behaviour. Sincere humility attracts but false humility detracts.

20. Be understanding and caring : In relationships we all make mistakes and sometimes we are insensitive to needs of others , especially those very close to us.All this leads to disappointment and resentment .The answer to handling disappointment is understanding.

Relationships don't come about because people are perfect .They come about because of understanding .

21. Practice Courtesy on a daily basis : Courtesy is nothing more than consideration for others. It opens doors that would not otherwise open.

It is the little things that make a big difference. Small courtesies will take a person much further than cleverness. Courtesy is an offshoot of deep moral behavior but pays well.

22. Develop a sense of humor: Learn to laugh at yourself because it is the safest humor. Laughing at yourself gives you the energy to bounce back. Laughter is a natural tranquilizer for people all over the world. Humor may not change the message , but it certainly can help to take the sting out of the bite.

23. Don't be sarcastic and put others down: Negative humor may include sarcasm , put -downs and hurtful remarks. Any humor involving sarcasm that makes fun of others is in poor taste. An injury is forgiven more easily than an insult.

24. To have a friend , Be a friend: Friendship takes sacrifice .Building friendships and relationships takes sacrifice , loyalty and maturity. Sacrifice takes going out of one's way and never happens by the way. Selfishness destroys friendships. casual acquaintances come easy but true friendships take time to build and effort to keep. We must learn to recognize counterfeit relationships. True friends do not want to see their friends hurt. True friendship gives more than it gets and stand by adversity.

25. Show empathy: The wrong we do the others and what we suffer are weighed differently. Empathy alone is a very important characteristic of a positive personality. People with empathy ask themselves this question: "How would I feel if someone treated me that way?"

Unit-4 :

Written Communication:

Writing memos and notices

Memos , Circulars, Notices and Office orders are tools used for communication within the organization.

A.) Memo : A memo is by definition “a written statement that you prepare specially for a person or committee in order to give them information about a particular matter”. In an organization it takes the form of a “short official note that you write to a person or to several people , especially people who you work with “. It has been derived from the Latin word “memorare” , changed to “memorandus” , and means literally “to mention” or “tell”.

Large organizations need an efficient system by which colleagues can communicate with each other , either in the same building /office or often in departments or sections situated with each other, either in the same building /office or often in departments or sections situated in different locations .The telephone is no doubt an immediate method but it is often necessary to have some written records of requests , instructions, actions, suggested or taken, etc. For this system of internal correspondence , memos are used. They may be for the attention of one person only or in the form of a circular for the attention of several people , whose names will appear in the bottom left-hand corner.they are used for passing on or making requests or information , for requesting and reporting actions and for acknowledgements. They are not used for lengthy reports.

The memo format:

A memo is a form of written communication, but it is not a letter. Its format , therefore, is also different from that of a letter. Most companies have their own printed memo sheets with the main company heading and also the heading of the department or section and often one or two coloured sheets attached which can be torn off as copies for filing. A typical memo sheet may look like this :

Just as an effective letter requires careful planning ,so does a good memorandum.

Joan Minniuiger advises us to follow the following two phase methods of writing memos:

Phase 1: The Exploratory Phase:

- *Put down everything you want about the subject.**
- *Use personal pronouns**
- * Don't judge what you have written in this phase.**

Phase 2: The Crafting Phase

- Underline every item that is vital to your reader ;
Omit those that are'nt.**
- Jot down the purpose of the memo at the top of the page.**
- Divide your underlined items into separate categories.**
- Write a heading for each category .Example :”When to deliver parts”.(instead of time table.)**
- Determine the order of importance of each category to the reader and number them.**

- **Start writing your memo .Begin the body of the memo with your phase -1 category , then go down your list .Use the headings as subheads throughout the text. Place background or support information at the end.**

To achieve a more personal human touch, use the following:

- 1.Use “You” and “Your” instead of saying “Everyone is requested to provide input on course content”, say, “Please send me your course content ideas”.**
- 2. Picture your reader .Write to a person with a title , not to a title with a person.**
- 3.Use conversational words and phrases .Say, “As you suggested “ and “Please let me know” instead of “Kindly advise”.**

A Sample memo format:

United Breweries Limited Memorandum	
No.... To: ----- From: ----- Subject: ----- (1.) _____ _____ 2.) _____ _____	Date :

3.)

cc. To

Signature

A memo is typically used for issuing instructions to the staff , change in the policy , inviting suggestions, giving information, making requests. It can also be issued as a show cause notice.

Note : Memos do not carry a salutation.(“Dear”----) or a complimentary close(Yours----)

A memo requesting departmental reports :

**Bharat Oil Products Ltd.
Head Office: Mumbai
Memo**

No. :BLP/305

Date: 18 August'2014

From: S.K.Jain ,M.D

To: All Heads of Departments

Subject: Departmental Reports

Would you please make sure that your current half –yearly report is handed over to my secretary

before the last day of the month so that figures can be collated and incorporated into the general report for the meeting of the Board of Directors on 1st Sept.

Thank You.

**C.C. J.P. Jain, Finance
R.K. Garg, Operations
H.S. Sachdeva
J.K Arora**

A memo asking for feedback on the use of laptop computers:

UNITED DISTILLERS LIMITED

Head Office : Bangalore

Memorandum

No.: 35/6

To: All members of staff, Northern region

From: S.P. Narula

Date: 2nd August'2014

Subject: Laptop Computers

The board urgently requires feedback on our experience with laptops in Northern Regional Office. I need to know , for my report:

- 1. What you personally use the laptop for and your reasons for doing this. If you are doing work that was formerly done by other staff, please justify this.**
- 2. What software you use. Please name the applications and version numbers.**
- 3. How many hours per day you spend actually using it.**
- 4. How your laptop has not come up to your**

expectations.

5. What anticipated use you have found for your laptop , that others may want to share.

**Please fax this information directly to me by 5 p.m. Wednesday 12 August'2014 .If you have any queries , please contact my assistant ,V.K. Sharma , who will be visiting you on Monday 10th August.
Thank You.
S.P.Narula**

A memo regarding safety precautions:

**GURU NANAK ENGINEERING CO.
MEMORANDUM**

No. 835/67

From: The Managing Director

To: The Personnel Manager

Date: 23rd August'2014

Subject: Safety Precautions

As a result of the accident which occurred in the fitters shop , we are going to have a drive to improve our safety precautions throughout the works. We want, first of all, to eliminate the source of accidents; in other words, we want to see where the possible danger points are and remove them. Secondly, we want to make all employees more aware of danger to themselves if they do not follow instructions.

1.Would you please prepare a report for me on what you consider the danger points to be and how our safety of staff will be most helpful and will be very carefully considered.

2. Would you inform all employees , in the strongest terms , of the risks they run if they do not follow safety regulations.

G.Singh

A Memo inviting view and suggestion:

**From: The Managing Director
To: Personnel Managers
Date : 27 April '2014**

Subject : Installation of Clocking-In Machines

The Board is thinking of installing an automatic clocking –in system in the offices of each division. Before we do this we need to know:

- 1.How the arrangements concerning breaks , especially lunch breaks , have been working.**
- 2. How many machines we would need.**
- 3.Whether time now lost through bad time-keeping would be saved.**

Can you provide us with your views on :

- how the staff will react to the idea.**
- how we can deal with the union on the matter.**

If possible ,I would like to receive your report before the next Board Meeting on 1st June.

C.C. to---

D.)Office Orders:

The word “Order” suggests acceptance or compliance if a message is conveyed as an order , it means that it carries a stamp of authority with it and has to be accepted. Office order is a tool of downward communication; it travels from the higher –ups down to the subordinates.

Orders are usually related to posting , promotions, suspension, termination of services , granting /withholding increments , granting/withholding certain privileges , imposing certain restrictions , intimation , of disciplinary proceedings etc.

An office order is a very sensitive form of communication and if misunderstood or misinterpreted , it can lead to serious unintended consequences. The following points should be kept in mind while drafting orders:

- Orders must be very concise ; they must not contain any unnecessary details.**
- The language employed should be absolutely clear.The order should be written in very simple words that can be easily understood by all. Idioms , phrases and slangs should be strictly avoided.**
- Orders should clearly specify who they are meant for.Some orders are sent to the concerned individuals with copies to the concerned departments ; others may be meant for display on the notice board.**

Sample :An Office Order posting a new recruit to a department:

<p>Guest Keen Williams Sansad Marg ,New Delhi</p>

Ref.: RYU/567/32

Date: 4 May'14

Office Order

Shri Anil Sachdeva has been posted as Sales Executive w.e.f. 5th May'14 .He will be reporting to Shri C.M. Handa , Sales Officer.

- 1.Shri Anil Sachdeva**
- 2. Shri C.M. Handa**
- 3. Accounts Officer**

**SD/- S.K. Jain
Deputy Manager (Personnel)**

An office order regarding the transfer of an employee from head office to take over the independent charge of a unit:

**NEW TRENDS CASUAL WEARS
12,Lamington Road, Bangalore**

Ref.: SPS/24/973

Date: 5th March'14

Shri Rahul Chaturvedi ,Assistant Administrative Officer , is transferred from the Head Office to take independent charge of the production unit at M.G. Industrial Area.He shall hand over charge of his duties at the Head Office to the undersigned and take charge of the M.G. Industrial Area unit from Shri Gopla Subramaniam latest by 12th march'2014.

Copies to:

- 1.Shri Rahul Chaturvedi**
- 2. Shri Gopal Subramaniam**

3. Accounts Office

**Sd/ -V.K. Menon
Deputy General Manager
(Personnel)**

An office order regarding the promotion of an employee.

**NEW TRENDS CASUAL WEARS
12,Lamington Road, Bangalore**

Ref.: SPS/24/973

Date: 5th March'14

Office Order

Ms.Geetika Rastogi , Accounts Assistant , is promoted as Senior Accountant with immediate effect .She will draw the basic pay of Rs. 3,200 in the pay scale of Rs. 3,000-100-3,500-125-4,500. Other allowance will contribute to be admissible as per the company's rules.

**To : Ms.Geetiak Rastogi
Through Accounts Department
Kanwar Jain
Manager (Personnel)**

An office order granting special increment to an employee:

**NEW TRENDS CASUAL WEARS
12,Lamington Road, Bangalore**

Ref.: SPS/24/973

Date: 5th March'14

Office Order

In appreciation of the excellent performance of Ms. Smitha Ramachandran in the Sales promotion campaign during the summer months of June-July 2014 , the management is pleased to grant her a special increment of Rs. 300 effective from 1.8.2014.

Other office orders can be drafted for the following purposes:

- 1. An office order suspending an employee**
- 2. An office order reinstating a suspended employee**
- 3. An office order terminating the services of an employee.**
- 4. An office order instituting an enquiry against an employee.**

Notices and Circulars:

Besides memoranda and office orders , there are other forms of communication like notices, circulars , questionnaires etc. They are widely used in organizations for the purpose of information giving and exchanging with other members of the staff .All of them follow more or less standardized format , though an

organization is always free to evolve its own style. But that really does not count much. What is more important is the purpose that these forms of written communication are supposed to serve within the company.

Notices, generally supposed to be pinned on a wall notice-board, are a popular and effective way of reaching out to the general staff for whom they are meant. Many notices require signatures of staff or some other indication of agreement with some proposal, policy decision etc. A sample format is given below:

An invitation notice:

MODERN FOOD INDUSTRIES
Lawrence Road, New Delhi
Notice

Would all members of staff who would like to attend the farewell dinner on Friday 21, August for Mr. Ahuja please give their names to the Admin officer by 14th August. We also request the members to indicate the number of guests they wish to bring.

A.K. Madan
13th August '14

It is important to note that it is always more effective to request than to command, demand or threaten. The approach of the management should be polite and

persuasive if they wish the staff or work force to conform to certain arrangements to refrain from actions are deemed to be dangerous or undesirable. It is better to say :

“Members of staff are requested to---

“The management should appreciate the cooperation of the staff----

Rather than—

“Workers will not____”

“All workers will---“

“Members of staff are not permitted ----“

Workers are more likely to respond to notices that obviously try to foster good industrial relations.

Circulars and questionnaires:

Notices seeking the opinions of the staff often circulated in order that each person has one and can fill it and give his or her own comments on a specific matter. As a secretary , one is quite likely to be asked at some time to draw up a questionnaire asking staff or their opinions /comments on tips already given or to give suggestions of their own. For example , an organization decides to celebrate fiftieth anniversary of the country's independence and the management wants to celebrate the occasion by involving the staff in a suitable way. They may give the following suggestions:

- 1. Grand evening dinner (each member of staff is allowed one guest.)**
- 2. Day coach trip (staff only)**
- 3. Evening tea party for the families with entertainment for the children.**

The secretary will have to complete a questionnaire that gives people the opportunity to state their preference for one of these suggestions with space for comments, and any other suggestion that they might like to give:

HIMALAYA DRUG COMPANY

The Mail ,Simla

Staff Circular

The management invites the opinions of all members of staff on how they would like to mark the occasion of the country's fiftieth anniversary celebrations on 14th August '2014.

Please indicate below your preference for one of the following suggestions already received and add any comments you might have about them.If you have any other suggestions , please add them to the list in the space provided.

Please tick

Comments

Day trip by coach

.to a scenic spot or place of int.

Staff members only

Afternoon tea party for staff + families + ent. For children

Or

Grand evening dinner

Party –staff members

+ one guest each

Any other suggestion :

Please return all questionnaires to my office by 31st July.

Thank you

Managing Director

Office circulars of a more formal nature are meant to bring to the notice of a certain audience matters of importance to the organization. They are widely used to disseminate information like inviting applications from from employees for promotion test/interview, insistence on punctuality , change in working hours, inviting suggestions etc. They are usually brief , precise and persuasive pieces of writing brought to the notice of staff. Some examples of office circulars in their usual format are as follows:

A circular inviting suggestions :

Bhagirath Electricals Ltd.

Delhi -110006

Date : 25th Aug'14

The office manual which was last revised in July is now due for revision .We look forward to all employees considering this matter with interest and send their suggestions to the undersigned latest by 25th Aug'2014.

Manager

Filling of vacancies

Associated Metal Products

Dated : 25th June'14

Circular No. 28/98

It is proposed to fill vacancies for the post of senior

Assistant (Accounts) and Senior Assistant from among the employees who fulfil the following requirements .

- 1. The employees should have put in a minimum of 5 years of service in the company.**
- 2. The candidates must be second class graduates.**
- 3. CA/ICW A qualification preferable.**

Employees fulfilling the above requirements should forward their applications through their departmental heads latest by ----.

Manager Personnel

Summary:

Memorandum: is a communiqué issued to instruct the staff some policy matter.

Notices are served in down hierarchical level to the employees.

Circulars are also information containing letters generated within or outside the organization regarding some aspect.

Orders : are issued to the lower level employees for the execution of some policy /rule.

Report writing (meaning, objectives, features , steps, types and specimen)

A business Report presents an account of something ,finds solution to some problem and submits

information in organized form to the authorised person. It describes the sources of information and also the procedure and significance of data collection.

C.A Brown defines report as a communication from someone who has to inform someone who wants to use that information. It describes the events or individuals to someone who requires it. The business reports are written by the individuals or by the committees as a part of their regular duties. Many of them are objective factual and impartial in nature and they do not require interpretations or comments. But, some reports can be prepared only after careful investigation , experiments , research , surveys and logical thinking. Such reports often end with expert advice , suggestions and recommendations.

Oral and Written reports :

- ✓ **A report may be either oral or written: An oral report is simple and easy to present .It may consist in the communication of an impression or an observation.**
- ✓ **Sometimes it may be quite useful .But a written report is always preferred .It enjoys several advantages over the oral one:**
 - ✓ **1. An oral report can be denied at any time. But a written report is a permanent record. The reporter cannot deny what he has reported once.**
 - ✓ **2. An oral report tends to be vague .It may be encumbered by the pressure of irrelevant facts**

while some significant ones may have been overlooked .In a written report , the writer tries to be accurate and precise.

- ✓ **3. A written report can change hands without any danger of distortion during transmission.**
- ✓ **4. A written report can be referred to again and again.**

Types of business reports:

We can classify the business reports in various ways:

- ✓ **On the basis of legal formalities to be complied with , we can have :**

- ✓ **1.Informal Reports : An informal report is usually in the form of a person –to –person communication.It may range from a short, almost fragmentary statement of facts on a single page, to a more developed presentation taking several pages. An informal report is usually submitted in the form of a letter or a memorandum.**

- ✓ **2.Formal Reports : A formal report is one which is prepared in a prescribed form and is presented according to an established procedure to a prescribed authority.**

- ✓ **Formal reports can be statutory or non-statutory.**

A report prepared and presented according to the form and procedure laid down by law is called a statutory report.Report submitted at the statutory , meeting of the shareholders .Directors' report to the Annual General Meeting ,Annual Return, Auditors' Report are statutory reports.

Formal reports which are not required under any law but which are prepared to help the management in framing policies or taking other important decisions are called non-statutory reports.

- ✓ **On the basis of the frequency of issue , a report can be periodic or routine : Periodic or routine reports are prepared and presented at regular intervals in the usual routine of business. They may be submitted annually ,semi-annually , quarterly , monthly , fortnightly ,weekly or even daily. Generally such reports contain a mere statement of facts , in detail or in summarized form ,without an opinion or recommendation. Branch managers of banks submit periodic reports to the Head office on the quantum of business transacted during a particular period.**

2.Special reports are related to a single occasion or situation. A report on the desirability of opening a new branch or on the unrest among staff in particular branch are special reports .Special reports deal with non-recurrent problems.

On the basis of function , a report can be (1.) Informative , or (2.) interpretative

- ✓ **If a report merely presents facts pertinent to an issue or a situation, it is informative.On the other hand , if it analyses the facts ,draws conclusions and makes recommendations ,it may be described as analytical, interpretative or investigative.**
- ✓ **On the basis of the nature of the subject dealt with , we can have a**
- ✓ **1. Problem-determining report**

- ✓ **2.Fact-Finding Report**
- ✓ **3.Performance Report**
- ✓ **4.Technical Report**

- ✓ **In a problem- determining report, we try to determine the causes underlying a problem or ascertain whether or not the problem actually exists.In a technical report , we present data on a specialised subject with or without comments.**

- ✓ **On the basis of the number of persons entrusted with the drafting of reports , we can have (1.) reports by individuals, and 2.) reports by committees or sub-committees**

- ✓ **Reports submitted by the Branch Manager , Personnel Manager ,m, the company secretary , the auditor , the solicitor , etc. are reports by individulas. These reports are related to work in their own department.**

Characteristics of a good report:

- 1.Precision**
 - 2.Accuracy of facts**
 - 3.Relevance**
 - 4.Reader Orientation**
 - 5.Objectivity of recommendations**
 - 6.Simple and unambiguous language**
 - 7.Clarity**
 - 8.Brevity**
 - 9.Grammatical accuracy**
- 1.Precision: In a good report , the writer is very clear about the exact purpose of writing it .His investigation , analysis and recommendations are directed by this central purpose.Precision gives a kind of unity and**

coherence to the report and makes it a valuable document.

2. Accuracy of facts: The scientific accuracy of facts is very essential to a good report. Since reports invariably lead to decision making, inaccurate facts may lead to disastrous decisions.

3. Relevance: The facts presented in a report should be not only accurate but also relevant. While it is essential that every fact included in a report has a bearing on the central purpose, it is equally essential to see that nothing relevant has escaped inclusion. Irrelevant facts render it incomplete and likely to mislead.

4. Reader-Orientation: A good report is always reader-oriented. While drafting a report, it is necessary to keep in mind the persons(s) who is ("are) going to read it. A report meant for the layman will be different from another meant for technical experts.

5. Simple and unambiguous language : A good report is written in a simple, unambiguous language. It is a kind of scientific document of practical utility; hence it should be free from various forms of poetic embellishment like figures of speech.

6. Clarity: A good report is absolutely clear. Clarity depends on proper arrangement of facts. The report writer must proceed systematically. He should make his purpose clear, define his sources, state his findings and finally make necessary recommendations. He should divide his report into short paragraphs giving them headings, insert other suitable sign-posts to achieve greater clarity.

Brevity: A report should be brief. It is difficult to define brevity in absolute terms .Nor can brevity be laid down as a rule. All that can be said is that a good report is as brief as possible. Brevity should not be achieved at the cost of completeness .Sometimes the problem being investigated is of such importance that it calls for detailed discussion of facts.Then this discussion should not be evaded .Brevity in a report is the kind one recommends for a precis.Include everything significant and yet be brief.

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

A good report is:

- 1.Precise and Brief**
- 2. Accurate (factually and grammatically)**
- 3. Relevant**
- 4.Reader-Oriented**
- 5.Objective**
- 6. Clear and Unambiguous**

Organization of Reports:

Though there is no hard and fast rules regarding the format of a report .It is essential to present all the facts in a logical sequence .The constituent parts of

the reports are organized in different manners to suit the purpose and contents. Sometimes the authority for whom the report is to be written prescribes a particular format for the report, but when there is no statutory obligation that report should be in a particular form, the report writer should organize his report in a systematic manner to meet the purpose.

✓ A report can be organized in three ways:

1.Letter Form

2.Letter –Text combination form

3.Memorandum form

Letter Form: The brief and informal reports are usually written in letter form .It is written in the first person “I “ or “We” .It consists of the following parts:

1.Heading or title

2.Date line

3.Inside Address

4.Salutation

5.Body of the report

a.) Introduction

b.) Findings

c.) Conclusion

d.) Recommendations

e.)Complimentary Close

f.)Signature and designation

Letter –Text Designation : The letter –text combination form is suitable for the lengthy and complex reports .Though it is normally divided in three parts , each of the three parts is further subdivided into smaller units.

1.Introductory Material :

A.) Forwarding

- B.) Title Page**
- C.) Preface**
- D.) Acknowledgement**
- E.) Contents**
- F.) List of illustrations**
- G.) Summary of synopsis**

2. Body of the report:

- A.) Introduction**
 - 1.) Definition of the problem**
 - 2.) Methodology**

- B.) Findings**
- C.) Conclusions**
- D.) Recommendations**

3. Supplementary Material:

- A.) Appendix**
- B.) List of references**
- C.) Bibliography**
- D.) Glossary**
- E.) Index**
- F.) Signature and Designation**

Memorandum Form:

The memorandum form is the simplest way of report. In it the report writer does not follow the formalities of the letter form. The printed memorandum report forms of various types are used in the business houses which ensures uniformity , clarity and simplicity in the presentation of the reported information. The memorandum form can be divided in the following parts:

- A.) Title**
- B.) Name of the report –writer**
- C.) Date –Line**
- D.) Actual text of report under various heading and sub headings**
- E.) Conclusions**

Constituent parts of the Reports:

- 1. Title /Title page :** It gives the title or the heading of the report .It also contains the name of the author , name of the authority to whom the report is submitted , the number of the report and the date of submission.
- 2. Letter of forwarding: “Forwarding” or “covering”** letter is a routine letter for the transmittal of the report from the writer to the recipient .I t simply serves as a permanent written record of transmission of report to its primary recipient. It also contains the date of submission , the name and designation of the writer and the name of the authority.Sometimes it invites the readers comments on the report.
- 3. Preface:** Preface is the author’s explanatory remarks about the report. It introduces the report and offers it to the readers .It may contain almost all the information of covering letter.
- 4. Acknowledgements :** In acknowledgements the author’s mention the names of the individuals and organizations that have helped him in report writing. If the report includes published material , he gives the list of sources.
- 5. Contents page :** Contents page is essential for the lengthy reports. It gives the titles , sub-titles and page numbers of each chapter.It not only helps the

reader to locate a particular chapter but also gives him an overall view of the report at a glance.

6. **Summary /Synopsis:** The summary of the report is also called as the “synopsis” and the “abstract” of the report. It gives substance of the report in brief. It describes the methodology , findings , conclusions and the recommendations in nutshell. The summary or synopsis is unnecessary for short report of three-four pages but it is extremely useful to the reader if the report is lengthy.
7. **Introduction to the study :** The introduction includes a brief historical background of the subject ,scope of study , methods of data collection ,definition of problem and definitions of special terms and concepts.
8. **Conclusions :'** The report writer analyses the data and draws conclusions on the basis of his”findings”.The conclusions are supported by the findings and their explanations and analysis .the report writer may derive a number of conclusions based on the nalysis of different facts .They should be grouped suitably and should be presented in the descending order so that important conclusions are mentioned in the beginning.
- 9.**Recommendations :** Recommendations logically follow the conclusions of the findings :But all the reports do not include the recommendations or suggestions. In some reports the conclusions and the recommendations are combined.This combination may suit the short reports up to 5-6 pages: but for lengthy reports the recommendations should be written separately to suggest the future course of action. The

recommendations in committee report are put in the form of resolutions.

10.Appendix: The appendix contains diagrams , charts , maps , pictures , statistical data and other material which supports the main body of the report. The details which are separated from the body of the report are included in the appendix .The reader can understand the contents of the reports without it but if he desires to go through the details of the related evidences , supporting material and documents , he can find them in the appendix.

Bibliography : Bibliography is a list of published and unpublished works to which the report writer is indebted for certain ideas. It may also contain names of works for further study. The list of works in bibliography is arranged in alphabetical order .Bibliography of the works to be consulted is often prepared before writing the report.

Glossary: The technical or jargon words are usually explained in the footnotes .If the number of such words is large , a list of those words is prepared in an alphabetical order .This list is called the glossary. If the reader's field of expertise is different from the subject dealt in the report and if the technical words used in the report are likely to be unknown to him , the glossary becomes an essential part of the report.

Index: In case of lengthy reports , an index is helpful to the reader to locate easily and quickly any topic or sub-topic of the contents .Index is included in the report if the table of contents cannot help the reader to point out

all the aspects of the contents. It is always needed in the bulky reports. The entries in the index are made in alphabetical order and page numbers are mentioned before each entry.

Signature: A report is signed by a person who submits it to the authority. If it is prepared by a committee, the chairman of the committee signs it. Sometimes all the members of the committee are required to sign it. The members who disagree with certain matters in the report usually sign it with a note of dissent. Signature of the other members indicate their assent to the subject matter of the report.

Reports by Committees or Sub-Committees:

Some business reports are concerned with more than one department or individual and some subject are too important and expansive to be entrusted to one person for its research findings and recommendations. Such a subject matter requires careful and complete investigation by the committees and sub-committees in which a number of people are involved in the process of report writing. There is a cautious deliberation over all the issues of the subject matter. The views and opinions of all the committee members are given serious consideration before they arrive to certain conclusions. It is usually written with impersonal and formal style.

These reports should invariably mention the objectives of the investigation , methods of data collection explanation or interpretation of collected data , details of evidences gathered , the conclusions of the deliberations and recommendations or suggestions given by the committee or the sub-committee .They should also mention the names of a person or body to

whom the report is addressed .Such a report is usually signed by all the members or by the chairman of the committee.

The three most commonly used formats of writing reports are :

1. Letter –style report

The letter style report is usually written on the company letter head which is used for internal communications .Though written paragraphs like an ordinary letter , it carries no salutation and only a signature without any subscription. This type of report is used for more lengthy and detailed communications than a memorandum would cover, but it is headed like a memo.

BHARAT MACHINE TOOLS LTD.

**10, Industrial Estate
Wazirpur Delhi**

26th May'14

**To : All Heads of sections and Departments
From: Mr.M.G. Goel ,Personnel Manager**

C.C Managing Director

M.S. Goel

2. Enumerated Report

In an enumerated report paragraphs are numbered and this adds to the clarity and readability of the report.

BHARAT MACHINE TOOLS LTD.

10, Industrial Estate

26th May'14

Wazirpur Delhi

To : All Heads of sections and Departments

From: Mr.M.G. Goel ,Personnel Manager

Subject: -----

1.

2.

3.

4.

5.

3. The Schematic report

BHARAT MACHINE TOOLS LTD.

10, Industrial Estate

Wazirpur Delhi

26th May'14

To : All Heads of sections and Departments

From: Mr.M.G. Goel ,Personnel Manager

1.Terms of reference:

2.Action taken:

3.Findings:

4.Conclusions

5.Recommendations:

Preparation of Press release :

When a company has some information it wishes to make public ,someone with authority to do so will prepare a press release. The secretary will no doubt be asked to present it in an easily readable format , (perhaps on a form specially headed for the purpose.)

- **Most of the newspapers have some space reserved for corporate news , releases and public notices .The newspaper editor ,however reserves the right to publish the matter sent to him intact or after editing it . In order that the Press Release appears as it is intended to be , care must be taken to observe the following points.**
- **A.) Substantial Information: The Press Release must be newsworthy .It is above all supposed to be an objective statement of some fact ,some decision taken. The matter to be published should, therefore, be free of trappings of journalism.**
- **B.)Clarity: As a corollary to the point given above it must be empahasized that a Press Release must be written out in a clear transparent style .In choice of words , therefore, connotation must be avoided in favor denotation.**
- **C.) Brevity : It goes without saying that a Press Release must be as brief as possible .Only then will it be clear .Moreover, the editor has no time to prune the matter. The newspaper has also to accommodate a large number of notices and other such items in their columns.**
- **D.)A Press Release should also be free from colloquialisms, cliches and pomposity .Its aim is to highlight something worth reporting.**
- **E.) In a very deft manner it may , and should , iphold the company image , but it should not obviously look like an adverstisement .It should be above all informative .At the same time it can and should positively project the company image.**

- **F.) The release must be given a carefully chosen and suitable heading.**
- **G.) If the matter is long it should be clearly divided into paragraphs. The paragraphs may also be given sub-headings.**

Sample Press Release:

Vacuum Evaporated Tata Salt Iodized

We are the primary and by far the largest producer of salt in the country and one of the largest in the world. For human consumption , we produce a premium grade Vacuum-Evaporated Iodized Salt- Tata –salt-the like of which is not produced anywhere.

We market Tata Salt in one Kg packs throughout the country at a uniform price of Rs.6 Per Kg. and we have the largest share of the market.

- **There is absolutely no repeat no shortage of salt and the consumers are advised not to panic and not to pay more than the price printed on the pack.**
- **In addition , we also carry very large stocks of solar-evaporated salt which we do not market at present .In the unlikely event of need arising we can, with some government support , move this salt in large quantities to any part of the country for sale as loose salt for human consumption.**
- **Please do not give in to Anti-Social elements**
- **Tata Chemicals Limited**
- **The company that cares.**

Unit-V

Vocabulary Building :

Idioms :

Idiomatic Expressions:

1. Keep up with the Joneses: To try to have all the possessions that the friends and neighbours have. We are squandering all our income in keeping with the Joneses.

2. A give and take policy : A policy of mutual concessions.

We can maintain good relations by following a give and take policy.

3. To have too many irons in fire: To be very busy. These days we can't help you as we have our hands full.

4. To make amends : To compensate for damage . If you have said something impolite to him you can always make amends by a good gesture.

5.To play a second fiddle : To take a subordinate role . I have my own place in this organization ;I can't play a second fiddle to anybody.

6.To rise to the occasion : Develop resources for the demands of an occasion.

India is strong enough to rise to the occasion , and will not let her people suffer on account of sanctions.

7.To set one's house in order: To manage one's own affairs : We can do good to others only if we set our own house in order.

**8.Ups and Downs : Prosperity and adversity.
There are ups and downs in everybody's life.**

**9.Up to the mark : Coming up to a set standard.
Even the mark.**

**9. To take the bull by the horns: To grapple with a problem courageously.
I am strong enough to take the bull by the horns .I am not an escapist.**

10. To take a leap in the dark: Take a risky step without caring for the result. We have to be careful in starting this business and not to take a leap in the dark.

**11.To turn the tables : To reverse someone's position.
They were trying to bargain in their favor, but my friend's timely intervention turned the tables.**

**12.To err on the safe side : To choose that may be inaccurate but that keeps us safe.
In going in for mixed economy our government has chosen to err on the safe side.**

12. To burn one's fingers: To get oneself into unexpected trouble.

- 13. They were doing well in their family business but by venturing into show business they burnt their fingers.**
- 14. To rest on one's laurels: to be satisfied with laurels already won.**

If we want further progress we should not rest on our laurels.

- 15. To speak volumes: To bear abundant witness for or against.**
His success speaks volumes for his capabilities.

- 16. To steal a march: To gain an advantage over another.**
Many smaller countries in Asia have stolen a march over India by silently consolidating their economies.
- 17. To steer clear of : To avoid.**
I would like to steer clear of problems by remaining neutral.

- 18. To fish in troubled waters: To make personal profit out of a disturbance.**
The go-getters in politics mostly fish in troubled waters.

- 19. To pour oil on troubled waters: To do something that soothes passions.**
- 20. Whenever there is a dispute we look up to him to pour oil on troubled waters.**
-

Word relationship, hyperbole:

1. Pairs /Groups of Words :

1.Able : having the power/skill

As I had enough money I was able to help her.

1. Capable : having the ability or power to do

He is capable of working for ten hours.

2. Artist : one who practices a fine art.

Ravi Shankar is a great artist.

2. Artiste : A professional performer.

Stage and cine artistes make a lot of money.

2.Artisan : Skilled workman.

Indian villages are teeming with artisans.

3.Artistic : beautiful

The woodwork of this house is very artistic.

3. Artificial: not natural, man-made

Artificial silk is no comparison to natural silk.

3.Artful: cleverly deceitful : A large number of our legislators are artful politicians.

4. Artistry : artistic skill

Many tourists fail to appreciate the artistry of our historical buildings.

4.Artifice : clever trick or deception.

He got his promotion not by merit but by artifice.

5. adapt: to become or make suitable for different conditions : We have adapted ourselves to the new environment.

Adept: highly skilled in something.

He is an adept in computer programming.

5.Adopt: to take as one's own; to approve finally.

The childless couple adopted a relative's child.

The committee adopted his suggestions.

6.Beside : next to ; in addition

He lives in a town beside the sea.

I want to do it in any case; the cost is beside the point.

6.Besides : in addition to There were three others present at the meeting besides Mr.Jones

7.Casual : unconcerned

Some times casual remarks offend others.

Causal : showing the relationship of cause and effect.

There is a causal chain involved in all technological developments.

9. Dependent : that depends on

Success is dependent on your labor.

Dependant : a person who depends on another for support.

He has a large number of dependants.

10. Expedient : useful or helpful for a purpose.

She thought it expedient not to tell her boss where she had been during the break.

10.Expeditious : quick and without delay .

The doctor was very expeditious ; he arrived in ten minutes.

Hyperbole: A figure of speech in which a statement is made emphatic by overstatement.

A Figure of Speech is departure from the ordinary course of ideas in order to produce a greater effect.

Hyperbole:

Examples: 1. Here's the smell of blood still; all the perfumes of Arabia will not sweeten this little hand.

2. Why, man, if the river were dry, I am able to fill it with tears.

3. O Hamlet! Thou hast cleft my heart in twain.

4. Surely never lighted on this orb, which she hardly seemed to touch, a more delightful vision than Marie Antoinette.

**5. I Loved Ophelia; forty thousand brothers
Could not with all their quantity of love
Make up the sum.**

Group Discussion:

What is a Group Discussion?

A Group Discussion can be defined as a formal discussion involving ten to 12 participants in a group.

It is a methodology used by an organization to gauge whether the candidate has certain personality traits and/or skills that it desires in its members. In this methodology, the group of candidates is given a topic or a situation, given a few minutes to think about the same, and then asked to discuss the it among themselves for 15-20 minutes.

As in a football game, where you play like a team, passing the ball to each team member and aim for a common goal, GD is also based on team work, incorporating views of different team members to reach a common goal.

Here are some of the most important personality traits that a candidate should possess to do well at a GD:

- **Team Player**
- **Reasoning Ability**
- **Leadership**
- **Flexibility**
- **Assertiveness**
- **Initiative**
- **Creativity/ Out of the box thinking**
- **Inspiring ability**
- **Listening**
- **Awareness**

1. **Team Player**

It is essential for managers to be team players.

The reason: Managers always work in teams.

At the beginning of his(manager) career, a manager works as a team member.

And, later, as a team leader.

Management aspirants who lack team skills cannot be good managers.

2. **Reasoning Ability**

Reasoning ability plays an important role while expressing your opinions or ideas at a GD.

For example, on India's growth and its effects:

Any Answer for this should be based on reasons, not assumptions.

3. **Leadership**

There are three types of situations that can arise in a GD:

~ A GD where participants are unable to establish a proper rapport and do not speak much.

~ A GD where participants get emotionally charged and the GD gets chaotic.

~ A GD where participants discuss the topic assertively by touching on all its nuances and try to reach the objective.

Here, a leader would be someone who facilitates the third situation at a GD.

A leader would have the following qualities:

~S/he shows direction to the group whenever group moves away from the topic.

~S/he coordinates the effort of the different team members in the GD.

~S/he contributes to the GD at regular intervals with valuable insights.

~S/he also inspires and motivates team members to express their views.

Caution: Being a mere coordinator in a GD does not help, because it is a secondary role.

Contribute to the GD with your ideas and opinions, but also try and steer the conversation towards a goal.

4. **Flexibility**

You must be open to other ideas as well as to the evaluation of your ideas: That is what flexibility is all about.

But first, remember: Never ever start your GD with a **stand** or a **conclusion**.

Say the topic of a GD is, '**Should India Ban night work for Women at night hours?**'

Some participants tend to get emotionally attached to the topic and take a stand either in favour or against the topic, ie 'Yes, India should', or, 'No, India should not'.

By taking a stand, you have already given your **decision** without discussing the topic at hand or listening to the views of your team members.

Also, if you encounter an opposition with a very strong point at the 11th hour, you end up in a typical catch-22 situation:

~If you change your stand, you are seen as a fickle-minded or a whimsical person.

~If you do not change your stand, you are seen as an inflexible, stubborn and obstinate person.

5. Assertiveness

You must put forth your point to the group in a very emphatic, positive and confident manner.

Participants often confuse assertiveness with **aggressiveness**.

Aggressiveness is all about forcing your point on the other person, and can be a threat to the group. An aggressive person can also demonstrate negative body language, whereas an assertive person displays positive body language.

6. Initiative

A general trend amongst students is to start a GD and get the initial kitty of points earmarked for the initiator.

But that is a high risk-high return strategy.

Initiate a GD only if you are well versed with the topic. If you start and fail to contribute at regular intervals, it gives the impression that you started the GD just for the sake of the initial points.

Also, if you fumble, stammer or misquote facts, it may work against you.

Remember: You never ever get a second chance to create a first impression.

7. Creativity/ Out of the box thinking

An idea or a perspective which opens new horizons for discussion on the GD topic is always highly appreciated.

When you put across a new idea convincingly, such that it is discussed at length by the group, it can only be positive.

You will find yourself in the good books of the examiner.

8. Inspiring ability

A good group discussion should incorporate views of all the team members.

If some team members want to express their ideas but are not getting the opportunity to do so, giving them an opportunity to express their ideas or opinions will be seen as a positive trait.

Caution: If a participant is not willing to speak, you need not necessarily go out of the way to ask him to express his views. This may insult him and hamper the flow of the GD.

9. Listening

Always try and strike a proper balance between expressing your ideas and imbibing ideas.

10. Awareness

You must be well versed with both the micro and macro environment.

Your awareness about your environment helps a lot in your GD content, which

carries maximum weightage.

Topic based Gds can be classified into three types:

1. Factual Topics
2. Controversial Topics
3. Abstract Topics

Other than these three topics , there can also be a case based G.D.

4. Case based G.D.

Factual Topics -

Factual topics are about practical things, which an ordinary person is aware of in his day-to-day life. Typically these are about socio-economic topics. These can be current, i.e. they may have been in the news lately, or could be unbound by time. A factual topic for discussion gives a candidate a chance to prove that he is aware of and sensitive to his environment.

E.g. The education policy of India, Tourism in India, State of the aged in the nation.

Controversial Topics -

Controversial topics are the ones that are argumentative in nature. They are meant to generate controversy. In GDs where these topics are given for discussion, the noise level is usually high, there may be tempers flying. The idea behind giving a topic like this is to see how much maturity the candidate is displaying by keeping his temper in check, by rationally and logically arguing his point of view without getting personal and emotional.

E.g. Reservations should be removed, Women make better managers

Abstract Topics -

Abstract topics are about intangible things. These topics are not given often for discussion, but their possibility cannot be ruled out. These topics test your lateral thinking and creativity.

E.g. A is an alphabet, Twinkle twinkle little star, The number 10



Case-based Gd -

Another variation is the use of a case instead of a topic.

The case study tries to simulate a real-life situation. Information about the situation will be given to you and you would be asked as a group to resolve the situation. In the case study there are no incorrect answers or perfect solutions. The objective in the case study is to get you to think about the situation from various angles.

IIM A, IIM Indore and IIT SOM Mumbai have a case-based discussion rather than topic-based discussion in their selection procedures.

Interview basics:

Handouts will be given for this topic.

Story writing: To tell even a simple story well requires some practice. An uneducated person generally tells a tale badly. He does not mentally look ahead as he tells it and plans it out. So, he repeats himself, omits important items, which he drags in afterwards out of place, and dwells too long on minor details and fails to emphasize the leading points. To write a good story, you must have the whole plot clear in your mind, and the main points arranged in their proper order.

Hints for story writing:

- 1. You must have a clear idea of the plot of the story in your mind before you begin to write.**
- 2. Make an outline and follow the order in which the points are given in the outline.**

3. Be careful to connect the points given in the outline naturally , so that the whole will be vread as a connected piece of a good composition. Otherwise the whole will be disconnected and jerky.You must use your imagination in filling in the details of action , gesture and conversation that should connect one point with the next.
4. Where possible , introduce dialogue or conversation;be careful to make it natural and interesting.
5. The conclusion of a story is important .The whole story should be made to lead up up to it naturally, and then it should come as a bit of a surprise.
6. If you are asked to supply a heading or title to the story , you may choose the main character , object or incident of the story .
7. See that your composition is grammatical and idiomatic and in good simple English .Revise your work , and if necessary rewrite it, until it is as good as you can make it.

Common Errors:

Handouts will be given for this topic.