

COURSE MATERIAL

Ques 1. Explain the following:

(a) Essential of effective business communication.

(b) Barriers to effective communication.

© Models of Communication

Ans. Meaning of Business Communication: The sharing of information between people within an enterprise that is performed for the commercial benefit of the organization. In addition, business communication can also refer to how a company shares information to promote its product or services to potential consumers.

Elements of Communication

The basic elements of communication are :

a) Communicator: The sender, speaker, issuer, or writer who intends to convey or transmit a message.

b) Message: The subject matter of communication.

c) Transmission: The act of conveying the message.

d) Channel: The medium used to transmit the message.

e) Receiver: The person to whom the message is meant

f) Response: Replying or reaction of the receiver.

Essentials of Effective business communication:

1. Simple language : The language used in the communication should be simple and understandable.
2. Clearness : The communicator should be clear in his mind about the objective of his communication. There should not be any ambiguity in communication.
3. Adequacy of information : It should contain adequate information and should be complete in all respect; otherwise it will not serve the purpose of communication.
4. Proper medium of communication : The communicator should select the proper media of communication by considering such factors as the nature of communication, urgency of communication, distance between communicator and recipient of communication etc.
5. Accurate : An effective communication should be accurate. False and misleading statement will seriously undermine the reputation of the business. It may also lead to expensive litigation.
6. Courtesy : Politeness is, of course, one of the important attributes of good business communication. A polite language should be used in communication. It helps improve business relations.

Importance of Communication

Communication is one of the important functions of a manager. Every manager must communicate in order to get things done through others. Communication is indispensable for all managerial controlling. In the opinion of Chester Barnard "The first executive function is to develop and maintain a system of communication.

In the words of George R. Terry "Communication serves as the lubricant, fostering for the smooth operations of the management process".

The importance of communication could be stated as under :

- a) Communication is the basis for decision making and planning.

- b) It helps in smooth and efficient working of an organisation.
- c) It facilitates co-ordination.
- d) It increases managerial efficiency.
- e) It promotes co-operation and industrial peace.
- f) It motivates employees and increases employee morale
- g) It helps in effective control of the entire operations of the organisation.
- h) It helps to maintain public relations.

(B) Barriers to effective communication.

Ans. Meaning of Effective Communication: A two way information sharing process which involves one party sending a message that is easily understood by the receiving party. Effective communication by business managers facilitates information sharing between company employees and can substantially contribute to its commercial success.

Barriers to Effective Communication: Recognizing barriers to effective communication is a first step in improving communication style. Communication barriers may be divided into two categories:

- A) Encoding Barriers
- B) Transmitting Barriers

Encoding Barriers: The process of selecting and organizing symbols to represent a message requires skill and knowledge. Obstacles listed below can interfere with an effective message.

1. Lack of Sensitivity to Receiver. A breakdown in communication may result when a message is not adapted to its receiver. Recognizing the receiver's

needs, status, knowledge of the subject, and language skills assists the sender in preparing a successful message. If a customer is angry, for example, an effective response may be just to listen to the person vent for awhile.

2. Lack of Basic Communication Skills. The receiver is less likely to understand the message if the sender has trouble choosing the precise words needed and arranging those words in a grammatically-correct sentence.

3. Insufficient Knowledge of the Subject. If the sender lacks specific information about something, the receiver will likely receive an unclear or mixed message. Have you shopped for an item such as a computer, and experienced how some salespeople can explain complicated terms and ideas in a simple way? Others cannot.

4. Information Overload. If you receive a message with too much information, you may tend to put up a barrier because the amount of information is coming so fast that you may have difficulty comfortably interpreting that information. If you are selling an item with twenty-five terrific features, pick two or three important features to emphasize instead of overwhelming your receiver (ho-hum) with an information avalanche.

5. Emotional Interference. An emotional individual may not be able to communicate well. If someone is angry, hostile, resentful, joyful, or fearful, that person may be too preoccupied with emotions to receive the intended message. If you don't like someone, for example, you may have trouble "hearing" them.

Transmitting Barriers: Things that get in the way of message transmission are sometimes called "noise." Communication may be difficult because of noise and some of these problems:

1. Physical Distractions. A bad cellular phone line or a noisy restaurant can destroy communication. If an E-mail message or letter is not formatted properly, or if it contains grammatical and spelling errors, the receiver may not be able to concentrate on the message because the physical appearance of the letter or E-mail is sloppy and unprofessional.

2. Conflicting Messages. Messages that cause a conflict in perception for the receiver may result in incomplete communication. For example, if a person constantly uses jargon or slang to communicate with someone from another country who has never heard such expressions, mixed messages are sure to result. Another example of conflicting messages might be if a supervisor

requests a report immediately without giving the report writer enough time to gather the proper information. Does the report writer emphasize speed in writing the report, or accuracy in gathering the data?

3. Channel Barriers. If the sender chooses an inappropriate channel of communication, communication may cease. Detailed instructions presented over the telephone, for example, may be frustrating for both communicators. If you are on a computer technical support help line discussing a problem, it would be helpful for you to be sitting in front of a computer, as opposed to taking notes from the support staff and then **returning to your computer station.**

(C) Models of communication.

Communication models are systematic representations of the process which helps in understanding how communication works can be done. Models show the process metaphorically and in symbols. They form general perspectives on communication by breaking communication from complex to simple and keeps the components in order. Communication models can sometimes encourage traditional thinking and stereotyping but can also omit some major aspects of human communication.

Methods and channels of communication to be used and the purpose of communication, must be considered before choosing a specific communication model. Models are used by business companies and other firms to foster their communication, explore their options and to evaluate their own situations. It is also used to understand how the receivers will interpret the message.

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Ques 2. Discuss various parts of speech in brief.

Ans. Different parts of Speech: There are nine parts of speech. They are articles, nouns, pronouns, adjectives, verbs, adverbs, conjunctions, prepositions, and interjections.

1) Noun: A noun is a word used to name something: a person/animal, a place, a thing, or an idea. Following are the examples of nouns.

- Anisha, Amita, Anna, Anshika
- Japan, Venezuela, Atlanta, Kroger, the Gap
- Pencil, Store, Music, Air

Nouns are classified in several ways...

1. Singular or Plural

- a. Singular nouns name only one person, place, thing or idea.
 - b. Plural nouns name two or more persons, places, things or ideas.
- Most singular nouns (Not ALL) are made plural by adding "S".

2. Collective noun

Collective nouns are treated as singular because they emphasize the group as one unit. *The committee is going to make a decision.*

3. Count or Non-count Nouns.

Nouns that are non-count cannot be counted. For example, one cannot go outside to have two fresh airs. One goes outside for fresh *air*.

4. Abstract or concrete Nouns :

- a) Concrete nouns are nouns that you can touch. They are people, places, and some things. Words like *person, court, Georgia, pencil, hand, paper, car, and door* are all examples of concrete nouns.
- b) Abstract nouns are nouns that cannot be physically held. For example, things like *air, justice, safety, Democracy, faith, religion*, etc.

2.) Pronoun :

A pronoun is a word that replaces a noun. They eliminate the need for repetition.

For Example: Instead of Emma talked to Emma's child, you might say Emma talked to her child. Her is the pronoun. It renames the antecedent, Emma.

There are several types of pronouns.

Personal Pronouns refer to specific persons or things. Personal pronouns can act as subjects, objects, or possessives.

Singular: I, me, you, she, her, he, him, it

Plural: we, us, you, they, them

Possessive Pronouns indicate ownership or possession.

- ✓ Singular: my, mine, your, yours, hers, his, its
- ✓ Plural: yours, ours, theirs,

For Example: She returned my pencil to me because it was mine.

3. Reflexive Pronouns name a receiver of an action who is identical to the doer of the action.

- ✓ Singular: myself, yourself, himself, herself, itself
- ✓ Plural: ourselves, yourselves, themselves

For example: Manuela congratulated herself on her good grades.

Intensive Pronouns emphasize a noun or another pronoun.

- ✓ Singular: myself, yourself, himself, herself, itself
- ✓ Plural: ourselves, yourselves, themselves

Reciprocal Pronouns express shared actions or feelings. They are:

Each other One another

Indefinite Pronouns refer to non-specific persons and things.

All, another, any, anybody, anyone, anything, both, each, either, everybody, everyone, everything, few, many, neither, nobody, none, no one, nothing, one, several, some, somebody, someone, something

Demonstrative Pronouns are also considered noun markers. They "point" towards nouns. this, that, these those ..

For				Example:
That	woman	attends	Gainesville	College.
That points out which woman.				

Interrogative Pronouns introduce questions.

Who, Whom, Whose, Which, What

Relative Pronouns introduce dependent clauses and refers to a person or thing already mentioned in the sentence (i.e. the antecedent).

Who, whoever, whom, whomever, whose, which, that

3.) ADJECTIVE

An adjective modifies (describes) a noun or pronoun.

Normally in English, the adjective comes before the noun.

Punctuation Note: Adjectives are not usually capitalized unless they are the first word in a sentence. BUT, nationalities are also adjectives and should be capitalized. For example:

Ricky Martin is Puerto Rican and Michelle Yeoh is Chinese.

These are called proper adjectives. And, like proper nouns, proper adjectives are always capitalized in English. They are derived from proper nouns and are words like: *African-American, Vietnamese, Latino, Italian, Japanese, Korean, etc.* They can also include adjectives like *Catholic, Jewish, Republican, Democrat, etc.*

4. Adverbs

An adverb is a word that modifies an action verb, an adjective or another adverb. The teacher carefully graded the homework.

Carefully is an adverb that modifies the action verb *to grade*.

- Tommy was extremely enthusiastic about doing his homework.

Extremely is an adverb that modifies the adjective *enthusiastic*.

- Yan Ko ran out of the classroom very quickly.

Very is an adverb that modifies the adverb *quickly*.

Warning: You need an adjective after linking verbs...NEVER an adverb!

For example, *Tai feels bad (guilty) when he has to leave class.*

Here, *bad* is an adjective that modifies the proper noun *Tai*. It is an adjective because it follows the linking verb *to feel*.

HOWEVER, verbs like *look, sound, smell, feel, and taste* can function as either an action verb or a linking verb.

Tai feels badly (to the touch) after swimming in a chlorinated pool. His skin is really dry.

Here, *bad* is used in its adverbial form since it follows an action verb, *to feel*.

Types of Adverbs:

- Relative Adverbs introduce questions and dependent adverbial clauses. They answer the questions *When?* and *Where?* They are: *When* *Where*

For Example:

When I was young, I liked to play outside.

Q: When did I like to play outside? A: When I was young.

- Adverbs of Frequency indicate answer the question *how often?* They are:

Always, usually, often, sometimes, rarely, never

The students in ESOL 98 always study very hard.

They rarely forget to do their homework.

NOTE: Generally, these adverbs come before the verb; however there is an exception. In the case of the verb *to be*, the adverb of frequency comes after

the verb. For example: Azra is always on time for class.

5. Conjunctions are the scotch tape of the grammatical world. They join together words and phrases. There are three kinds of conjunctions: coordinating conjunctions, correlative conjunctions, and subordinating conjunctions.

1. Coordinating Conjunctions

There are seven coordinating conjunctions in English. You can use the mnemonic device *fanboys* to remember them.

For, And, Nor, But, Or, Yet

They can be used with commas to create compound sentences.

For example:

Ignacio loves to dance, but Rocío has no rhythm.

Kyong Mee works hard, yet she still earns low grades.

Note: A compound sentence is a sentence made up of two independent clauses. That is, a compound sentence is simply two complete sentences joined by a comma and a coordinating conjunction (i.e. a fan boys).

2. Correlative Conjunctions also join ideas, but they work in pairs. They are:

Both...and , neither...nor, whether...or

either...or, not only...but also

For Example:

Not only am I happy about the grades, but I am also excited that you are learning!

3. *Subordinating Conjunctions* join an independent clause to a subordinate clause. That is, they join a clause that can stand alone with a clause that cannot stand alone. Some frequently used subordinating conjunctions are:

after, although, as, as if, because, before, even if, even though, if, since, so that, though, unless, until, when, whenever, where, wherever, whether, while.

For Example:

Although the students were tired, they still came to class.

6 Interjections

Interjections are words used to express emotional states. They can usually be found in narrative writing, interviews, and in spoken English. They can stand alone. For example:

Oh!, wow!, Ouch! Oops! Hey!

Punctuation Note: They are punctuated with either commas or exclamation marks. Mild interjections are followed by a comma, but stronger interjections are punctuated with an exclamation mark (!) .

Oh, we're late for the movie.

Generally, the movies are not an important destination. Therefore, the person making this statement will sound less urgent than the next example.

Oh! I'm late for work.

Work, unlike the movies, is generally considered a very important destination. If one doesn't arrive on time, there is the possibility of being fired or of losing face. Here, the speaker will have a greater sense of urgency.

Generally, you do not find interjections in academic writing.

7. Prepositions

Prepositions are words that, like conjunctions, connect a noun or pronoun to another word in a sentence. Some common prepositions:

About

Before

Down

Into

Through

Above	Behind	During	Like	To
Across	Below	Except	Of	Toward
After	Beneath	For	Off	Under
Among	Beside	From	On	Up
Around	Between	In	Over	With

A prepositional phrase is a group of words that begins with a preposition and ends with a noun or pronoun. They can act as adjectives or as adverbs.

Manuela, the student from Germany, wrote an excellent paper on the computer.

8. Verbs

Verbs generally express action or a state of being. There are several classifications for verbs- action verbs,/linking verbs, main verbs/auxiliary verbs, transitive/intransitive and phrasal verbs.

1. Action verbs show action.

He runs. He plays. They study.

2. Linking Verbs link the subject to an adjective.

Ricky Martin is beautiful.

The linking verb *is* links the adjective *beautiful* with the subject *Ricky Martin*.

1. Main verbs can stand alone.

2. Auxiliary verbs, also called helping verbs, serve as support to the main verb.

The most common auxiliary verbs are:

Have, has, had, Do, does, did, Be, am, is, are, was, were, being, been

Should, could, will, would, might, can, may, must, shall, ought (to)
For example:

Tai has run everyday.

Run is an action verb. The subject can actually "do" it.

Has is the helping verb. It helps the main verb *run* to be present perfect tense.

Verbs can be transitive or intransitive.

- Transitive Verbs require a direct object in order to make sense.

For Example:

Yolanda takes aspirin for her headaches.
Here, takes is a transitive verb since the sentence Yolanda takes has no meaning without its direct object aspirin.

- Intransitive Verbs do not need direct objects to make them meaningful.
For Example:

Julio

swims.

The verb swim has meaning for the reader without an object.

Caution: A verb can be either transitive or intransitive depending on its context. For Example:

The cars *race*. – Here, *race* is intransitive. It does not need an object.

My father *races* horses. – Here, *races* is transitive. It requires the object *horses* in order to make sense.

Verbs can be phrasal.

1. Phrasal verbs are made up of a verb and a preposition. The preposition gives the verb a different meaning than it would have by itself. For example, the verb *look* has a different meaning from the phrasal verb *look up* (in the dictionary).

Some more examples:

call up, find out, hand in, make up, put off, turn on, write up

WARNING: The base form of a verb is called the infinitive. It is to + verb. For example, to do, to win, to study, etc. Under no circumstance can a verb preceded by *to* be considered a verb. Infinitives are not verbs.

Ques 3.) Write an application to a banker requesting loan for house construction.

Ans.) Application for home loan can be written in following format:

Mr Abhinav Batra
HDFC Bank
Deputy General Manager
Sec 12
Karnal, Haryana
India

8th Dec, 2013.

Sub: Request for granting Loan of Rs. 5,00,000/- against A/c No: 15986543

Dear Mr Batra,

I have a savings account with your esteemed bank HDFC Bank for the last 5 years. If you check my records, you will find that I have always maintained the minimum quarterly balance of Rs. 5000/- as required. I also have an esteemed priority savings account with your bank.

I would request you to grant me a loan of Rs. 5,00,000/- against my A/c No: 15986543. Please find attached my account statement and other duly filled documents and forms. I would request you to confirm me at the earliest, if anything else is required from my end.

Please note, that as I am in urgent need of the funds and would appreciate if you could reply to me as soon as possible.

Hope you to hear from you soon.

Thanking you in advance

Kamal
Account
A/c No: 15986543

Gupta
Holder

.....

Ques 4. Draft an application for a job in a public sector undertaking?

Ans. Application for job application in a public sector undertaking may be written in the following format:

Mr. Keshav Sharma
XYZ Company
87 Mall Road
New Delhi

Dear Mr. Sharma,

I am writing to apply for the programmer position advertised in the *Times of India*. As requested, I am enclosing a completed job application, my certification, my resume and three references.

The opportunity presented in this listing is very interesting, and I believe that my strong technical experience and education will make me a very competitive candidate for this position. The key strengths that I possess for success in this position include:

- I have successfully designed, developed, and supported live use applications
- I strive for continued excellence
- I provide exceptional contributions to customer service for all customers

With a BS degree in Computer Programming, I have a full understanding of the full life cycle of a software development project. I also have experience in learning and excelling at new technologies as needed.

Please see my resume for additional information on my experience.

I can be reached anytime via email at vikasgoyal@gmail.com or my cell phone, +91 9355530097.

Thank you for your time and consideration. I look forward to speaking with you about this employment opportunity.

Sincerely,

Signature (for hard copy letter)

Vikas Goyal

Ques 5 . What do you understand by non-verbal communication? Explain gestures, symbols and signs?

Ans. Behavior and elements of speech aside from the words themselves that transmit meaning. Non-verbal communication includes pitch, speed, tone and volume of voice, gestures and facial expressions, body posture, stance, and proximity to the listener, eye movements and contact, and dress and appearance.

Research suggests that only 5 percent effect is produced by the spoken word, 45 percent by the tone, inflexion, and other elements of voice, and 50 percent by body language, movements, eye contact, etc.

Transmission of messages by a medium other than speech or writing is termed as Non-verbal communication.

Types of Non-verbal communication:

Facial Expressions

Of all the types of nonverbal communication, this may be one of the most noticeable. We all examine each others' faces as we talk, gleaning information to confirm that the meaning is received as it is delivered.

- Smiling is one facial expression that is likely to put other people at ease and make them feel accepted and comfortable. You exude happiness and encouragement when you smile, so try to add it to more of your conversations.
- Scowling, chewing your lip, and raising your eyebrows can all signal different meanings, so it is important to be aware of how your face looks during a conversation.
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Eye Contact

This is a big one. We learned all about it in Speech class! The hard part is that it can feel uncomfortable. For some it may feel too intimate, for others it may feel challenging. No matter how it makes you feel, though, it is an essential tool in your nonverbal communication toolbox as it makes the other person feel heard, respected, and important.

Facial Expressions: T

The face is an important communicator. It is commonly said that face is the index of the mind. It expresses the type of emotions or feelings such as joy, love, interest, sorrow, anger, annoyance, confusion, enthusiasm, fear, hatred surprise, and uncertainty. Facial expressions are indicated through the mouth (open, wide or closed), eyelids (raised or lowered), nose (wrinkled or relaxed), cheeks (drawn up or back) and the forehead (lowered or raised).

Gestures

Gestures are another one of the types of nonverbal communication. They can add warmth and personality to a conversation. If you're not a big hand gesture person, remember at least to nod your head appropriately. This is an easy way to show that you are listening to, understanding, and connecting with the speaker.

Body Language

Body language is another widely recognized form of non-verbal communication. Body movements can convey meanings and message. Body language may take two forms of unconscious movements and consciously controlled movements.

For example when a person is bored, he may gaze around the room rather than look at the speaker or he may shift positions frequently.

When a person is nervous, he may bite his nails or mash hair. These are usually made unconsciously. On the other hand, leaning forward toward the speaker to express interest is the case of conscious body movements.

Posture and Body Orientation

How you walk, talk, stand, and sit sends a lot of messages to others. Think of the times you've felt nervous at a party...your posture most certainly gave you away. Letting your body relax, having fluid smooth movements, and facing your conversation partner all indicate confidence and engaging conversation skills.

Space and Distance

Space and distance are significant non-verbal tools in the case of organizational communication.

A spacious and well-decorated room indicates a person's position in the organization hierarchy and external people gets a message about his importance and authority only by visiting his room.

Distance is another communication tool, which expresses the degree of intimacy and individual acceptance.

Proximity

The physical distance between you and others signals your level of intimacy and comfort. If someone you don't know stands too close or touches too often, you will probably begin to feel uncomfortable. Make sure you're aware of others' body language in response to your presence -- this can be especially important for those who want to impress!

Paralinguistics

This is really just describing how your voice sounds. It includes your:

Tone
Pitch
Rhythm
Loudness
Inflection

This type of nonverbal communication is most noticeable when someone uses their voice to indicate a different meaning than their stated words.

Importance of Nonverbal Communication

Nonverbal communication represents two-thirds of all communication. Nonverbal communication can portray a message both verbally and with the correct body signals. Body signals comprise physical features, conscious and unconscious gestures and signals, and the mediation of personal space. The wrong message can be established if the body language conveyed does not match a verbal message. Nonverbal communication strengthens a first impression in common situations like attracting a partner or in a business interview: impressions are on average formed within the first four seconds of contact. First encounters or interactions with another person strongly affect a person's perception. When the other person or group is absorbing the message they are focused on the entire environment around them, meaning the other person uses all five senses in the interaction: 83% sight, 11% hearing, 3% smell, 2% touch and 1% taste.

Well Expression of the Speaker's Attitude

Various non-verbal cues of the speaker like physical movements, facial expression, a way of expression, etc. play an important role in expressing the inner meaning of the messages in face-to-face conversation and interview.

For example, the facial expression of the speaker indicates his attitude, determination depth of knowledge, etc.

Providing Information Regarding the Sender of The Written Message

The format, neatness, language and the appearance of the envelope used in a written message send a non-verbal message regarding the writer's tests, choice, level of education, etc.

Expressing the Attitude of the Listener and Receiver

Sometimes the appearance of the listeners and receivers conveys their attitudes, feelings, and thoughts regarding the messages they have read or heard.

Gaining Knowledge about a Class of People

Clothing, hairstyle, neatness, jewelry, cosmetics, and stature of people convey impressions regarding their occupation, age, nationality, social or economic level, job status, etc.

For example; students, policemen, nurses, etc. can easily be identified through their dresses.

Gaining Knowledge about the Status of a Person

Non-verbal cues also help to determine the relative status of persons working in an organization. For example, room size, location, furnishings, decorations, lightings, etc. indicate the position of a person in the organization.

Communicating Common Message to All People

In some cases, non-verbal cues can effectively express many true messages more accurately than those of any other method of communication.

For example; use of red, yellow and green lights and use of various signs in controlling vehicles on the roads.

Communicating with the Handicapped People

Non-verbal cues of communication greatly help in communicating with the handicapped people.

For example; the language of communication with the deaf depends on the movements of the hands, fingers, and eyeball.

Conveying Message to the Illiterate People

Communication with illiterate people through written media is impossible. There may also be some situations that do not allow the use of oral media to communicate with them.

In such situations, non-verbal methods like pictures, colors, graphs, signs, and symbols are used as the media of communication.

For example; to indicate danger we use red sign and to mean dangerous we use a skull placed between two pieces of bone put in a crosswise fashion.

Quick Expression of Message

Non-verbal cues like sign and symbol can also communicate some messages very quickly than written or oral media.

For example; when drivers of a running vehicle are to be communicated that the road ahead is narrow or there is a turn in the road ahead, we generally use signs or symbols rather than using any written or oral message.

Presenting Information Precisely

Sometimes quantitative information on any issue may require a lengthy written message. But this quantitative information can be presented easily and precisely through tables, graphs, charts, etc.

Meaning of Signs ,Symblos and Gestures:

A sign is something we directly encounter, yet at the same time it refers to something else. Thunder is a sign of rain. A punch in the nose is a sign of anger. An arrow is a sign of whatever it points toward.

Symbols expand the notions of signs and signals. Symbols are characterized by rich meanings that are multiple, fluid, diverse, layered, complex, and frequently predicated on metaphorical associations that assert an analogy between things from different contexts that normally may not be connected. Given that the referents of symbols tend to be general, abstract, and

ambiguous, their personally or socially constructed significations may not be apparent except to those who make them.

Gestures are present early in development, and are used to communicate before a child has the ability to vocalize. Once the child has the ability to speak, gestures are used to express thoughts that are not expressed vocally; eventually, gestures complement vocalized ideas.

Functions of Non-verbal Communication

Main Functions of Non-Verbal Communication are explained below: T

There are five functions of non-verbal communication: reinforcement, contradiction, substitution, accentuation, and regulation. All of these functions help the person sending a message and the person receiving the message by making the substance of the communication more understandable.

Reinforcement- “the amount of redundancy nonverbal communication adds to the verbal message” for example if you say “Hi” or “Bye” you will probably wave your hand also, and if you say you’re hungry you might rub your stomach. If something tastes bad you would express your dislike accompanied with a disgusted look on your face.

Substitution- “using a nonverbal action or cue instead of speaking” for example instead of actually saying “hi” or “bye” you might just wave a hand at someone. When we are not able to speak to a person we use a nonverbal cue.

Contradiction- “the use of a nonverbal message to negate the verbal message” for example if you ask how someone is and they say “good” but they roll their eyes or look down at the floor and shrug their shoulders, you know they are actually not good and they have just negated the verbal message they were sending.

Accentuation- “the use of nonverbal cues to intensify the verbal message” for example if you speak louder and quickly you are adding intensity to the verbal message. We can tell when a person is excited because they usually speak loud and their eyes widen, making the message more clear.

Regulation- “the turn taking cues of conversational order” for example we use hand signals to indicate that we are done talking and it is someone else’s turn to talk. We also use nonverbal signals like looking at the other person as if to say “what do you think about that” without actually speaking the words.

Ques. 6) How is appearance relevant for communication? Explain what does it convey?

Ans. First impressions are very important. They can be about attitude as well as dress. Visual impact is at least as important as verbal impact, people will very quickly make assumptions based on your facial expressions, the clothes you wear, how well groomed you are and your body language.

"Quality is more important than quantity" - This really applies here as well. It is really pivotal to dress up properly for any business or job offer we may encounter. One shouldn't focus on wearing too much accessories, jewellery and make up. What is very vital is the physical appearance and the proper hairstyle.

Appearances also include:

- * Body cleanliness
- * Clean Nails
- * Shiny shoes
- *No tattoos
- *Being appropriately dressed

Personal appearance is an often disregarded part of communication and presentation skills.

When you are speaking in public you may be representing your organisation or just yourself, but it is still *you* in the front line. It is *you* that the other person, group or audience sees and before you have time to open your mouth and give an account of yourself, certain assumptions, both consciously and subconsciously, have been made.

Appearance may be of two types:

A) Physical Appearance

B) Clothing

Physical Appearance: First impressions are vital and they are powerful and permanent. People continuously spend a lot of money on their physical looks or to improve their personality. We all are aware of the benefits of inner beauty and how it plays an important role in developing relationships, but these days, the research suggests that physical attractiveness affects interpersonal outcomes. These appearances influence job interviews, buying behaviour, school grades etc.

Clothing: Your clothes provide visual areas to your interests, age, personality and attitude. Status information can also be gained by clothes. For some, clothing means keeping them up with the social changes. So dressing appropriately is all part of being set for success. Do not compromise on your smartness however, but do not allow your appearance to overpower your message. Generally people like those who look like them. So try to adapt your outfit to tone with your audience's style. Whatever is your clothing style is, it should be smart, comfortable, practical and helps you feel good about yourself.

So it can be stated that your physical appearance and your clothing style contribute a lot in your personality.

Ques 7: What do you understand by self presentation? Explain how different factors affect self presentation.

Ans. Self Presentation: Any behaviour that is designed to convey an image about ourselves to other people. This explains why our behaviour can change if we notice we are being watched.

Self-presentation is behavior that attempts to convey some information about oneself or some image of oneself to other people. It denotes a class of *motivations* in human behavior. These motivations are in part stable dispositions of individuals but they depend on situational factors to elicit them. Specifically, self-presentational motivations are activated by the evaluative presence of other people and by others' (even potential) knowledge of one's behavior.

It is also known as impression management. Impression management means behaving in ways so that others perceive us how we want to be perceived.

Purpose of presentation:

- ✓ Presentations that persuade: This type of presentation is made to convince the audience about a particular point of view. It persuades or convinces the listener to agree to that point of view.
- ✓ Presentations that instruct or explain
- ✓ Presentations that report progress
- ✓ Different strategies of self presentation:

Strategies of Self Presentation:

Ingratiation

Ingratiation is probably the most familiar impression management strategy. The goal of ingratiation is to get the other person to like you. Since we tend to like people who agree with us, say nice things about us, do favours for us, and possess positive interpersonal qualities (e.g., warmth and kindness), it should come as no surprise that ingratiation can be accomplished through imitation, flattery, doing favours for someone, and displaying positive personal characteristics.

Intimidation: In it person arouses fear among others to get work done. He does not care about being likeable, he wants to control others & exercise his powers. It includes threats and withholding value resources like salary increment, etc.

Self-Promotion: This is a kind of advertising. The self-promoter wants to be seen as competent in certain areas. The motive behind self-promotion is earning respect.

Exemplification: the person tries to elicit the impression of moral worthiness and integrity while creating a feeling of guilt among others. Eg. "I will finish this work even if I fall sick but you go and enjoy"

Supplication

A final form of self-presentation is supplication. Supplication occurs when people publicly exaggerate their weaknesses and deficiencies. For example, in earlier times, women were expected to play helpless (rather than appear competent) in order to attract a mate. Men do this as well, of course, as when a husband claims to not know how to use the dishwasher or washing machine. The more general point is that people will sometimes exaggerate their incompetence and frailties if doing so gets them what they want. In extreme cases, these tendencies may underlie depression and other psychological difficulties.

Factors that affect self-presentation are:

A range of factors that govern impression management can be identified. It can be stated that impression management becomes necessary whenever there exists a kind of social situation, whether real or imaginary. Logically, the awareness of being a potential subject of monitoring is also crucial. Furthermore, the characteristics of a given social situation are important. Specifically, the surrounding cultural norms determine the appropriateness of particular nonverbal behaviours. The actions have to be appropriate to the targets, and within that culture, so that the kind of audience as well as the relation to the audience influences the way impression management is realized. A person's goals are another factor governing the ways and strategies of impression management. This refers to the content of an assertion, which also leads to distinct ways of presentation of aspects of the self. The degree of self-efficacy describes whether a person is convinced that it is possible to convey the intended impression.

A new study finds that, all other things being equal, people are more likely to pay attention to faces that have been associated with negative gossip than those with neutral or positive associations. The study contributes to a body of work showing that far from being objective, our perceptions are shaped by

unconscious brain processes that determine what we "choose" to see or ignore — even before we become aware of it. The findings also add to the idea that the brain evolved to be particularly sensitive to "bad guys" or cheaters — fellow humans who undermine social life by deception, theft or other non-cooperative behaviour.

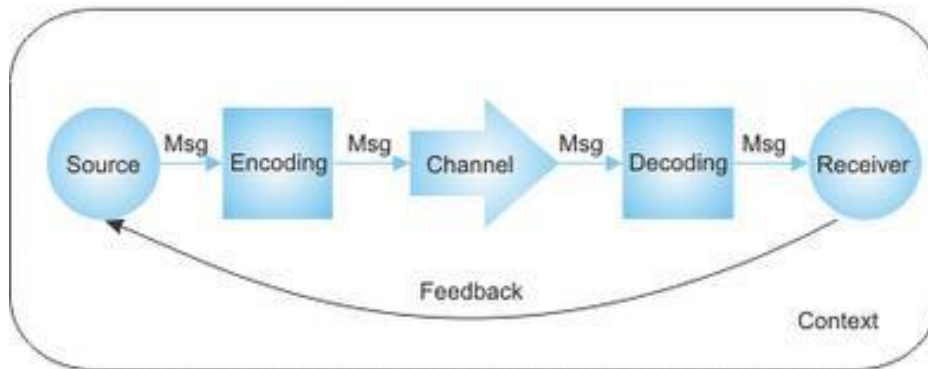
There are many methods behind self-presentation: including self disclosure (identifying what makes you "you" to another person), managing appearances (trying to fit in), ingratiation, aligning actions (making your actions seem appealing or understandable), and alter-casting (imposing identities on other people). These self-presentation methods can also be used on the corporate level as impression management.

Ques 8. Explain the process of verbal communication in an organisation. Also throw some light on the ways of organising your message.

Ans. Verbal communication involves using speech to exchange information with others. You usually communicate verbally in face-to-face conversations. Meetings, interviews, conferences, speeches, and phone calls are other forms of verbal communication. In business, you communicate verbally to exchange ideas, understand diverse points of view, and solve problems. Because verbal skills are among those most valued by employers, developing these skills will help you find jobs, advance your career, and improve your professional performance.

The Communication Process & Its Elements

The Communications Process



Systematic=Step by Step=Process

Communication as a Process

Human communication is interpersonal, it is purposive and it is a process.

Question: What do we mean by process?

Answer: By process we mean that steps have to be taken and in a set/particular order to achieve a desired result/goal. These are the important elements of the communication process:

1. SENDER/ENCODER

The sender also known as the encoder decides on the message to be sent, the best/most effective way that it can be sent. All of this is done bearing the receiver in mind. In a word, it is his/her job to **conceptualize**.

The sender may want to ask him/herself questions like: What words will I use? Do I need signs or pictures?

2. MEDIUM

The medium is the immediate form which a message takes. For example, a message may be communicated in the form of a letter, in the form of an email or face to face in the form of a speech.

3. CHANNEL

The channel is that which is responsible for the delivery of the chosen message form. For example post office, internet, radio.

4. RECEIVER

The receiver or the decoder is responsible for extracting/decoding meaning from the message. The receiver is also responsible for providing feedback to the sender. In a word, it is his/her job to INTERPRET.

5. FEEDBACK

This is important as it determines whether or not the decoder grasped the intended meaning and whether communication was successful.

6. CONTEXT

Communication does not take place in a vacuum. The context of any communication act is the environment surrounding it. This includes, among other things, place, time, event, and attitudes of sender and receiver.

7. NOISE (also called interference)

This is any factor that inhibits the conveyance of a message. That is, anything that gets in the way of the message being accurately received, interpreted and responded to. Noise may be internal or external. A student worrying about an incomplete assignment may not be attentive in class (internal noise) or the sounds of heavy rain on a galvanized roof may inhibit the reading of a storybook to second graders (external noise).

The communication process is dynamic, continuous, irreversible, and contextual. It is not possible to participate in any element of the process without acknowledging the existence and functioning of the other elements.

Organizing Your Messages

In verbal communication, or oral communication, one person sends a message to another person or group using speech. Communication is successful only when the speaker and listener understand each other. Because the average person is exposed to thousands of messages every day, your message must rise above competing information to gain your listener's attention. After receiving the message, your listener must be able to interpret, or decode, its meaning.

One should always keep the following details in mind to organize your messages and clarify their meaning:

- Start with what your listener needs to know

Your listener is most likely to remember the first and last parts of your message. Before you speak with someone, identify the purpose of your discussion, and shape that to be your main idea. Make sure your message is best delivered using spoken rather than written words. If so, open the conversation with what your listeners needs to know, then move to the supporting information.

- Limit the amount of information

People have a limited capacity to listen to and decipher a message, especially if they are distracted by noisy surroundings, interruptions, or other communication obstacles. Packing too much information into a conversation can leave your listeners confused or remembering only part of what you said. Limit the amount of information you convey in a single interaction. In a one-on-one conversation, for example, express one main idea and up to three supporting ideas. If you need to share more information, do so in separate discussions.

Eliminate unnecessary words

It can take more concentration to understand spoken words than written ones. When you use complicated language or unnecessary words, you make it more difficult for your listener to interpret what you are saying. Use simple sentences, and avoid technical language and jargon whenever possible.

- Make your messages relevant to your listener

Although it is natural to discuss subjects you consider important, if your listener has different interests or priorities, your message might not be well received. Frame your ideas so they are relevant to the other person. Adopt the point of view of your listeners, and then explain or show how your subject is important to them and how they can benefit.

- Take a direct approach

Your listeners have to manage several tasks as they listen to you. They must pay attention to what you are saying, interpret your nonverbal signals, ignore noise and other distractions, and make sense of the incoming information. Listeners can understand your messages if they are clear and consistent with your body language. Use a direct approach by introducing your subject, explaining what you want, and identifying your expectations. Be polite and tactful, but don't make your audience guess what you mean.

- Pause occasionally

Your listeners need time to process incoming information. As you communicate, include brief pauses so your audience can absorb your message, especially when you've made an important point, requested action, or are preparing to introduce a new subject. Use these short breaks to review their body language and gauge their understanding. However, avoid long pauses, which can make your listener feel uncomfortable.

Using Vocal Elements Effectively

In a conversation, your voice is the medium, or channel, you use to communicate with others. People not only listen to the words you say, but the way you say them—the vocal elements of your speech. Vocal elements include voice inflections, rate of speech, volume, and tone, and can add interest and meaning to your messages. Using vocal elements that are appropriate for your purpose and audience can make your words more appealing and powerful, causing others to pay attention to what you say. You have a good idea of what you want to say during your short presentation at the career fair. Juan Ramirez suggests you also rehearse how to use vocal techniques effectively.

Change the speed of your voice

People who consistently speak at the same pace tend to be dull and ineffective communicators. Those who vary the rate of their spoken words are more interesting. In addition, the rate of your speech signals how listeners should interpret your words. Speak quickly and use an enthusiastic tone to excite your listeners. Speak slowly when you want your audience to absorb your words or anticipate the next idea.

2. Shift the pitch of your voice:

Voice pitch is the frequency of speech. Both high and low pitches are useful at times, though you should not take either to an extreme. Raising the pitch of your voice signals uncertainty or suggests a question. Lowering the pitch gives your voice a more authoritative and influential character.

3. Control the volume of your voice

The volume of your voice affects your listeners' ability to hear and understand you. Speak loud enough so that your audience can hear you comfortably. If your volume is much louder, your voice might annoy your listener and disturb others. Speaking too softly makes your words hard to hear and communicates timidity and submissiveness. Varying your volume adds character to your speech, so raise the volume when you want to emphasize a particular word or

idea. Lower your voice to dramatize an idea or allow your listener to concentrate on what you are saying.

4. Punctuate with pauses

Effective speakers pause occasionally to break up the flow of information and let listeners process and understand what was said. A good time to pause briefly is after you've made an important point or concluded an idea. You can also use pauses to create anticipation.

5. Articulate clearly

To improve your listeners' understanding, clearly enunciate each sentence, phrase, and word. You can improve your pronunciation through conscious practice. When you speak clearly, you convey competence, confidence, and intelligence.

Ques 9. What is the use of symbols and signs in communication?

Ans. Symbols are part of daily life, giving quick and easy access to information. These are a part of non verbal form of communication. In non-verbal communication, the message is conveyed to the recipient without use of words.

Using signs and symbols does not impede the development of spoken language or understanding. In fact there is considerable evidence that shows development is significantly enhanced by their use. Signs and symbols are particularly important in supporting the development of early communication skills e.g. helping children to respond to others, to initiate interactions and taking turns.

SIGNS

Using signs along with the spoken word helps children to concentrate and listen to what is being said. A sign for the key word helps children see what the adults key message is, i.e. where's the ball - (adult draws ball shape with hands

the sign for ball). This gives the child the visual prompt of what the adult is asking and clues the child that they need to find the ball. It also extends the child's listening and understanding. I.e. Get the ball and put it in the box.

It helps children's concentration, it provides clarification of the information being given, it can also help learning new ideas i.e. concepts under the sign demonstrates what the word actually means.

SYMBOLS

Symbols are all around us and children who are at the early stage of development in their communication skills need real objects and later photographs before moving on to symbols.

Real Objects/Miniature Objects	Children who recognise objects and associate the object with an activity or routine can be helped to use the object to support their understanding and their communication
Photographs	Children who can match objects to photographs demonstrate the next level of symbolic understanding can be helped to use photographs to support understanding and communication
Symbols	Children who can match objects or photos to the corresponding symbol will benefit from symbols to support understanding and communication
Words	Children who are able to recognise a number of symbols are probably able to recognise the words linked to some symbols

Young children in the Early Years Foundation Stage will very much benefit from the use of real objects and photographs to support their understanding of routines, where the toys are stored, when activities are about to happen.

Both signs and symbols (objects / photos) help all children in understanding language.

More importantly they do help children get their message across successfully. For children whose speech is difficult to understand signs and symbols enable them to make a contribution that others understand.

The downloads are here to support you implementing signs and symbols (object / photos) across your setting supporting all children to be included.

Do's and Don't of Business Writing

Do this from PPT only.

Commercial Letters:

Meaning : A business letter is usually a letter from one company to another, or between such organizations and their customers, clients, or other external parties. The overall style of letter depends on the relationship between the parties concerned. Business letters can have many types of content, for example to request direct information or action from another party, to order supplies from a supplier, to point out a mistake by the letter's recipient, to reply directly to a request, to apologize for a wrong, or to convey goodwill. A business letter is sometimes useful because it produces a permanent written record, and may be taken more seriously by the recipient than other forms of communication.

Essentials of a good business letter

The following are some of the important characteristics of a business letter.

1. Well defined objectives: There is an old saying an aimless ship never able to reach the destination. In case of business letter-a letter without specific objectives is meaningless. Thus to be effective business leaders need to have well defined objectives.
2. Contact information: The header of the business letter includes the senders name, phone number, address and email address, which may be left or right justified or centered at the top of the page. This is

followed by the date the letter was sent, which in turn is followed by the “inside address.” The inside address contains the recipient’s name, job title and company address.

3. Benefits: Discuss the benefits offer to the receiver or customer before the nuts-and-bolts basic information. Benefits to the customer could be tangible, such as saving money and having more choices in service packages or intangible but still more choices in service packages, or intangible but still valuable, including gaining peace of mind.
4. Brief description: Any business letter must be short. The significance of a short letter is that the person reading the letter must understand the significance of the letter in the minimum possible lines. This is usually done in order to save time and energy of the receiver of the letter.
5. Definite structure: The structure or main text of a business letter is typically divided into three sections: the introduction, the body and the closing. Introductory paragraphs should be brief and explain the letter’s intent. The body should elaborate on that intent and may include facts and statistics, descriptions and or explanations. The closing should thank the recipient for his time and include a “call to action,” which indicates the next step in the communication process, such as a phone call or a scheduled meeting.
6. Positive approach: The writer has to be optimistic regarding the achievement of the goal. Thus throughout the letter a positive tone must be present. Positive approach not only helps to convince the reader but also express the confidence of the writer.

7. Courtesy: The tone of the letter is another very important aspect of the letter. The letter must sound polite, courteous and firm. The letter should also sound convincing the must have a polite tone.
8. Coherence: Factually the [business letter](#) must be relevant and the facts and thoughts should be presented in a very systematic manner.
9. You-attitude: To ensure effective writing the writer should put himself or herself in the reader's place and then try to realize how the reader will respond to the letter. The 'you attitude' emphasis on the readers rather than the writer. Example of you-attitude is as follows: I or we attitude: I will give you a 10 % discount. You-attitude: You can get a 10 % discount.
10. Clearness: A business letter must be readable and clear. If the reader of a business letter fails to understand the message, it will matter little to him. So the messages of the letter must be clear in meaning.
11. Relevance: One of the important qualities of a business letter is relevance. The writer of a business letter should avoid the irrelevant matter that can vex the reader's mind. So, unnecessary words should be avoided.
12. Simplicity: A good business letter should be simple and easy. The writer of a business letter should use simple language in drafting a letter so that the reader can easily understand the meaning and significance of the letter.
13. Free from error: A business letter should be free from all kinds of errors. So, the writer should be aware of spelling, grammatical sense and letter style in drafting a business letter.

14. Appropriate timing: Appropriate timing is one of the important qualities of a good business letter. All letters must be sent and replied at the most appropriate time.
15. Clear concept: If the writer does not have a clear concept about the subject matter then it will be very difficult on his or her part to make the subject matter understandable to the reader.
16. Evaluation of the reader's position: This is perhaps the most important thing that should be taken into consideration to draft an effective letter. The attitude, cultural and religious background, educational level, level of understanding etc. If the reader is likely to be different from those of the writer. That is why to be successful the writer must try to get an idea about the aforesaid aspects of the reader.
17. Accuracy or correctness: There is nothing painful than preparing a letter with wrong information. It not only fail to achieve the goal but also detrimental for the goodwill of the firm. Thus correctness of the message must be ensured.
18. Completeness: It means messages should be presented in such a way that helps the reader to understand what the writer actually wanted to convey. Incomplete messages not only create confusion but also can damage the mutual relationship.
19. Persuasion: To convince the reader or to motivate him or her to do some favor business letters must be written in a persuasive tone.
20. Use of simple language: To be effective business letter should avoid the use of difficult words and jargon's. Simple and plain language should be used to clarify the message.

TYPES OF BUSINESS / COMMERCIAL LETTERS

Sales Letters

Typical sales letters start off with a very strong statement to capture the interest of the reader. Since the purpose is to get the reader to do something, these letters include strong calls to action, detail the benefit to the reader of taking the action and include information to help the reader to act, such as including a telephone number or website link.

Order Letters

Order letters are sent by consumers or businesses to a manufacturer, retailer or wholesaler to order goods or services. These letters must contain specific information such as model number, name of the product, the quantity desired and expected price. Payment is sometimes included with the letter.

Complaint Letters

The words and tone you choose to use in a letter complaining to a business may be the deciding factor on whether your complaint is satisfied. Be direct but tactful and always use a professional tone if you want the company to listen to you.

Adjustment Letters

An adjustment letter is normally sent in response to a claim or complaint. If the adjustment is in the customer's favor, begin the letter with that news. If not, keep your tone factual and let the customer know that you understand the complaint.

Inquiry Letters

Inquiry letters ask a question or elicit information from the recipient. When composing this type of letter, keep it clear and succinct and list exactly what information you need. Be sure to include your contact information so that it is easy for the reader to respond.

Follow-Up Letters

Follow-up letters are usually sent after some type of initial communication. This could be a sales department thanking a customer for an order, a businessman reviewing the outcome of a meeting or a job seeker inquiring

about the status of his application. In many cases, these letters are a combination thank-you note and sales letter.

Letters of Recommendation

Prospective employers often ask job applicants for letters of recommendation before they hire them. This type of letter is usually from a previous employer or professor, and it describes the sender's relationship with and opinion of the job seeker.

Acknowledgment Letters

Acknowledgment letters act as simple receipts. Businesses send them to let others know that they have received a prior communication, but action may or may not have taken place.

Cover Letters

Cover letters usually accompany a package, report or other merchandise. They are used to describe what is enclosed, why it is being sent and what the recipient should do with it, if there is any action that needs to be taken. These types of letters are generally very short and succinct.

Letters of Resignation

When an employee plans to leave his job, a letter of resignation is usually sent to his immediate manager giving him notice and letting him know when the last day of employment will be. In many cases, the employee also will detail his reason for leaving the company.

Elements of Commercial Letters / Business Letters

Whether the letter is to close a business deal or complain about defective merchandise, there are at least ten components to every business letter. Here they are in brief outline form:

1. Sender's address: You have two choices here. Most word processors have letterhead templates. Consider creating your own letterhead and storing it as a separate document. In the alternative, your name and address should

be the first item that appears on the paper. When you use this format, do not include your name. That and your title are reserved for the bottom of the letter.

2. Date: The sender's address is followed by the date the letter is sent, not to be confused with the date that it is authored. This allows both the sender and the recipient to understand the date the correspondence was effectuated.
3. Recipient's address: Use this portion of your letter to identify the name and address of the person/persons for whom the correspondence is intended. Make sure to include any known job titles as a professional courtesy. For example, *Joseph Smith, Chief Bottle washer*.
4. Subject matter: Include a brief line that also includes names and file numbers, if appropriate.
5. Salutation: Professional correspondence is considered a formal method of communication. Unless you have an extremely personal relationship with the person you are writing to, avoid using first names. Use titles: Dear *Dr. Smith, Mr. Smith, Ms. Smith*, etc. *To Whom It May Concern* and *Dear Sirs/Madames* are also appropriate salutations in instances where you have not identified the specific recipient.
6. Body of the Letter: The first paragraph of your letter should sum up the basis for your correspondence. Be concise and to the point. The content of this paragraph is what encourages the reader to move on. Be conscious of the fact that a businessperson may merely skim through your letter. In the paragraphs that follow, dig deeper into your concerns and expand on the reason for your correspondence.
7. Closing Paragraph: Your closing paragraph should be a call to action. Provide someone with a solution they can give to your issues. Ask for the sale or the job. Sum up the problem.
8. Say Thank You: Even in the worst situations, it is common courtesy to thank someone for reading your letter. If you are asking for something in particular, consider this phrase: *"Thank you for consideration."*
9. Close: Choose from an assortment of closing, such as *"Sincerely"* or *"Very truly yours"*. Go down three spaces and type your name. Under your name, you may place your title, if appropriate.
10. Enclosure and copies: In years past, letters were typed on typewriters, with carbon paper in between pages. A cc: on a letter indicates a copy of the correspondence was issued to someone else. Even without carbon paper, there should be this notation to indicate copies were sent to other parties. Also, identify any enclosures to the letter, so the recipient is aware of their existence.

Qualities of a Good Business Letter:

You can write 7 C's as well.

1. Clarity:

Clear thinking and simple expression are the two important virtues of effective writing. A good letter should show its idea directly and clearly. Each sentence should be as simple as possible. The reader should have no difficulty in understanding what the writer means to say. When the reader gets the same meaning from the message as what the sender intended, it is a good letter.

2. Conciseness:

Transmission of maximum information by using minimum words should be the aim of letter-writing. Unnecessary details and roundabout expressions should be avoided. People are busy and they receive a number of letters daily. Unless one says quickly what one wishes to say, he will not be able to get the attention of the reader and focus it on the message. Therefore, a letter should be simple and brief.

3. Completeness: The letter should contain all the essential points a reader is expected to know. For example, a sales letter should include the description of the goods, price, quality, how and where to buy, the date of delivery, discounts etc. If it gives only partial information, it is not a complete letter.

4. Correctness:

The correctness demands no error at all in grammar, idiom, spelling, and punctuation. Besides, the information given in the letter must be accurate; otherwise it will shake the confidence of the reader. The message should not be transmitted unless the sender is sure of its correctness.

5. Courtesy:

ADVERTISEMENTS:

Courtesy means politeness. It always pays to be courteous in business. It softens the sting of an unpleasant piece of information, creates goodwill and produces a favourable response. Goodwill is a great asset for an organisation and courtesy in correspondence is one of the most natural and economical means of building it.

6. Cheerfulness:

There should be no negative approach in a letter. It must begin with a positive and optimistic note. The approach should be friendly and convincing.

7. Promptness:

Promptness in replying a letter is absolutely necessary. The general practice is to reply a letter the same day it is received. When it is known that a reply to a letter requires time it is necessary to acknowledge the letter received and intimate the probable time required sending full reply.

8. Appropriateness:

Appropriateness refers to writing or replying letters keeping in mind the relation and psychology of the reader as well as the need of the occasion. The tone, style and language should be changed according to the occasion.

9. The 'You' attitude:

In business letters, the reader's interest must be emphasised and not the sender's interest. To make letters effective, avoid words such as 'I' and 'we' and use as many as 'you' as possible. The 'you attitude' can be used effectively in all kinds of business letters.

10. Integral:

The purpose of business communication is to create understanding, bring about cooperation and initiate constructive action. Therefore, all communication should be in conformity with the general objectives of the organisation.

Layout of Business Letters

BLOCK Layout: Each line of every part begins at the left margin. At least one line space between each part. Time saving method and beautiful to look at, also known as American style.

INDENT LAYOUT : New paragraphs begin about 1.5 centimeters to the right of the left margin. This style is also known as Hanging style.

This method consumes a lot of time, looks shabby, therefore out of practice.

SEMI BLOCK/MODIFIED BLOCK : Some parts are typed in block method and other parts are indented. Return address, date, closing and signature start just to the right of the center of the page or may be flush with the right margin. Most widely followed method in our country specially in govt. offices.

Advantages of Business Letter:

Communication through letters occupies the largest share in the total volume of communication because of the following advantages:

- (1) Letters are less costly than other means of communication.
- (2) Letters can be sent to long distant places by post within a short time. Of course, letters may be sent by messengers within neighbouring areas.
- (3) Letters are drafted after proper thinking and planning and so the subject matter can be presented in a systematic and logical way.
- (4) The ideas conveyed in letters are clear and free from ambiguity.
- (5) The size of a letter may be big or small as required.
- (6) Letters simultaneously provide evidence and exact copies can be retained.

(7) Same communication may-be made to a number of persons at a time, through duplicating or printing.

(8) Many unpleasant and delicate matters which cannot be spoken face to face or through mechanical devices can be written in letters in a discreet language.

(9) Letters are suitable for all types of communication.

(10) There is standardisation in form and style readily acceptable by the business world. Even internationally accepted code language is used.

Writing Business and Academic Reports

WHAT IS A REPORT?

Reports vary widely in purpose, length, layout and style. Within organisations, there are a range of different styles and views of what constitutes a 'good' report. Academic writing can also be presented in different forms. In the Business School, the requirement is that you use a report style and format to write your assignments.

What should be common to all is that a report is a structured form of written communication, in which information or findings are presented, and a set of conclusions drawn. It will also commonly include a set of recommendations or proposals. A report should present its findings in a clear and concise way, and any conclusions should derive clearly from the findings presented.

PURPOSE

The purpose of reports will vary; the purpose could be one or more of the following:

To inform

To provide a basis for discussion and debate

To sell or persuade.

What makes an effective report?

Clear, concise and accurate

Easy for the audience to understand

Appropriate for the audience

Well organised with clear section headings

Explain the structure of the Report in detail.

Reports follow a standardised format. This allows the reader to find the information easily and focus on specific areas. Most reports follow the following structure, but please look at your assignment question and marking guide carefully, as the format and terminology required in your report may vary from this guide. If so, check with your tutor. Please check your marking guide to determine the word limit and how marks are allocated to each section. A report must have:

Title Page

Table of Contents

Abstract or Executive Summary

Introduction (or Terms of Reference and Procedure)

Findings and/or Discussion

Conclusions

Recommendations

References

A report may also contain:

1. Cover letter
2. 2. Bibliography
3. 3. Glossary
4. 4. Appendices

TITLE PAGE: The title should clearly convey to the reader the nature of the report. It should also include the name of the author, date written and, if appropriate, details of confidentiality.

CONTENTS PAGE: This should show a list of the sections or chapters with page numbers in the sequence in which they appear. Generally, it will be in this order:

- 1) Executive summary
- 2) Terms of reference

- 3) Background/introduction
- 4) Information-gathering activities
- 5) Findings
- 6) Conclusions
- 7) Recommendations
- 8) References
- 9) Appendices.

EXECUTIVE SUMMARY: The purpose of the executive summary is to enable the reader to get an overview of the main contents of the report without having to read the whole document. The summary should be no more than a page (about 300 words) in length and briefly cover:

The purpose of the report

The information gathering methods

An overview of the conclusions and recommendations.

As what you are doing is summarising all the work you have done and the conclusions you have reached, logically, the Executive Summary cannot be written until the rest of the report has been completed.

TERMS OF REFERENCE : This should provide the purpose/aims/objectives, as well as the scope and limits of the report as specified by the assignment brief.

You may find that as your understanding increases, your original objectives change. In this case, make sure that you revisit the first mention of your objectives and rewrite them in the light of your new knowledge.

You may be asked to incorporate the terms of reference into the introduction to the report by some tutors. This will be made clear in the assignment brief.

BACKGROUND/INTRODUCTION Background or events leading up to the request for the report and important contextual information e.g. information on the organisation and its management structure (again, this can be written as a separate section if it is necessary to include quite a lot of background detail).

INFORMATION-GATHERING ACTIVITIES : You need to provide a clear description of all the methods used in undertaking the investigation for the report.

FINDINGS: You have two activities to undertake here – the first is to provide the findings, and the second is to discuss the meaning or significance of the findings, using your references as a way to compare and contrast what you have found and what the other authors have said about the issues you have discussed.

Please take care to give clear headings throughout the report, and especially here. These provide a logical structure and help the reader to understand what you are trying to convey.

Please note that describing or stating what you have found (e.g. most of the employees were motivated by money) is not sufficient. You need to show that you understand the implications of this statement (e.g. this contradicts Herzberg's (1968) two factor theory).

CONCLUSIONS: The final portion of your report is the place where you draw all the threads together, the points arising from the findings section, and further discussing the most interesting or unexpected findings and trying to account for these. There should be no new data introduced in this section – conclusions are a drawing together of the information already presented.

RECOMMENDATIONS: Normally, a report contains recommendations for further action. There are circumstances where you may find this inappropriate for your study. In this case, it will probably be sufficient to state that there are no concrete further actions that you recommend to be taken. It could be that you recommend further study of the issue, which you have been unable to resolve. If you do make recommendations, then these should be realistic and specific; clearly stating what should be done, by whom and in what timescales. Along with the recommendations, an implementation plan may be written which gives details of exactly what should happen and when if the recommendations are agreed. Comments about the costs/benefits of recommendations should be made, if possible.

APPENDICES : Appendices are separate from the report and should be used where:

There is information that is too lengthy or detailed to be included in the main body of the text, e.g. detailed statistical tables

There is information which is relevant and to which the reader may want to refer, but is not directly necessary in reading the text, e.g. a policy document.

All appendices should have a number and title. Any appendices included should always be referred to in the report and the numbering of the appendices should be consistent with the order in which they are referred to in the text.

Only information that is relevant and necessary should be included in the appendices and it should be remembered that the contents of the appendices are not marked. They should be included as a method of showing where information contained within the report has been sourced. The longer the report, the less inviting it will look to read. Although appendices are not included in the word count, they should never be used as a way of getting around word limits for reports - this is easily spotted!

REFERENCES: Whenever you are directly quoting or referring to one of your sources, you must acknowledge this in the text as you compile your report. References should be clearly set out using the Guide to Referencing and Citing. This is the method you must always use.

Writing your business report

Now that you have organised your thoughts, you need to put them into writing. Ensure your writing demonstrates clarity and logic. You should think constantly about your readers and make your report easy for them to read. To achieve good readability, you should:

Use effective headings and subheadings

Structure your paragraphs well

Write clear sentences with plain language

Keep your writing professional

Use white space and well-chosen fonts

Number your pages

Use footnotes, tables, figures, and appendices appropriately.

Public Speaking

Meaning : Basically, it's a presentation that's given live before an audience. Public speeches can cover a wide variety of different topics. The goal of the speech may be to educate, entertain, or influence the listeners. Often, visual aids in the form of an electronic slideshow are used to supplement the speech and make it more interesting to the listeners.

A public speaking presentation is different from an online presentation because the online presentation may be viewed and/or listened to at the viewer's convenience, while a public speech is typically limited to a specific time or place. Online presentations are often comprised of slideshows or pre-recorded videos of a speaker (including recordings of a live public speaking presentation).

The Importance / Advantages of Public Speaking

If you ask most people, they'll probably say they don't like public speaking. They may even admit to being afraid of it, since fear of public speaking is a very common fear. Or they may just be shy or introverted. For those reasons, many people avoid public speaking if they can. If you're one of those people who avoid public speaking, you're missing out.

Over the years, public speaking has played a major role in education, government, and business. Words have the power to inform, persuade, educate, and even entertain. And the spoken word can be even more powerful than the written word in the hands of the right speaker.

Whether you're a small business owner, a student, or just someone who's passionate about something—you'll benefit if you improve your public speaking skills, both personally and professionally. Some benefits to public speaking include:

1. Career advancement

Effective public speaking skills can help with career advancement, as they indicate creativity, critical thinking skills, leadership abilities, poise, and professionalism, qualities which are very valuable for the job market.

Speaking at events and conferences is a good way of building credibility. The more well known the event the better, as you can add these speaking achievements to your resume.

2. Boost confidence

Public speaking can significantly boost your confidence. Overcoming the fears and insecurities that accompany public speaking is empowering. Furthermore, connecting with audiences can be a strong reminder that you have valuable insights and opinions to share with the world.

Your confidence levels will grow as you go from speaking to small groups of people up to large audiences. This will benefit you not just on stage, but in everyday life as well, whether it be in a meeting or on a date.

Critical thinking

Public speaking is an excellent way to build critical thinking skills. [Writing a speech](#) requires a great deal of careful thought, from the audience analysis to the closing sentence. It's not enough to have a message, you also need to figure out how to tailor the message to fit the needs of your audience.

Personal development

Communication skills are crucial for personal and professional success and improving this area is one of the greatest benefits of public speaking. Preparing a speech forces speakers to take a step back and think critically about effective ways to communicate. In everyday life, it's easy to fall back on communication habits we formed many years ago.

5. Improve communication skills

When you write a speech, you have to think carefully about the best framework, persuasive strategy, and diction to communicate your message to the audience. This type of thinking can help you improve your communication skills in other areas of your life.

Personal relationships, social interactions and work situations require you to communicate ideas to other people. Public speaking focuses on communicating ideas. You can learn to calmly take up an opposing view, to present your ideas in an organized and coherent manner, and to defend your views to others.

6. Make new social connections

Public speaking engagements are good places to meet other people who share your interests. You'll find that people approach you after your presentation to engage in conversation. It makes it much easier to make new social connections. Try to mingle with the audience for as long as you can after your speech, answering questions and seeking fresh perspectives on your topic.

7. Personal satisfaction

Public speaking is a [very common phobia](#), right up there with spiders and heights. Many people would prefer to do almost anything instead of standing up and talking in front a crowd of people. Delivering a speech can feel intimidating and risky.

Fears and insecurities tend to multiply as the speech draws closer: "What if I forget my speech?" "What if I can't answer the audience's questions?" Public speaking is a way of showing yourself that, with practice, you can do the things that scare you the most. What starts out as a nightmare can turn into a personal boost.

8. Expand your professional network

Another benefit of public speaking is that when you speak at an event, you will suddenly find that everyone wants to talk with you. This is a valuable opportunity for making friends, building business contacts and generating business.

Not only this, but you also get the opportunity to network with other speakers, some of whom may be very difficult to contact normally.

9. Learn to persuade

Public speaking has a long history as a catalyst for nonviolent activism and [political change](#). It is a powerful way to unite people under a common cause and motivate

them to take action. It's no secret that people throughout history have used the power of public speaking to make a difference.

10. Build leadership skills

If you let others do your talking for you in the past or found it hard to express what you wanted to say, that will fade. Not only will you be able to fluently speak your mind but you'll find yourself doing it for others too.

In standing up and speaking in a way that is powerful, you're speaking in a way that will change people's minds about something.

11. Learn performance skills

You'll have become conscious of timing, when to pause and how long for. You'll know about vocal variety, how to shift through changes of volume, speech rate and tone. Your articulation will be clearer. As you become more confident you'll know about mime, using props and storytelling. All of these [acting skills](#) enhance your speech.

12. Develop your vocabulary and fluency

You'll know the effect of the words you choose to express your message and you'll also know they need to be different for different audiences. As well as having a flexible vocabulary, you'll no longer use [common filler words](#) we hear in everyday conversation indicating that the speaker may be unsure about what they're saying or anxious about speaking.

13. No fear of impromptu speaking

When called upon to say a few words at a moment's notice at a wedding, awards ceremony or other special occasion, your heart will not pound. Instead you'll find yourself graciously accepting the opportunity for an [impromptu speech](#). This is a huge benefit of public speaking and you'll stop constantly worrying at formal events about being asked to speak.

How to Become Better at Public Speaking

Okay, so now that you understand the benefits of public speaking, you might be a little more interested. Still, you might think it's not for you. Maybe you gave a speech once and it didn't go well. Maybe you're afraid of public speaking. Or maybe you think you don't have a natural ability for giving speeches.

To help you become better at public speaking, we'll take a look at these four areas:

1. Writing the speech
2. Overcoming a fear of speaking
3. Practicing the speech
4. Giving the speech

Write an Effective Speech

The first thing you'll want to do is work on writing a well-organized, engaging speech. Because even if you've got a great speaking voice or a great deal of charisma, you won't give a good speech if your material isn't any good. The following tutorials can help you learn to write better speeches:

Overcome the Fear of Speaking

Fear of public speaking is very real and can hold you back if you let it. If you don't feel confident when giving your speech, your listeners may pick up on that, making your presentation less effective. Fortunately, there are some techniques that'll help most people manage their fear of public speaking and become more confident.

Practice the Speech

Even if you're not afraid of public speaking, practicing your speech is still an important step to having an effective speech. By practicing your speech not only do you improve your public speaking skills, but you also increase your familiarity with the presentation—making it more likely that your speech will go smoothly

Give the Speech

Now that you've written a good speech, feel more confident about public speaking, and have practiced—you're ready to actually give the speech. There

are some tips and tricks you can use on the day of your speech to make it go more smoothly, though. Remember, you're giving a presentation before a live audience at a specific place and time. So, you've got some concerns about the speaking venue that those who give online presentations don't have to worry about. Some common concerns for public speakers include:

- Will the audience be able to hear me?
- Does the venue have the equipment I need?
- Are there enough seats for all of my listeners?

LISTENING

Meaning: Listening is the ability to comprehend verbally communicated information and providing appropriate feedback. It can be described also as the ability to pay attention to sound.

Though it seems a simple natural activity, it is a skill that has not been mastered by many. Everyone, except deaf people, hears but it is listening that makes the difference. Hearing is the effect of vibrations in the eardrums caused by sound waves, but listening goes beyond this process.

Approaches or types of Listening:

Listening can be classified from a mere show-off to the wholehearted act:

1. Pretending to listen:

In such listening the listener faces the speaker, across the table or on the phone line, as long as he speaks and then switches off without registering the message. This is mere hearing and not listening.

2. Selective listening:

This is the case when one edits the message as takable and not takable. In the case of an important message, selective listening leads to partial fulfillment of the instructions.

3. Superficial listening:

This is the case when the listener takes in only the words but not the spirit of the message. (Some writers classify this as “attentive listening but this is an ironical term. In the normal sense attentive listening is good, while in this technical sense, “attentive listening” means a mere show off of listening. Another such ironical technical term is “precious writing”, which means overuse or inexpert use of decorative words.)

4. Emphatic listening:

This term conveys full emphasis on the act of listening and taking in the entire message in word and spirit. The listener takes in the tone, the pauses, and the body language related to the words. Emphatic listening is necessary to move from one’s preconceived stand. The listener’s openness makes him ready to be influenced.

5. Dynamic (mutually creative) listening:

Here, listening is a creative process in which the listener contributes to the meaning that is being conveyed. He adds his energy to that of the speaker to generate “synergy.” Collective acts are achieved through dynamic listening. It helps to bring out the best in the speaker.

6. Intuitive listening:

Intuition, hunch or sixth sense is the power that is above reason. It leads to a direct insight into the truth. For an intuitive listener, a mere hint, an undertone or a silence is enough to read the other person’s mind. Intuition is nurtured when one listens to high quality music or finds natural or meditative solitude.

Barriers to Effective Listening:

1. Poor hearing:

If one's sense of hearing is defective, listening is impaired. On becoming aware of it, one should get medical help.

2. Listener's chain of thoughts:

The mind is almost always active, thinking its own thoughts. These may become rapid and loud from time to time, marring one's receptivity.

3. A too heavy message:

Use of jargon or over compression of ideas may make an oral message too heavy for the listener.

4. Rapid or accented talk:

One has this experience when listening for the first time to certain foreign radio stations. While the broadcast is clear to the regular listeners and those at home with the speakers' accent, for others there is a bar to listening.

5. Listener's self-importance or prejudice:

If the listener has put himself above the speaker, there is no receptive attitude. There is a "know-all" air in the listener and little regard for the speaker. Also, if the listener conceives a prejudice against the speaker, or has prejudices on the topic of the message, the listening is hindered.

6. Misunderstanding about the role of a listener:

Some listeners may not be aware of what their role in a particular situation is. They may think that it is the speaker's responsibility to explain everything properly. They may belittle their own role as that of a one-way receiver. They may think that the role of the speaker gives the other party an overriding importance.

7. Cultural gap:

If the speaker and the listener have different cultural habits, the listening may be incomplete. The listener may assign different importance to a word or

phrase than is meant. While Orientals are used to an elaborate style of addressing a gathering, westerners are often quite brief about it. But this can be distracting to an easterner.

8. Preoccupations:

Some people listen while eating, drinking or doing handiwork. In such cases the attention is divided. A busy manager, for instance, may try to listen while filing papers or opening the mail. This may mar the listening.

9. Ego:

If the receiver considers him superior and is not willing to listen, this ego problem acts as a stumbling block in the listening process.

The process of listening:

This process has five stages – sensing, interpreting, evaluating, remembering and responding.

Sensing:

Sensing means to get in tune with the speaker, as we tune a radio the listener is prepared and knows that he has to listen. If the listener is not sensing, one may simply promote listening by asking, “Are you listening?”

Interpreting and evaluating:

Listening is meaningful when a person converts the words coming to him into ideas. The ideas make sense or no sense. The listener keeps what is useful, separates what is useless, and keeps a note of what is unclear or incomplete.

The speaker may emphasize one thing; the listener may consider another thing important. A complainant may worry about his troubles; the PRO may want to know basically who erred in the organisation.

Remembering:

Listening serves a greater purpose if the message is recorded for its useful life to aid one's memory, one may take notes or create mental pictures, and for example when an address is being explained. But written notes may sometimes put the speaker on the alert and halt his communication.

Responding:

The listener may respond on the spot by making appropriate remarks: "I see," or "Is it so?" or "Okay." This reassures the speaker. The listener may ask questions to bring out the required information and complete the picture from his point of view. Responding also means to act on the message received and to let the speaker know this.

Importance Of Listening:

Whether at school, work, church or a public hearing etc., listening is of a universal importance. While students need to understand the teacher's instructions to excel in exam, employees need to comprehend working instructions in order to function effectively.

Listening is equally as important to a boss or employer as it is to an employee, a student or a teacher. This is because verbal communications are used everywhere and more frequently than written ones, and it completes the chain of verbal communication.

Unlike written communication, verbal communication has no documentation for referencing; another reason why listening is of great essence. It would serve the following purpose:

- Understand and follow instructions
- Minimize the risk of error and deviation at work or school
- Settle quickly into the working environment
- Pay attention and absorb information during speeches
- Learn faster and easily during on-the-job training

- Enjoy an improved brain absorption rate
- Enjoy smoother and faster revision of lesson notes.

How to improve upon Listening skills

You can develop better listening skills by improving on the five stages of the listening processes.

- **Hearing or Receiving:** At this stage, a lot of attention is required but anything that vibrates the eardrum can cause distractions, especially when it is a very loud sound. Hearing problems such as earaches, surrounding environmental factors such as bright lights and funny comments etc. may cause distractions.

Tips: If necessary, use hearing aids, naturopathic ear drops, oil drops or warm compressors for earaches. You may see an otolaryngologist for peculiar hearing problems. Pay attention to and gaze at the speaker or sound source to avoid visual distractions. Avoid multitasking when listening.

- **Understanding (Comprehension):** The stage where you try to decipher the meaning of the message or sound you have just heard. Your ability to understand depends on various factors including language, knowledge etc.

Tips: Get yourself accustomed to the work-place-language(s) by learning the meaning of certain jargons, technical words, acronyms, sirens etc. Ask questions for clarity if necessary and try not to stop the speaker in his tracks.

- **Remembering:** This is the stage where information is not only absorbed but retained also. Main points must be absorbed into the long-term memory while trivial ones should be discarded.

Tips: Rehearse the main points in your mind. Memory pills or memory retention courses may be helpful.

- **Evaluating:** Here, you sort information and dissect them into facts and opinions, make your judgment on what is prejudice or what is exaggerated, which part was biased and what was the intent of the speaker's message etc.

Tips: Be objective in your judgment.

- **Feedback:** At this stage, you are still a listener and not the speaker.

Tips: Focus on addressing the most important issues. Do not complete the speaker's statements nor deviate from the subject.

Negotiation

Negotiation is a method by which people settle differences. It is a process by which compromise or agreement is reached while avoiding argument and dispute.

In any disagreement, individuals understandably aim to achieve the best possible outcome for their position (or perhaps an organisation they represent). However, the principles of fairness, seeking mutual benefit and maintaining a relationship are the keys to a successful outcome.

Stages of Negotiation

In order to achieve a desirable outcome, it may be useful to follow a structured approach to negotiation. For example, in a work situation a meeting may need to be arranged in which all parties involved can come together.

There are certain characteristics of the negotiation process. These are:

- (i) There are a minimum of two parties present in any negotiation.
- (ii) Both the parties have pre-determined goals which they wish to achieve.
- (iii) There is a clash of pre-determined goals, that is, some of the pre-determined goals are not shared by both the parties.
- (iv) There is an expectation of outcome by both the parties in any negotiation.
- (v) Both the parties believe the outcome of the negotiation to be satisfactory.
- (vi) Both parties are willing to compromise, that is, modify their position.
- (vii) The incompatibility of goals may make the modification of

positions difficult.

(viii) The parties understand the purpose of negotiation

The process of negotiation includes the following stages:

1. Preparation
2. Discussion
3. Clarification of goals
4. Negotiate towards a Win-Win outcome
5. Agreement
6. Implementation of a course of action

1. Preparation

Before any negotiation takes place, a decision needs to be taken as to when and where a meeting will take place to discuss the problem and who will attend. Setting a limited time-scale can also be helpful to prevent the disagreement continuing.

This stage involves ensuring all the pertinent facts of the situation are known in order to clarify your own position. In the work example above, this would include knowing the 'rules' of your organisation, to whom help is given, when help is not felt appropriate and the grounds for such refusals. Your organisation may well have policies to which you can refer in preparation for the negotiation.

Undertaking preparation before discussing the disagreement will help to avoid further conflict and unnecessarily wasting time during the meeting.

2. Discussion

During this stage, individuals or members of each side put forward the case as they see it, i.e. their understanding of the situation.

Key skills during this stage include questioning, listening and clarifying.

Sometimes it is helpful to take notes during the discussion stage to record all points put forward in case there is need for further clarification. It is extremely

important to listen, as when disagreement takes place it is easy to make the mistake of saying too much and listening too little. Each side should have an equal opportunity to present their case.

3. Clarifying Goals

From the discussion, the goals, interests and viewpoints of both sides of the disagreement need to be clarified.

It is helpful to list these factors in order of priority. Through this clarification it is often possible to identify or establish some common ground. Clarification is an essential part of the negotiation process, without it misunderstandings are likely to occur which may cause problems and barriers to reaching a beneficial outcome.

4. Negotiate Towards a Win-Win Outcome

This stage focuses on what is termed a 'win-win' outcome where both sides feel they have gained something positive through the process of negotiation and both sides feel their point of view has been taken into consideration.

A win-win outcome is usually the best result. Although this may not always be possible, through negotiation, it should be the ultimate goal.

Suggestions of alternative strategies and compromises need to be considered at this point. Compromises are often positive alternatives which can often achieve greater benefit for all concerned compared to holding to the original positions

5. Agreement

Agreement can be achieved once understanding of both sides' viewpoints and interests have been considered.

It is essential for everybody involved to keep an open mind in order to achieve an acceptable solution. Any agreement needs to be made perfectly clear so that both sides know what has been decided.

6. Implementing a Course of Action

From the agreement, a course of action has to be implemented to carry through the decision.

Rest Negotiation chapter from study material

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INTERVIEW

Meaning of Interview:

Interview is an important selection technique where there is two-way exchange of information either on one-to-one basis or by an interview panel. The interview gets important information from the candidates and can also judge whether or not they can fit into the organisation culture.

Interview is a two-way conversation. It is a personal form of communication between two people. It is a beneficial process for both the interviewer and the interviewee. The interviewer tells the applicant about the job preview and helps the interviewee make his mind about whether or not he wants to take that job. Though conducting interviews is not based on fixed rules, certain guidelines for the interviewer and interviewee can make interview an effective process.

Features of Interview:

- 1 It is face-to-face interaction between interviewer and the interviewee.
2. It has a definite purpose known to both the parties.
3. It is generally based on pre-structured questions to be asked in a defined manner.

Importance / Purpose of Interviews:

Interview helps in selecting the candidate most suitable for the job.

2. It provides the candidate information about the organisation and the job for which he applied.
3. Interview helps in knowing details about candidate's personality.
4. It is a method of direct contact between the employer and the candidate. Employer can observe physical characteristics of the candidates. It helps managers to check authenticity of details in the application form.
5. It helps interviewer and the interviewee know each other in detail. Complete information about the company can be given to the candidate and negotiations on salary and other terms can be made.

Types of Interviews:

Interviews can be conducted one-on-one, in a panel, or as a group. Interviews can be informal or formal, relaxed or stressful, directed or undirected.

Before preparing for an interview, the interviewee should find out how the interview will be conducted.

Different types of interviews help him to prepare for the interview.

Interviews can be of the following types:

1. Exit Interview,
2. Stress Interview,
3. Appraisal Interview, and
4. Promotion Interview.

1. Exit Interview:

Exit interview is one of the most widely used methods of getting employee feedback. An exit interview is a meeting between at least one representative from the company's human resources (HR) department and the departing employee. (The departing employee may have voluntarily resigned or is laid off or fired). The HR representative asks the employee questions or asks him to complete a questionnaire, or both.

Exit interview is a survey conducted with an employee when he leaves the company. The information from each survey is used to provide feedback on why employees are leaving, what they liked about their employment and what areas of the company need improvement. Exit interviews are effective when the data is compiled and tracked over time.

2. Stress Interview:

The stress interview creates and promotes discomfort intentionally. The interviewer may adopt harsh attitude. He may stare, be silent, and spend time taking notes. He puts the interviewee in a position where he can observe how he acts and speaks under pressure. He looks specially at his reaction to stressful situations.

Employers use stress interview to:

a) Create a stressful job environment and evaluate the candidate in terms of his ability to handle stressful situations.

b) Evaluate the true nature of candidates to see if the candidate is likely to lose his cool and react intuitively and emotionally, under stressful conditions.

3. Appraisal Interview:

Once a year, all employees of the company have to undergo appraisal interview with their line manager. This interview evaluates the interviewee's performance over the past year, reviews the tasks and objectives for the next year. The appraisal interview is used as a tool by the managers of personnel department for planning training programmes.

On day-to-day basis, managers do not have time to discuss long-term and basic conditions with regard to employee's employment and commitments. Therefore, the companies want that all employees should have an opportunity to participate in annual appraisal interview to secure that competence of the individual employees is used in the best possible way in connection with company's goals.

This interview improves:

- a. Performance of employees on the job,
- b. Employer-employee relations, and
- c. Communication between managers and employees.

4. Promotion Interview:

This interview is faced by a person when he is due for promotion. This interview is conducted to test his aptitude for assuming job of higher importance, even if a person is the only candidate to appear for the interview. If there are more than one candidate for the promotion interview, management can select the best candidate on the basis of selected criteria. A promotion interview is linked to growth of the person and the organisation he is working for.

It is not possible for management to keep record of the successes and failures of all the employees on their jobs and have access to them in order to decide the candidate most suitable for the job. Managers have to find the kind of people suitable for higher positions and conduct the interview to that mind set.

Though interviewer and interviewee already know each other, this interview may start in an informal way, yet the interviewee cannot treat the interviewer as his friend. He should act professionally and consider the interview as a formal one.

Forms of Interview:

There are generally three forms of interview:

1. Structured interview:

The interviewer prepares a set of purely job related questions asked in the same sequence.

Some of these questions are:

- (1) Where were you working last?
- (2) Why do you want to change your job?
- (3) What are your expectations from this job?

Structured interview does not give flexibility to the interviewer to ask questions about the candidate's personality.

2. Semi-structured interview:

In a semi-structured interview, the interviewer asks the structured, pre-determined questions along with questions about the candidate's personality, strengths and weaknesses, his experience at other jobs, etc. This interview is more conversational and interesting and gets better response about the candidate's personality than a structured interview.

3. Un-structured interview:

An unstructured interview is not planned or based on systematic, predetermined list of questions. It is a spontaneous interaction between the interviewer and interviewee. The information that interviewer collects about the candidate may not be relevant or truly

job related which can assess the candidate's suitability for the particular job. It may contain an element of bias or subjectivity on the part of the interviewer to select a candidate.

Suggestions to ensure success in an interview:

1. The interviewee should research as much as he can about the company's products, services, markets, competitors, trends, current activities and priorities.
2. He should prepare answers for the type of questions he will be asked. He should be able to say why he wants the job, what are his strengths, how would he do the job, what are his best achievements etc.
3. He should ask for a copy of the company's employment terms and conditions or employee handbook before the interview, in order to save time covering routine matters during the interview.
4. He should collect evidence of his achievements in the past.
5. He should update his resume.
6. He should gather important material related to the company to be prepared for the interview, like the sales brochures and literature, a trade magazine covering the company's market sector, and a newspaper for the few days before the interview to remain informed about the world and national news.
7. He should review his personal goals and speak openly and honestly about them and how he plans to achieve them.
8. He should have two or three good reputable and relevant references who would be happy to be contacted.
9. He should adopt an enthusiastic, alert and positive mind-set in the interview.

10. He should positively deal with negative aspects of his profile and tell the truth rather than evading or distorting facts.