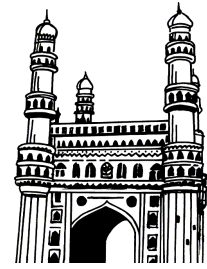


**Rahul's ✓**  
*Topper's Voice*










# M.B.A.

*I Semester*  
*(Osmania University)*

**Latest 2022 Edition**

## MANAGERIAL COMMUNICATION

-  Study Manual
-  FAQ's and Important Questions
-  Short Question & Answers
-  Choose the Correct Answers
-  Fill in the blanks
-  Solved Model Papers
-  Solved Previous Question Papers

- by -

**WELL EXPERIENCED LECTURER**

**159/-**



**Rahul Publications™**

Hyderabad. Ph : 66550071, 9391018098

All disputes are subjects to Hyderabad Jurisdiction only

**M.B.A.**  
***I Semester***  
***(Osmania University)***

**MANAGERIAL  
COMMUNICATION**

*Inspite of many efforts taken to present this book without errors, some errors might have crept in. Therefore we do not take any legal responsibility for such errors and omissions. However, if they are brought to our notice, they will be corrected in the next edition.*

© No part of this publication should be reproduced, stored in a retrieval system, or transmitted in any form or by any means, electronic, mechanical, photocopying, recording and/or otherwise without the prior written permission of the publisher

***Price ` 159-00***

---

**Sole Distributors :**

**☎ : 66550071, Cell : 9391018098**

**VASU BOOK CENTRE**

**Shop No. 2, Beside Gokul Chat, Koti, Hyderabad.**

**Maternity Hospital Opp. Lane, Narayan Naik Complex, Koti, Hyderabad.**

**Near Andhra Bank, Subway, Sultan Bazar, Koti, Hyderabad -195.**

# MANAGERIAL COMMUNICATION

## STUDY MANUAL

FAQ's and Important Questions	IV - VIII
Unit - I	1 - 42
Unit - II	43 - 84
Unit - III	85 - 122
Unit - IV	123 - 150
Unit - V	151 - 176

## SOLVED MODEL PAPERS

Model Paper - I	177 - 178
Model Paper - II	179 - 180
Model Paper - III	181 - 182

## SOLVED PREVIOUS QUESTION PAPERS

August - 2021	183 - 183
November - 2020	184 - 184
January / February - 2020	185 - 185
January - 2019	186 - 186
July / August - 2018	187 - 187
May / June - 2018	188 - 188
January - 2018	189 - 189
July / August - 2017	190 - 190

# SYLLABUS

## UNIT - I

Fundamentals of Communication – Importance – Phases – Forms – Types - Barriers – Overcoming Barriers – Role of Language – Verbal and Non- Verbal Communication. Receptive Communication Skills – Listening – Importance – Types – Barriers – Improving Listening – Importance of feedback-Principles of feedback.

## UNIT - II

Expressive Communication - Written Communication – Business Letters – E-mail – Memo – Reports and Proposals – Objectives of Reports- Types of Reports-Structure of Reports- Individual and Committee Reports- Report Writing- Logical Sequencing- Executive Summary- Effective Business Correspondence.

## UNIT - III

Oral Communication – Presentation Skills – Principles Of Effective Presentations- Principles Governing Use Of Audio-Visual Media -Meetings – Group Discussions – Managerial Speeches – Non- Verbal Communication – Negotiation Skills-Approaches To Negotiations- Preparing For and Conducting Negotiations -Kinesics – Proxemics – Voice – Motivation – Leadership – Culture – Language Dynamics

## UNIT - IV

Employment Communication- Interviews –Selection or Placement Interviews –Appraisal Interview- Exit Interview- Discipline Interviews- Writing CV/Resume – Teleconferencing- Videoconferencing- Social Media Communication - Dos & Don'ts of Social Media Communication.

## UNIT - V

Business and social etiquette- Media Management-Media Relations-Press Release – Press Conference- Media Interviews-Investor Relations-Framework for managing Investor Relations- Managing Government Relations- Cross Cultural Communication.

# Contents

## UNIT - I

Topic	Page No.
1.1 Fundamentals of Communication .....	1
1.1.1 Importance.....	4
1.1.2 Phases .....	5
1.1.3 Forms .....	7
1.1.4 Types .....	8
1.2 Barriers of Communication .....	11
1.3 Overcoming Barriers .....	14
1.4 Role of Language .....	14
1.5 Verbal Communication .....	15
1.6 Non-Verbal Communication .....	19
1.7 Receptive Communication Skills .....	26
1.8 Listening .....	27
1.8.1 Importance.....	28
1.8.2 Types .....	28
1.8.3 Barriers.....	30
1.8.4 Improving Listening.....	31
1.9 Feed Back .....	32
1.9.1 Importance of Feedback .....	33
1.9.2 Principles of Feedback .....	33
➤ <b>Short Question and Answers .....</b>	<b>35 - 40</b>
➤ <b>Choose the Correct Answers .....</b>	<b>41 - 41</b>
➤ <b>Fill in the Blanks .....</b>	<b>42 - 42</b>

## UNIT - II

2.1 Expressive Communication .....	43
2.2 Written Communication.....	43
2.3 Business Letters .....	48
2.4 E-Mail 58 .....	58
2.5 Memos .....	59
2.6 Reports and Proposals .....	61
2.6.1 Objectives of Reports .....	62

Topic	Page No.
2.6.2 Types of Reports .....	63
2.6.3 Structure of Reports .....	66
2.6.4 Individual and Committee Reports .....	68
2.6.5 Differences between Individual and Committee Reports .....	70
2.7 Report Writing .....	72
2.7.1 Logical Sequencing .....	72
2.8 Executive Summary .....	74
2.9 Effective Business Correspondence .....	75
➤ <b>Short Question and Answers</b> .....	<b>78 - 82</b>
➤ <b>Choose the Correct Answers</b> .....	<b>83 - 83</b>
➤ <b>Fill in the Blanks</b> .....	<b>84 - 84</b>
<b>UNIT - III</b>	
3.1 Oral Communication .....	85
3.2 Presentation Skills .....	89
3.2.1 Principles of Effective Presentations .....	93
3.2.2 Principles Governing use of Audio-Visual Media .....	94
3.3 Meetings .....	96
3.4 Group Discussions .....	99
3.5 Managerial Speeches .....	100
3.6 Non-Verbal Communication .....	104
3.7 Negotiation Skills .....	105
3.7.1 Preparing and conducting negotiation .....	107
3.7.2 Approaches To Negotiations .....	108
3.8 Kinesics .....	109
3.9 Proxemics .....	111
3.10 Voice .....	111
3.11 Motivation .....	112
3.12 Leadership .....	112
3.13 Culture .....	113
3.14 Language Dynamics .....	114
➤ <b>Short Question and Answers</b> .....	<b>115 - 120</b>
➤ <b>Choose the Correct Answers</b> .....	<b>121 - 121</b>
➤ <b>Fill in the Blanks</b> .....	<b>122 - 122</b>

Topic	Page No.
-------	----------

#### UNIT - IV

4.1 Interviews .....	123
4.2 Selection or Placement Interviews .....	124
4.3 Appraisal Interview .....	130
4.4 Exit Interview .....	131
4.5 Discipline Interviews .....	134
4.6 Writing CV/Resume .....	135
4.7 Teleconferencing .....	140
4.8 Video conferencing .....	141
4.9 Social Media Communication .....	143
➤ <b>Short Question and Answers</b> .....	<b>145 - 147</b>
➤ <b>Choose the Correct Answers</b> .....	<b>148 - 149</b>
➤ <b>Fill in the Blanks</b> .....	<b>150 - 150</b>

#### UNIT - V

5.1 Business Etiquette .....	151
5.2 Social Etiquette .....	152
5.3 Media Management .....	153
5.4 Media Relations .....	153
5.5 Press Release .....	157
5.5.1 Press Conference .....	160
5.6 Media Interviews .....	162
5.7 Investors Relation .....	164
5.7.1 Frame work for Managing Investors relations .....	164
5.8 Managing Government Relations .....	166
5.9 Cross Cultural Communication .....	167
➤ <b>Short Question and Answers</b> .....	<b>171 - 174</b>
➤ <b>Choose the Correct Answers</b> .....	<b>175 - 175</b>
➤ <b>Fill in the Blanks</b> .....	<b>176 - 176</b>

## Frequently Asked & Important Questions

### UNIT - I

1. Describe the process of communication.

*Ans :* (Nov.-21, Aug.-17, Imp.)

Refer Unit-I, Q.No. 7

---

2. What are the different types of communication.

*Ans :* (Nov.-21, Aug.-21, June-18, Imp.)

Refer Unit-I, Q.No. 9

---

3. Explain various barriers of communication.

*Ans :* (Nov.-21, Nov.-20, Feb.-20, Jan.-18)

Refer Unit-I, Q.No. 11

---

4. How barriers of communication can be overcome? Discuss?

*Ans :* (Feb.-20, Aug.-18)

Refer Unit-I, Q.No. 12

---

5. Explain the concept of receptive communications skills.

*Ans :* (Imp.)

Refer Unit-I, Q.No. 22

---

6. What are the elements of good listening.

*Ans :* (Aug.-21, Nov.-21, Feb.-20, June-18)

Refer Unit-I, Q.No. 28

---

7. Discuss the importance of feedback in business transaction.

*Ans :* (Feb.-20, Jan.-19, Aug.-17)

Refer Unit-I, Q.No. 31

---

8. What are the principles of feedback?

*Ans :* (Feb.-20, June, 18, Aug.-17)

Refer Unit-I, Q.No. 32

---



**UNIT - II**

**1. Define Business letters. Explain the Significance of Business Letters.**

*Ans :* (June-18, Imp.)

Refer Unit-II, Q.No. 6

---

**2. Describe the structure of business letters.**

*Ans :* (Aug.-18, Imp.)

Refer Unit-II, Q.No. 8

---

**3. Define business Memos Explain its components.**

*Ans :* (Imp.)

Refer Unit-II, Q.No. 13

---

**4. Define Report. State the Characteristics of Reports.**

*Ans :* (Nov.-20, June-18)

Refer Unit-II, Q.No. 17

---

**5. Discuss different types of Reports.**

*Ans :* (Nov.-21, Nov.-20, Jan.-19, Aug.-18, June-18, Aug.-17)

Refer Unit-II, Q.No. 19

---

**6. Structure of Report is essential for good Report - Explain.**

*Ans :* (Nov.-21, Jan.-19, June-18)

Refer Unit-II, Q.No. 21

---

**7. Write briefly about individual and committee reports.**

*Ans :* (Feb.-20, Imp.)

Refer Unit-II, Q.No. 22

---

**8. Explain the steps involved in writing corporate reports.**

*Ans :* (Feb.-20, Imp.)

Refer Unit-II, Q.No. 24

---

**9. What are the essentials of good report writing**

*Ans :* (Aug.-21, Jan.-18, Aug.-17)

Refer Unit-II, Q.No. 29

---

**UNIT - III**

1. What is presentation. State the elements of presentation?

*Ans :* (Nov.-20, Imp.)

Refer Unit-III, Q.No. 7

2. Explain the steps involved in making presentation.

*Ans :* (Feb.-20, Jan.-19)

Refer Unit-III, Q.No. 8

3. Explain the nonverbal dimension presentation.

*Ans :* (Feb.-20, Jan.-18)

Refer Unit-III, Q.No. 11

4. What is managerial speech / Business speech? Discuss the types of managerial speeches.

*Ans :* (Aug.-21)

Refer Unit-III, Q.No. 19

5. Define negotiation. Explain the nature and styles of negotiation.

*Ans :* (Nov.-20, Aug.-18, June-18, Aug.-17)

Refer Unit-III, Q.No. 22

6. Write about need and importance of negotiation.

*Ans :* (Jan.-19, Aug.-18)

Refer Unit-III, Q.No. 23

7. Bringout the stages in conducting the negotiations.

*Ans :* Aug.-21, Jan.-19, Aug.-18, Jan.-18, Aug.-17)

Refer Unit-III, Q.No. 24

8. What are the various approaches to negotiations?

*Ans :* (Nov.-20, Feb.-20, June-18)

Refer Unit-III, Q.No. 25

9. Explain the importance of motivation in business communication.

*Ans :* (Imp.)

Refer Unit-III, Q.No. 31

10. Explain the importance of leadership business communication.

*Ans :* (Imp.)

Refer Unit-III, Q.No. 32

**UNIT - IV**

1. Define interview. State the objectives of interview.

*Ans :* (Imp.)

Refer Unit-IV, Q.No. 1

2. Describe the various techniques of interview for selection (or) placement purpose.

*Ans :* (Imp.)

Refer Unit-IV, Q.No. 4

3. State the advantages and disadvantages of interview.

*Ans :* (Imp.)

Refer Unit-IV, Q.No. 6

4. What is appraisal interview? Explain its importance and types.

*Ans :* (Imp.)

Refer Unit-IV, Q.No. 7

5. Define exit interview. State the purpose of exist interview.

*Ans :* (Imp.)

Refer Unit-IV, Q.No. 9

6. What do you mean by resume drafting? Explain different styles of resumes.

*Ans :* (Aug.-18, Imp.)

Refer Unit-IV, Q.No. 13

7. Write in detail about the contents of a resume.

*Ans :* (Imp.)

Refer Unit-IV, Q.No. 14

8. Explain an effective resume drafting.

*Ans :* (Aug.-18, Imp.)

Refer Unit-IV, Q.No. 15

9. Define video conferencing. Explain different types of video conferencing.

*Ans :* (Imp.)

Refer Unit-IV, Q.No. 17

10. Explain the importance of social media communication.

*Ans :* (Imp.)

Refer Unit-IV, Q.No. 19

**UNIT - V**

1. What is business etiquette. State its advantages and disadvantages.

*Ans :* (Imp.)

Refer Unit-V, Q.No. 2

2. Media plays and dominant role in the process of communication. Discuss.

*Ans :* (Oct.-21, June-18, Aug.-17)

Refer Unit-V, Q.No. 5

3. Discuss the essential for building better with media.

*Ans :* (Jan.-19, Aug.-18, Jan.-18)

Refer Unit-V, Q.No. 7

4. Examine the need and importance of maintaining sound investor relations.

*Ans :* (Jan.-18, Imp.)

Refer Unit-V, Q.No. 9

5. Define investor relation. Explain the evolution of investor relations.

*Ans :* (Oct.-21, Aug.-21, Feb.-20)

Refer Unit-V, Q.No. 15

6. Explain the frame work for Managing Investors relations.

*Ans :* (Oct.-21, Nov.-20, Feb.-20, Aug.-17)

Refer Unit-V, Q.No. 16

7. Discuss the ways and means of managing governing power.

*Ans :* (Aug.-21, Jan.-18, Aug.-17)

Refer Unit-V, Q.No. 17

8. What are the problems and challenges in cross cultural communication.

*Ans :* (Imp.)

Refer Unit-V, Q.No. 19

9. Explain various guidelines for effective cross cultural communication.

*Ans :* (Imp.)

Refer Unit-V, Q.No. 20

# UNIT I

Fundamentals of Communication – Importance – Phases – Forms – Types – Barriers – Overcoming Barriers – Role of Language – Verbal and Non- Verbal Communication. Receptive Communication Skills – Listening – Importance– Types – Barriers – Improving Listening – Importance of feedback-Principles of feedback.

## 1.1 FUNDAMENTALS OF COMMUNICATION

**Q1. Define communication. Explain the nature of communication.**

(OR)

**What is communication?**

(OR)

**What is meant by communication?**

(Feb.-20, Aug.-18,

*Ans :*

June-18, Jan.-18, Imp.)

The word "communication" is used in common talk, usually, to mean speaking or writing or sending a message to another person. Communication is a great deal more than that. It involves ensuring that your message has reached the target audience, and that the audience understands and responds as you want them to. More importantly, it also involves ensuring that you yourself take care to receive, understand, interpret, and respond to messages that are sent to you.

Communication is an important aspect of behaviour; human communication is affected by all factors that influence human behaviour.

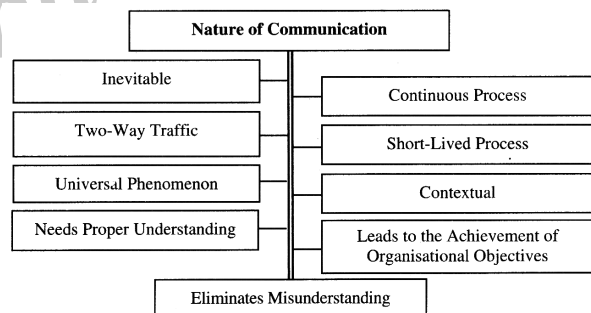
- i) **According to Newman and Summer**, "Communication is an exchange of facts, ideas, opinions or emotions by "two or more persons".
- ii) **According to Keith Davis**, "Communications is a process of passing information and understanding from one person to another".

iii) **According to the American Management Association**, "Communication is any behaviour that results in an exchange of meaning".

iv) **According to Peter Little**, "Communication is the process by which information is transmitted between individuals and/or organisations so that an understanding response results".

### Nature

Nature of communication is as follows:



1. **Inevitable:** Communication is a social and psychological activity. If a person is facilitated with all physical comforts, but is not allowed to read, write, speak or listen he will become mentally weak and incapable of performing any task. Hence, communication is very important.
2. **Continuous Process:** Communication is an on-going process and not an art or a time-based event. It includes various events and actions that are interconnected and dependent on each other.
3. **Two-Way Traffic:** Communication is said to be incomplete unless the receiver is able to understand the message. So, it can be said

that feedback is very essential for an effective communication. Therefore, communication is a two-way traffic instead of one-way traffic.

4. **Short-Lived Process:** It is said to be a short-lived process, because as soon as the receiver receives the message and understands it in the right context, the communication process is completed.
5. **Universal Phenomenon:** Communication takes place everywhere. Not only human beings but birds, animals, etc., also communicate. Hence, it is termed as a widespread phenomenon.
6. **Contextual:** Communication always takes place in a particular context. Similar words may lead to different meanings if spoken in different contexts. Therefore, meaning may change according to the context.
7. **Needs Proper Understanding:** For proper understanding of the message, the message should be clearly and briefly expressed in words, as the media for communication are many but the main objective is proper understanding of the message by the receiver.
8. **Leads to the Achievement of Organisational Objectives:** Effective communication leads to achievement of the organisational objectives by creating a sense of objectivity in the organization.
9. **Eliminates Misunderstanding:** Misunderstandings occur when there is a failure to understand or interpret words or actions correctly. Communication removes misunderstanding among people and leads of friendship among them.

**Q2. Explain the scope of communication.**

*Ans. :*

1. **Personal Life:** Communication is present throughout a person's life and is strongly related to all the activities performed by him. Communication is such an essential part of an individual's existence as each person has to communicate daily with a variety of people and organisations. Thus, he cannot move ahead in his life without using communication.
2. **In Social Life:** Human beings live in a society and are social in nature. They build connections with each other. Communication preserves and makes these social relations stronger.
3. **In Industry:** In an industry, to coordinate and combine all five aspects of communication (man, machine, material, money, and method) effective communication is necessary.
4. **In Business:** Communication is the foremost requirement of every business. Without communication a business cannot function as the business organisations can fulfil the demand of the public through communication only.
5. **In Management:** The process of management includes planning, organising, implementing, decision making and controlling. Communication acts as the soul of whole management process.
6. **In Politics:** The different forms of communication include government policies, proposals of political parties, and the slogans of political leaders.
7. **In Religion:** Communication helps the predecessors of each religion in popularising the values and deeds of their religion, as religion is a medium of building trust in the group of supporters.
8. **In Organisation Behaviour:** To build a healthy relationship among employee, employer, and the organisation, communication is necessary. This relation is formed and maintained through formal and informal communication channels.
9. **In International Relations:** As in present era of globalisation every country shares their economic, cultural, technological, and various other issues with the other countries. Some of the national cooperative institutions that contribute in maintaining communication all over the world are SAARC (South Asian Association for Regional Cooperation), European Union, NAFTA (North American Free Trade Agreement) and ASEAN (Association of Southeast Asian Nations).

- 10. In Industrial Relations:** It is well-known that labourers are the backbone of an organisation. Cooperation of labours is necessary for the organisation's success. It is the responsibility of the HR department to motivate and control them appropriately. To fulfil this objective HR department should create a transparent relationship between labourers/unions and management. Thus, communication is of utmost importance in order to nurture this relationship.
- 11. In Decision-Making:** Decision-making is a daily routine issue for both the individuals and the organisations. For taking best decisions it is necessary to have complete information about it and communication is the best source to provide such information.

**Q3. State the features of communication.**

*Ans :*

Characteristics of communication are mentioned below:

- 1. Two or More Persons:** The first important characteristic of communication is that there must be a minimum number of two persons because no single individual can have an exchange of ideas with himself. A listener is necessary to receive one's ideas. Therefore, there must be at least two persons-the sender of information and the receiver.
- 2. Exchange of Ideas:** Communication cannot be thought of in the absence of exchange of ideas. In order to complete the process of communication there must be an exchange of ideas, orders, feelings, etc., among two or more than two persons.
- 3. Mutual Understanding:** Mutual understanding means that the receiver should receive the information in the same spirit with which it is being given. In the process of communication, it is more important to understand the information rather than carry it out.
- 4. Direct and Indirect Communication:** It is not necessary in communication that the receiver and giver of information should be

face-to-face with each other. Communication can be both direct and indirect. Direct communication means face-to-face conversation, while indirect communication is through other means.

- 5. Continuous Process:** Communication is an endless process, as is the case with business where the manager continuously assigns work to his subordinates, tries to know the progress of the work and gives directions.
- 6. Use of Words as well as Symbols:** There can be many means of communication, like the written, the oral and symbolic. The examples of symbolic communication are the ringing of bell for closing a school or a college, saying something by the movement of the neck, showing anger or disapproval through eyes, giving some decision by the raising of a finger in cricket, etc.

**Q4. State the objectives of communications.**

*Ans :*

Communication is the lifeblood of an organization. It is the vehicle that ensures proper performance of organizational functions and achievement of organizational goals. As a separate field of study, business communication has the following objectives:

- 1. To exchange information:** The main objective of business communication is to exchange information with the internal and external parties. Internal communication occurs within the organization through orders, instructions, suggestions, opinions etc.
- 2. To develop plans:** Plan is the blueprint of future courses of actions. The plan must be formulated for attaining organizational goals. In order to develop a plan, management requires information. In this regard, the objective of communication is to supply required information to the concerned managers.
- 3. To implement the plan:** Once a plan is prepared, it is to be implemented. Implementation of a plan requires timely

communi-cation with the concerned parties. Thus, communication aims at transmitting a plan throughout the organization for its successful implementation.

4. **To facilitate policy formulation:** Policies are guidelines for performing organizational activities. Policies are also termed as standing decisions to recurring problems. Every organization needs to develop a set of policies to guide its operation. Preparing policies also require information from various sources. Therefore, the objective of communication is to collect necessary information for policy formulation.
5. **To achieve organizational goal:** Collective efforts of both managers and workers are essential for achieving organizational goals. Communication coordinates and synchronizes the efforts of employees at various levels to achieve the stated goals of the organization.
6. **To organize resources:** Various kinds of resources are available in organization such as human resources, material resources, financial resources and so on. In organizing these resources in an effective and efficient way is a key challenge to the managers. Communication is the vehicle to overcome this challenge.
7. **To coordinate:** Coordination is a basic management function. It involves linking the various functional departments of large organizations. Without proper and timely coordination, achievement of organizational goals is impossible. Therefore, the objective of communication is to coordinate the functions of various departments for the easy attainment of organizational goals.
8. **To direct the subordinates:** The job of a manager is to get the things done by others. In order to get the things done, management needs to lead, direct and control the employees. The performance of these managerial functions depends on effective communication with subordinates.
9. **To motivate employees:** A pre-requisite of employee motivation is the satisfaction of their

financial and non-financial needs. Financial needs are fulfilled thorough monetary returns. However, in order to satisfy non-financial needs, management must communicate with employees on a regular basis both formally and informally.

10. **To create consciousness:** Employees of an organization must be conscious regarding their duties and responsibilities. Communication supplies necessary information and makes them conscious about their duties and responsibilities.

### 1.1.1 Importance

#### Q5. Explain the importance of effective communication.

*Ans :*

(Jan.-19, Aug.-18)

#### Importance of Communication

Effective communication is vital for efficient management and to improve industrial relations. In modern world the growth of telecommunication, information technology and the growing competition and complexity in production have increased importance of communication in organisations large and small irrespective of their type and kind. A corporate executive must be in a position to communicate effectively with his superiors, colleagues in other departments and subordinates. This will make him perform well and enable him to give his hundred percent to the organisation:

1. **Managerial efficiency:** Communication helps in smooth operation of management. Managerial task can only be performed when communication system is effective.
2. **Enhance morale and relations:** Effective communication emphasizes the employee's participation in management. It helps to build the employees morale and cordial industrial relations between management and employees
3. **Effective leadership:** Effective leadership depends upon effective communication. Two-way communication helps in effective communication. Managerial leader must handle the subordinates. For ordering qualitative leadership is essential. And that can be obtained from proper system of communication.



4. **Mutual trust and confidence:** Mutual trust and confidence between labor and management is necessary for effective movement of organization. When there is effective communication, it helps to reduce misunderstanding and develop mutual trust.
  5. **Better decision:** The success of organization can be measured in better decision. When the information, data and other fact are not effectively communicated, it hampers the decision making. So, when the facts are communicates to concerned department, organization and person. It is easy to make decisions promptly.
  6. **Staffing:** When the information are correctly communicates in time, it helps in the function of selection, placement, socialization, promotion and transfer,
  7. **Better managerial concern:** All managerial functions such as planning, organizing, directing, controlling etc. can't be conducted without communication.
- 

**Q6. Explain the benefits of effective communication.**

*Ans :*

(Jan.-19, Aug.-18)

Some of the benefits of effective communication are as follows:

1. **Employee Morale:** Effective communication helps to increase team morale. If the team members fail to communicate properly with each other then it will create negative feeling in the team. Improper communication leads to unreported errors, employee's failure to complete work within deadlines and inappropriate requirements. If the communication between team members is effective then, they feel comfortable to express their ideas if any situation arises and they will be ready to help the team.
  2. **Increases Customer Satisfaction:** If there is a proper communication between teams then, they will communicate properly with the customers. The teams with effective communication represent trust and professionalism. Thus, there will be an increase in customer satisfaction. The customers do not encourage such teams which give different answers to them when they call.
  3. **Increases Productivity:** Another important benefit of effective communication is that it improves productivity. It gives greater return on investment to the firm. If the team members are aware of their roles, other's roles and expectation of leaders then, they will focus much on their work rather than focussing on their work place. Through effective communication, various issues are solved quickly and also there is a decrease in customer's rework. All these aspects lead to increased productivity of a team.
- 

### 1.1.2 Phases

**Q7. Explain the process of communication.**

(OR)

**Describe the process of communication.**

*Ans :*

(Nov.-21, Aug.-17, Imp.)

Communication is a two-way process which deals with the exchange and succession of ideas towards a Wection that is mutually accepted. The communication process takes place with two participants via a medium that transmits the message holding a specific objective and which is understandable to both the participants, i.e., the sender and the receiver. The communication process is shown in the figure.

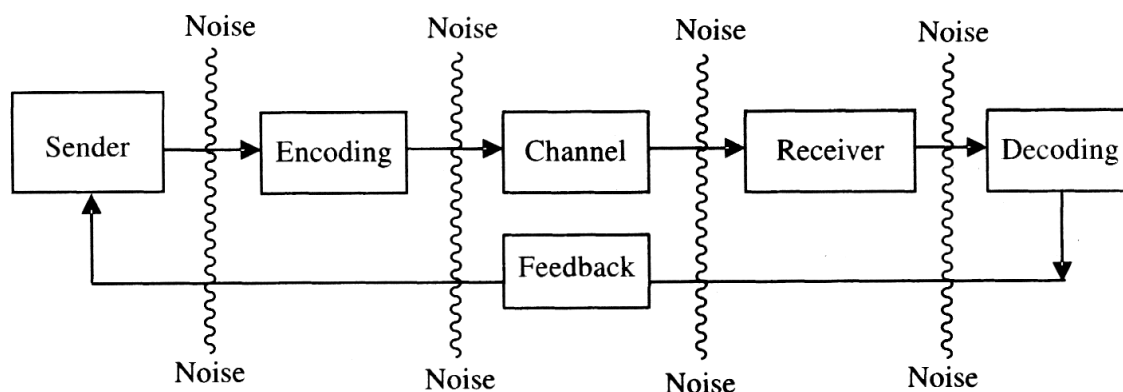


Fig.: Process of Communication

1. **Sender:** The individual, group, or organisation that starts the process of communication is known as sender or encoder. The whole responsibility of communication rests upon the shoulders of sender. The message can be affected by certain traits of sender such as experience, behaviour, knowledge, abilities, perceptions, and culture. If the message is framed according to the receiver's expectations, the acceptance and approval level would be higher. The source absorbs the idea, frames the message, chooses the channels or medium, and lastly decides regarding the receiver.
2. **Message:** The encoded idea that is transferred by the sender is called message. It is something that a sender wants to communicate or transfer to the specific receivers. Messages can be in two forms; verbal which includes written or spoken; and non-verbal which includes appearance, body language, silence, sounds, signs, etc.
3. **Encoding:** It is a method by which idea or thought of the message is converted into symbols that can be transmitted. In the process of encoding, one should consider the contents that have to be included in the message and should also consider that how the receiver will interpret it and how it can affect the relationship among the two parties.
4. **Channel:** The medium by which the message moves from sender to receiver is known as channel. The channel can be mass media which includes newspapers, radio, T.V., etc., or it could be of individual use which includes telephone, correspondence, etc. Importance of message, number of receivers, availability of the channel, cost and effectiveness of the channel, etc. are some of the factors on which the selection of channel depends.
5. **Receiver:** The targeted recipient of a message is known as the receiver. He receives the encoded message and tries to decode it by understanding, interpreting, and perceiving the meaning of it as the sender has transmitted.
6. **Decoding:** Decoding is the stage where the receiver decodes the encoded message. He interprets and comes out with meaning of the message. In interpreting the symbols of the message, the receiver applies his knowledge and experience, or in some cases he may consult with a third party authority such as a dictionary or a code book.  
  
The receiver is not so much active in the process of communication but in this stage, he becomes more active. What the receiver interprets may be same or different from the actual intention of the sender; and if the interpretation has gone wrong, chances of misunderstanding increases and the process of communication can be hampered.
7. **Feedback:** At the end, the receiver responds to the communication that has been transmitted by the sender. The interpretation can be done clearly or it could be based on misunderstanding of the message that has been sent. The reaction or response of receiver to the sender is known as feedback.

8. **Noise:** Noise is that interruption in the communication process which hinders communication process. It is a negative component in communication channel. In general, noise can be introduced at any stage in the process of communication.

### 1.1.3 Forms

#### Q8. State different forms of communication.

*Ans :* (Imp.)

#### I) Verbal Communication

Verbal communication is the communication in which some type of language is used. The most powerful tool communication is language because the messages and ideas can be conveyed very easily with the help of it, provided that all the parties are familiar with the language which is being used. Therefore, any type of communication which involves the use of various written or spoken words is referred to as 'verbal communication'. Words represent the most powerful and precise combination of symbols. This is the reason why words (either orally or in written form) are used in all types of formal communication.

A particular message in verbal communication is transferred through the use of language and different sounds. Various ideas, concepts, or thoughts can be expressed with the help of verbal communication and it is one of the crucial elements of teaching and learning process. In the process of expressing the ideas between two or more individuals, verbal communication is the fundamental mode of communication along with the non-verbal forms of communication.

- i) **Written Communication:** The communication that takes place with the help of written symbols, either hand written or printed, is known as written communication. The elements that facilitate written communication are memos, letters, bulletins, circulars, instruction booklets, reports, manuals, handbooks, magazines, etc.

Any kind of interaction that uses written words can be referred to as written communication. Communication is the

solution to any attempt that involves at least two persons. Written communication is very important in the current scenario and is gaining even more importance as the trend of information age is evolving.

Written form of communication is the most popular among all the other types of business communications. Owners as well as managers of small businesses need to become efficient in written communication and also motivate their employees to do the same. Communication methods have immensely been altered by the information age, which in turn put a lot of emphasis on the written forms of communication as compared to the oral forms of communication.

#### Definition

**According to University of North Carolina,** "Written communication is defined as clear expression of ideas in writing; includes grammar, organisation, and structure.

- ii) **Oral Communication:** The exchange of verbal information between the sender and the receiver is known as oral communication or verbal communication. This type of communication is more genuine and faster than the written communication but it is considered to be as informal. In case of businesses, more weightage is given to the verbal communication than the written one. Because according to a study, 70% of the total time spent by an executive is spent in communication activities. 45% of that time is devoted to listening activities, 30% of it is spent on speaking, while reading and writing takes only 16% and 9% respectively. This is the reason why executives are given the suggestions to improve their oral communication skills (listening and speaking) as it comprises 75% of the total communication.

#### II) Non-Verbal Communication

A communication that takes place without using any words or a language can be termed as non-verbal Communication. Most of the

communication that takes place among human beings is non-verbal communication. It may seem to be strange but according to a survey, about 70% of human communication takes place through non-verbal methods. Sometimes different colours are used to send across a message. **For example**, in traffic signals red light indicates 'to stop immediately', yellow light indicates 'to get set', and green light indicates that one should 'move'. Similarly, different symbols are used in traffic control and for warning people in certain conditions such as blind turn, school ahead, etc. In the same way arrows in different directions such as  $\rightarrow$ ,  $\uparrow$ ,  $\downarrow$ ,  $\leftarrow$  indicate movement in respective directions.

The factors that stimulate the non-verbal communication are of significance for the sender as well as for the receiver. These factors can arise from within the sender and/or from the environment where the communication is taking place. In other words, non-verbal communication takes place when a sender and a receiver communicate with each other without using the words and sentences. Sometimes non-verbal communication is done intentionally whereas sometimes it is so unintentional that even the speakers and listeners are not aware of it. There are various elements that facilitate the verbal communication such as gaze, eye contact, volume of voice, vocal nuance, proximity, touch, gestures, face expressions, dress, intonation, smell or fragrance in the air, etc.

Non-verbal communication is basically divided into two categories:

1. Non-verbal messages produced by the body.
2. Non-verbal messages produced by the broad setting (time, space, and silence).

#### Definitions

- i) **According to Vaughan and Hogg**, "Non-verbal communication is the transfer of meaningful information from one person to another by means other than written or spoken".
- ii) **According to Cabbab and Cabbab**, "Non-verbal communication is our primary mode to communicate feelings and emotions which we usually do not express verbally."

---

#### 1.1.4 Types

**Q9. Explain different types of communication.**

(OR)

**What are the different types of communication?**

*Ans :*

(Nov.-21, Aug.-21, June-18, Imp.)

#### Types of Communication

Communication in an organization carries innumerable kinds of messages which may be difficult to map out; but it may be possible to classify communications in regard to how to transmit, or who communicates to whom, or what kinds of relationships communication develops. Thus communication may be grouped on the following basis:

#### 1. On the basis of Direction of Communication

- (i) Downward Communication
- (ii) Upward Communication and
- (iii) Horizontal or Lateral Communication

**2. On the basis of Way of Expression**

- (i) Oral Communication and
- (ii) Written Communication

**3. On the basis of Organizational Structure**

- (i) Formal Communication and
- (ii) Informal Communication

**1. On the basis of Direction of Communication**

- (i) **Downward Communication:** Down-ward communication occurs when information and messages flow down through an organization's formal chain of command or hierarchical structure. In other words, messages and orders start at the upper levels of the organizational hierarchy and move down toward the bottom levels. Responses to downward communications move up along the same path.
- (ii) **Upward Communication:** Communication is a very important part of working in the business environment. Managers must be able to communicate with employees and employees must be able to communicate with managers in order to have a profitable business. Upward communication is the flow of information from front line employees to managers, supervisors, and directors.
- (iii) **Horizontal or Lateral Communication:** **Horizontal communication** is the transmission of information between people, divisions, departments or units within the same level of organizational hierarchy. You can distinguish it from vertical communication, which is the transmission of information between different levels of the organizational hierarchy. Horizontal communication is often referred to as 'lateral communication.'

**2. On the basis of Way of Expression:**

- (i) **Oral Communication:** It occurs through the spoken word. In oral communication, the two parties to communication, the sender and the receiver, exchange their views through speech, either in face-to-face communication between individual and individual, or between an individual and the group, or any mechanical or electrical device, such as a telephone, public address systems etc. meetings, conference, lectures, etc. are some other media of communication.
- (ii) **Written Communication:** The Written Communication refers to the process of conveying a message through the written symbols. In other words, any message exchanged between two or more persons that make use of written words is called as written communication. The written communication is the most common and effective mode of business communication. In any organization, the electronic mails, memos, reports, documents, letters, journals, job descriptions, employee manuals, etc. are some of the commonly used forms of written communication.

**3. On the basis of Organizational Structure:**

- (i) **Formal Communication:** The Formal Communication is the exchange of official information that flows along the different levels of the organizational hierarchy and conforms to the prescribed professional rules, policy, standards, processes and regulations of the organization. The formal communication follows a proper predefined channel of communication and is deliberately controlled. It is governed by the chain of command and complies with all the organizational conventional rules.
- (ii) **Informal Communication:** 'Informal Communication' is the communication among the people of an organisation not on the basis of formal relationship in the organisational structure but on the basis of informal relations and understanding. It may overlap routes, levels or positions. Informal communication creates a situation where the different workers communicate with each other, work side by side, hour after hour and day after day irrespective of their formal positions and relationships. It is referred to as the 'grapevine' which indicates informal means of circulating information or gossip. It is direct, spontaneous and flexible. It is personal, unofficial, and mostly verbal.

**Q10. Explain the concept of 7's in communication.**

*Ans :*

**7 C's in Communication:**

There are 7 C's of effective communication which are applicable to both written as well as oral communication. These are as follows:

1. **Clear:** The message should be clear and easily understandable to the recipient. The purpose of the communication should be clear to sender then only the receiver will be sure about it. The message should emphasize on a single goal at a time and shall not cover several ideas in a single sentence.
2. **Correct:** The message should be correct, i.e. a correct language should be used, and the sender must ensure that there is no grammatical and spelling mistakes. Also, the message should be exact and well-timed. The correct messages have a greater impact on the receiver and at the same time, the morale of the sender increases with the accurate message.
3. **Complete:** The message should be complete, i.e. it must include all the relevant information as required by the intended audience. The complete information gives answers to all the questions of the receivers and helps in better decision-making by the recipient.
4. **Concrete:** The communication should be concrete, which means the message should be clear and particularly such that no room for misinterpretation is left. All the facts and figures should be clearly mentioned in a message so as to substantiate to whatever the sender is saying.
5. **Concise:** The message should be precise and to the point. The sender should avoid the lengthy sentences and try to convey the subject matter in the least possible words. The short and brief message is more comprehensive and helps in retaining the receiver's attention.
6. **Consideration:** The sender must take into consideration the receiver's opinions, knowledge, mind-set, background, etc. in order to have an effective communication. In order to communicate, the sender must relate to the target recipient and be involved.
7. **Courteous:** It implies that the sender must take into consideration both the feelings and viewpoints of the receiver such that the message is positive and focused at the audience. The message should not be biased and must include the terms that show respect for the recipient.

## 1.2 BARRIERS OF COMMUNICATION

**Q11. Explain various barriers of communication.**

*Ans :* (Nov.-21, Nov.-20, Feb.-20, Jan.-18)

### Identify Various Barriers of Communication

Communication plays a major role in developing a relationship. It can also affect the relationship among family members or management in any institute. More specifically, communication influences the effectiveness of instruction, performance evaluation, and the handling of discipline problems. Communication should be straightforward. What can make it complex, difficult, and frustrating are the barriers.

Miscommunication can originate at three levels: at the level of the transmitter, of the medium, or of the receiver. In technical parlance, anything that obstructs free flow of communication is called noise. Or we may refer to it simply as a 'barriers to communication.

The barriers are physical, sociological and psychological obstacles that interfere with the planning, organisation, transmission and understanding of the message. There are a number of such obstacles that can occur in the process of communication. The natural result of such obstacles or interfering factors is the misunderstanding of the message.

Some barriers of communication are the following.

#### (I) Physical Barriers

**(a) Time and Distance:** Time and distance also act as barriers to the smooth flow of communication. The use of telephone along with computer technology has made communication very fast and has, to a large extent, overcome the space barrier. However, sometimes mechanical breakdowns render these facilities ineffective. In such cases, the distance between the transmitter and the receiver becomes a mighty barrier. Some factories run in shifts. There is a kind of communication gap between persons working in different shift.

**(b) Noise:** Unfortunately communication is very affected/distorted by noise that occurs primarily at the transmission level. Literally the word noise means "interference that occurs in a signal and prevents you from hearing sounds properly". It is, therefore, the first major barrier to communication. In a factory, for example, where there are machines and engines making a constant noise, oral communication becomes difficult. Blaring of loudspeakers around is bound to interfere with our conversation, whether face-to-face or on telephone.

#### (II) Language Semantic Barriers

**(a) Lack of Common Language:** Language uses oral or written arbitrary symbols to transmit meanings from one person to another. Every human languages has its own vocal symbol system and its own grammatical structures. If the communicator and the receiver belong to different language groups, their ignorance of each other's language or the lack of a common language will be a barrier to communication between them. It is not possible for them to communicate with each other unless they know some common language which is properly understood by both of them.

**(b) Semantic Barriers:** Semantic is the study of meaning, signs and symbols used for communication. The word is derived from "sema", a Greek word meaning signs. Semantic barriers to communication are the symbolic obstacles that distorts the sent message in some other way than intended, making the message difficult to understand.

The meaning of words, signs and symbols might be different from one person to another and the same word might have hundreds of meanings. So, when a message is sent by a sender to a receiver, it might be interpreted wrongly in a communication process causing misunderstandings between them. This can happen due to different situations that form the semantic (of, relating to, or arising from the different meanings of words or other symbols) of the sender the receiver, known as the semantic barrier. It also arises due to language, education, culture and place or origin (dialect or accent) or most likely their experiences. It is similar to and related to language barriers in a communication.

### (III) Cultural Barriers

Especially in international environment, cultural differences often cause communication problems. The same category of words, phrases, symbols, actions, colours mean different things to people of different countries/cultural backgrounds. For example, in Western countries black colour is associated with death and mourning while in the Far East white is the colour of mourning. In the United States people love to be called by their first name while in Britain people are more formal and like to be addressed by their little or their last name.

### IV) Emotional or Psychological Barriers

The Psychological or Emotional Barriers refers to the psychological state i.e. Opinions, attitudes, status consciousness, emotions, etc. of a person that deeply affects the ability to communicate. The communication largely depends on the mental condition of a person, if the person is not mentally or emotionally sound, then he cannot communicate effectively either as a sender or a receiver.

The major kinds of Psychological Barriers are following:

- (a) **Lack of Attention:** When the person is pre-occupied by some other things and do not listen carefully what the other person is speaking, then arises the psychological barrier in the communication. When the person does not listen to others, then he won't be able to form judgments without considering all the aspects of information. This is generally done by the people who are impatient and resort to a selective listening. This premature evaluation of the information acts as a barrier to the effective communication and lowers the morale of the sender.
- (b) **Poor Retention:** The retention refers to the capacity of a brain to retain or store things in the memory. The brain does not store all the information came across but in fact, retain only those which deems to be helpful in the future. Therefore, much of the information gets lost during the retention process, and this acts as a barrier to the effective communication.

(c) **Loss by Transmission:** The loss by transmission means, whenever the information exchanges hand its credibility reduces. It is most often observed in the case of an oral communication where people handle information carelessly and transmits the information which has lost some of its truth. Thus, the improper and lack of information being transmitted to others acts as a hindrance in the communication process.

(d) **Distrust:** To have an effective communication, it is must that both the communicators (sender and receiver) trust each other. In case there is a lack of trust between both the parties, then they will tend to derive negative meaning out of the message and often ignore what has been communicated. If the receiver has no trust, then he will not listen to whatever is being said by the sender, and this will result in a meaningless communication.

(e) **Emotions:** The communication is greatly influenced by the emotions of a person. If a person is not in a good temperament, then he would not listen properly to whatever is said and might say things offending the sender. Several other emotions such as anger, nervousness, confusion, restlessness, etc. affects the communication process.

Thus, every human being has a unique mind which is composed of varied emotions, beliefs, perceptions, opinions, and thoughts that facilitate different forms of communication.

### (V) Organisational Barriers

An organisation is a deliberate creation of management for the attainment of certain specific objectives. The day-to-day functioning of the organisation is regulated in such a way as to contribute to the attainment of these objectives in the most effective manner. For this purpose, a variety of official measures are adopted such as designing of the structure, arrangement of activities, formulation of various policies, rules and regulations, and procedures, laying down of norms of behaviour, instituting a reward and punishment system, etc. all these variables markedly affect the organisation's functioning. As such major organisational barriers are:



- (a) **Hierarchical Barriers:** In an organisation, communication transmission must flow through certain formal channels which are established by the organisational hierarchy. The employees are expected to contact the superiors and the subordinates through their immediate superiors or subordinates. This often results in hardships and difficulties in maintaining free flow of communication. Some management disapprove with the barriers of hierarchy and propose that everyone in the organisation should be free enough to communicate directly with anybody else who can help him to solve his problems.
- (b) **Specialisation of the Workforce:** In large-size complex business organisation, increasing specialisation of the workforce is posing a serious barrier to effective internal communication. The tasks are specified and the procedures are structured in such a way that the workforce can hardly come out of their compartments to communicate with the people in other functional groups. They look only at those things that need to be done by a functionalised group. Every one of them is assigned with a special kind of job. This makes it increasingly difficult to see and covers with the people outside one's specialisation. In such organisation, the right hand can never find access to know what the left hand is doing. So far as possible, the works of each employee is confined to a single function. But this is not always possible.
- (c) **Wrong Choice of Medium:** There are many ways and devices of communication. It may be oral communication through interviews, conversations, speeches, telephone talks, conferences, radio speeches etc. it may be face-to-face communication, written communication or non-verbal communication. All these ways or media of communication are suitable for communicating at different times and for different purposes. Therefore, it is essential to think about their relative merits and limitations, before selecting one of the media for communication. The sales manager must think over it would be better for him to hold a face-to-face talk with the prospective buyer than talking to him on the telephone.

(d) **Communication Load**

Communication load is one of the major barriers to communication. It refers to the amount and the complexity of messages received by the receiver.

(e) **Organisational policy**

The general organisational policy regarding communication provides overall guidelines in this matter. This policy might be in the form of a written document, or it has to be inferred from organisational practice, particularly at the top level. If the policy creates hindrance in the free flow of communication in different directions, communication would not be smooth and effective.

(VI) **Physical Barriers**

(a) **Noise:** It interferes with the transmission of the signals. It also refers to the 'unwanted'

Signals of messages which interfere and disturb the reception of the wanted signals. This disturbance is usually in the form of sounds, but it need not be always the sounds. It can be in visual, audio-visual, written, physical or psychological form also. Technical or physical noise refers to loud noise of the machines or blaring noise of the stereo and such other noises which makes it difficult for any listener committee member arrives late at the meeting hall and all the committee members are distracted by his arrival.

(b) **Time:** Frequency of communication encounters affects the human relationships and the intensity of human relations is affected by the amount of time that passes between these encounters. If the employee does not communicate with his superiors for a long time, or if husband and wife stay away from each other for a long time, it may create a communication gap between them which may affect their relationship.

(c) **Distance:** The distance between the communicator and the receiver can be a strong barrier to communication, if the technical devices of communication such as telephone, telex etc. are not available to link them. Faulty sitting arrangement in the office can create a kind of communication gap which can be eliminated by adjusting the distance.

### 1.3 OVERCOMING BARRIES

**Q12. How barriers of communication can be overcome? Discuss.**

(OR)

**How to Make Communication Effective?**

*Ans :* (Feb.-20, Aug.-18)

In order to remove barriers to communication an open door communication policy should be prepared and followed by managers at all levels. The superiors in the organisation must create an atmosphere of confidence and trust in the organisation so that the credibility gap may be narrowed down. Major efforts in this direction are:

- (i) **Two-way communication:** The organisation's communication policy should provide for a two-way traffic in communication-upwards and downwards. It brings two minds closer and improves understanding between the two parties, the sender and the receiver. A should feedback system should be introduced in the organisation so that distortion in the filtering of damages should be avoided. There should be no communication gap.
- (ii) **Strengthening Communication Network:** The communication network should be strengthened to make communication effective. For this purpose, the procedure of communication should be simplified, layers in downward communication should be reduced to the minimum possible. Decentralisation and delegation of authority should be encouraged to make information communication more efficient, through frequent meetings, conferences and timely dissemination of information to the subordinates.
- (iii) **Promoting Participative Approach:** The management should promote the participate approach in management. The subordinates should be invited to participative in the decision-making process. It should seek cooperation from the subordinate and reduce communication barriers.

(iv) **Appropriate Language:** In communication certain symbols are used. Such symbols may be in the form of words, pictures and actions. If words are used, the language should be simple and easily comprehensible be avoided. The sender must use the language with which the receiver is familiar. The message should be supported by pictures or action, wherever necessary, to emphasise certain points. The sender must also practise in action what he says to others or expects from others.

(v) **Credibility in Communication:** One criterion of effective communication is credibility. The subordinates obey the orders of their superior because they have demonstrated through their actions that they are trustworthy. They must practices whatever they say. The superior must also maintain his trustworthiness. If the superior is trusted by the subordinates, communication will be effective.

(vi) **Good Listening:** A communication must be a good listener too. A good manager gives his subordinates a chance to speak and express their feelings well before him. The manager also gets some useful information for further communication and can also have a better understanding of the subordinates needs, demands etc.

(vii) **Selecting on Effective Communication Channel:** To be effective, the communication should be sent to the receiver though an effective channel. By effective channel we mean that the message reaches its destination in time, to the right person, and without and distortion, filtering or omission.

### 1.4 ROLE OF LANGUAGE

**Q13. Explain the role of language in communication.**

*Ans :* (Feb.-20, Aug.-18)

1. All kinds of information can be sorted out by it and we convey our feelings, thoughts, impressions, experiences to others though it.

2. In journalism language plays an important role.
3. Language helps in communication with people.
4. Language is a complex system of symbols; it is the source of human thoughts.
5. Language is the easiest source of dual communication.
6. Due to language people all over the world, come close, it creates universal brotherhood. In present age, world has taken the shape of a family.
7. We persuade others through language to think and act.
8. It is right proverb that language gives happiness as well as sorrow. If it is used for creating trouble for others; it is the negative aspect of the language.
9. Language is an important source of communication. Man is not only affected by it, but also, expresses his personality through it.

### 1.5 VERBAL COMMUNICATION

**Q14. Define verbal communication. Explain the characteristics of verbal communications.**

*Ans :*

#### Meaning

Verbal communication is the communication in which some type of language is used. The most powerful tool kiif communication is language because the messages and ideas can be conveyed very easily with the help of it, provided that all the parties are familiar with the language which is being used. Therefore, any type of communication which involves the use of various written or spoken words is referred to as 'verbal communication'. Words represent the most powerful and precise combination of symbols. This is the reason why words (either orally or in written form) are used in all types of formal communication.

A particular message in verbal communication is transferred through the use of language and different sounds. Various ideas, concepts, or thoughts can be expressed with the help of verbal communication and it is one of the crucial elements of teaching and learning process. In the process of expressing the ideas between two or more individuals, verbal communication is the fundamental mode of communication along with the non-verbal forms of communication.

#### Characteristics of Verbal Communication

Main characteristics of verbal communication are described below:

1. **Specialisation and Productivity:** For every type of situation, a specialised form of communication is used. It facilitates the birth of creative responses. Generally, new words or sentences are introduced in every communication. Therefore, it is productive in nature.
2. **Displacement:** Verbal communication includes communicating about remote concepts and situations, i.e., speaking about future or past as simply as the present. Language has the capability of dislocating the various statements and concepts which are stated in the present context at a certain location and it can affect any other place next day.
3. **Quickly Diminishing:** Vocal sounds have a very limited life span, i.e., they diminish very fast. As soon as they are transmitted, they should be received otherwise they will be lost. Among all the communication media, speech signals are characterised with least lifespan.
4. **Arbitrariness:** Verbal signals are unpredictable in nature; any physical properties or traits of concerned things are not possessed by them.
5. **Cultural Transmission:** Cultures and traditions are the prime determinants which can spread any kind of human language. As any human language can be learnt by any normal individual, this fact reflects the results of cultural spread of language. With some practice, all the languages can be inherited by humans.

**Q15. Explain different types of verbal communications.***Ans :*

Verbal communication entails the use of words in delivering the intended message. The two major forms of verbal communication include written and oral communication.

**1. Written Communication:**

It includes traditional pen and paper letters and documents, typed electronic documents, e-mails, text chats, SMS and anything else conveyed through written symbols such as language. This type of communication is indispensable for formal business communications and issuing legal instructions.

Communication forms that predominantly use written communication include handbooks, brochures, contracts, memos, press releases, formal business proposals, and the like. The effectiveness of written communication depends on the writing style, grammar, vocabulary, and clarity.

**Features**

- i) **Written communication is essentially a creative activity:** It is an activity that requires conscious and creative effort. The creativity of this effort comes from the stimuli produced by the mind. The stimuli or oral communication are picked up from outside by the sensory receptors. In other words, written communication is more specifically, more carefully thought out than oral communication that is based on spontaneous reaction to signs picked up from outside.
- ii) **Time Factor:** The second salient feature of written communication is the time factor it involves. While in a face-to-face communication situation, the sender's encoded messages are instantaneously decoded by the receiver, in written communication some delay necessarily takes place and there is no fixed time limit to this delay.
- iii) **Fewer Cycles:** The third salient feature of written communication is that it has fewer cycles than face-to-face oral communication. In oral communication there is multiple exchange of symbols, leading of multiple cycles.

- iv) **Presence of both sender and receiver is not necessary at the same time:** It is an important feature of written communication where the presence of just the sender or the receiver is sufficient at a given point in time, to continue the process of communication.

**Advantages**

- It is accurate and precise. Written communication is usually formulated with great care. The very prospect of writing makes a person conscious. He gives a serious thought to his ideas and tries to organise them. Since written communication is open to verification, and its authenticity can be easily challenged, the communicator has to be accurate and factual. Therefore, in written communication, there is an insistence on greater accuracy and precision.
- It can be repeatedly referred to. The receiver of a written communication can go over the message again and again. He can read and re-read it till he thinks he has properly understood it. Besides, there is less danger of losing and part of the message. An oral message is given just once. Even if is not properly understood, the receiver does not request for its repetition, for he is afraid that it might adversely reflect upon his own competence. It is also possible that some vital part of the message may be mixed through eliminated.
- It is a permanent record. Written communication becomes a permanent record of the organisation and can prove very useful for future reference. Old orders and decisions can serve as precedents for fresh decisions. Previous years reports are found beneficial for formulating new policies and fixing current targets.
- It is a legal document. Written communication is acceptable as a legal document. That is why some executives think that even if some messages have been transmitted orally, they should later be confirmed in writing.
- It facilitates the assignation of responsibilities. If communications are preserved in writing, it is much easier to assign responsibilities. In

case a mistake is committed as a result of oral communication, it is very difficult to ascertain whether the mistake has been committed at the communicator's end or the receivers. Managers may sometimes have a tendency to lower staff feels more secure when it receives orders in writing.

- It has a wide access. Communication media having become very fast written communication enjoys a wide access. If the communicator and the perceiver are far removed from each other, written communication sent through post is the cheapest and may be the only available means of communication between them.

## 2. Oral Communication

The other form of verbal communication is the spoken word, either face-to-face or through phone, voice chat, video conferencing or any other medium. Various forms of informal communications such as the grapevine or informal rumor mill, and formal communications such as lectures, conferences are forms of oral communication. Oral communication finds use in discussions and causal and informal conversations. The effectiveness of oral conversations depends on the clarity of speech, voice modulation, pitch, volume, speed, and even non-verbal communications such as body language and visual cues.

Verbal communication makes the process of conveying thoughts easier and faster, and it remains the most successful form of communication. Yet, this makes up only seven percent of all human communication!

### Definitions of Oral Communication:

**According to R. Pal and Korlahalli,** "Oral communication includes face to face conversation, conversation over the telephone, radio broadcast, interviews, group discussions, meetings, etc."

### Features of Oral Communication:

1. **Flexibility:** The main feature of oral communication is, it is more flexible than any other means of communication. Oral communication or oral messages can be changed easily depending on the situation.

2. **Immediate feedback:** Immediate feedback can be received in case of oral communication.
3. **Takes less time:** It takes less time than written communication.
4. **Better understanding:** Another major feature of oral communication is chance of misunderstanding is very rare; if there is any misunderstanding takes place that can be rectified immediately by asking questions.
5. **Opportunity for correction:** In case of written or other communication messages cannot be corrected immediately but in case of oral communication it can be corrected within few seconds.
6. **Intercultural barriers:** In case of oral communication receiver and sender exchange information freely and spontaneously. As a result presentation of message influenced by the cultural background of the respective parties.
7. **Spontaneous:** Oral message can be pre-planned and formal, but in most of the cases oral communication made spontaneously without any planning.
8. **Dependence on non-verbal tools:** This perhaps one of the major features of oral communication. If we think carefully we will be able to realize that oral communication takes the support of non-verbal communication to express the complete meaning.

For example, when we are talking about a good news then we not only express it through words but also express through eye & facial expressions, our tone and body movements also supports us to express the meaning completely.

### Advantages

Oral communication is the most frequently used means of sending messages because it has certain distinct advantages. Some of these advantages are given below:

1. The greatest advantages of oral communication is that it provides immediate feedback and clarification. People listening to the speaker can ask questions, make comments,

add to the information provided and so on. Both the speaker and the listener/listeners by turn can enter into a kind of short dialogue and make the whole communication event purposeful.

2. Oral communication builds up a healthy climate in the organisation by bringing the superior and the subordinate together. This gives the subordinate a feeling of importance and the superior a better understanding of his mind. Informal or planned meetings can greatly contribute to the understanding of problems/issues in which they become partners.
3. Oral communication is a time-saving device. While a letter, dictated and typed, entered in the diary, put in the envelope and carried to the person addressed will take a long time, oral transmission of the message makes the communication immediately effective. That is why many skilful managers cut down on paper work and save time by calling up their juniors or walking up to their superiors.
4. Oral communication is the most effective tool of persuasion as it lends a personal touch to the whole business. Resolving a conflict will not be possible in the absence of oral communication. Unless a manager/supervisor talks to the workers in a persuasive tone, the conflict will remain there. No exchange of letters can achieve what a meeting can.
5. Continuation of the previous point-wise can see that oral communication is very effective in interacting with groups. The speaker can immediately understand the group's reaction and arrive at a satisfactory conclusion by putting his views across and exchanging point.
6. Oral communication is also very economical, both in terms of money and time. It saves the money spent on stationery in organisations in which the managers insist on every instruction, every message in writing.
7. Oral communication provides ample scope to the sender of the message to make himself clear by suitably changing his words, voice, tone, pitch etc. On the other hand, the words once written can't be changed. In other

words, the message once transmitted in written form can't be retracted. Oral communication on the other hand, has the advantages of on-the-spot adaptation/withdrawal/improvement.

**Q16. State the advantages and disadvantages of verbal communication.**

*Ans :*

**Advantages**

Verbal communication possesses the following advantages:

1. It is not a time consuming process.
2. It is cheap and effective.
3. Control and persuasion can be done with ease through speech.
4. Different shades of meaning can be conveyed by varying the pitch, tone, and intensity of voice.
5. It provides prompt feedback.
6. Spontaneous clarification and feedback can be received by the employees.
7. Cordial relations can be maintained with the help of informal oral communication.

**Disadvantages**

Verbal communication is disadvantageous because of the following reasons:

1. For individuals who are at a distance, verbal communication is not possible without the use of any mechanical equipment.
2. Oral transmission is not suitable for long messages.
3. The lifespan of verbal messages is very short.
4. Unless verbal messages are recorded or taped, they do not have any legality.
5. There is a great chance of misunderstanding in verbal communication despite having many instances to sort it out.
6. In verbal communication, one cannot be held responsible for any kind of flaws.

### 1.6 NON-VERBAL COMMUNICATION

**Q17. Define, Non-verbal communication. State the characteristics of non-verbal communication.**

*Ans :* (Nov.-20, Feb.-20)

#### Meaning

A communication that takes place without using any words or a language can be termed as non-verbal Communication. Most of the communication that takes place among human beings is non-verbal communication. It may seem to be strange but according to a survey, about 70% of human communication takes place through non-verbal methods. Sometimes different colours are used to send across a message.

**For example,** in traffic signals red light indicates 'to stop immediately', yellow light indicates 'to get set', and green light indicates that one should 'move'. Similarly, different symbols are used in traffic control and for warning people in certain conditions such as blind turn, school ahead, etc. In the same way arrows in different directions such as →, ↑, ↓, ← indicate movement in respective directions.

The factors that stimulate the non-verbal communication are of significance for the sender as well as for the receiver. These factors can arise from within the sender and/or from the environment where the communication is taking place. In other words, non-verbal communication takes place when a sender and a receiver communicate with each other without using the words and sentences. Sometimes non-verbal communication is done intentionally whereas sometimes it is so unintentional that even the speakers and listeners are not aware of it. There are various elements that facilitate the verbal communication such as gaze, eye contact, volume of voice, vocal nuance, proximity, touch, gestures, face expressions, dress, intonation, smell or fragrance in the air, etc.

Non-verbal communication is basically divided into two categories:

1. Non-verbal messages produced by the body.
2. Non-verbal messages produced by the broad setting (time, space, and silence).

#### Definitions

- i) **According to Vaughan and Hogg,** "Non-verbal communication is the transfer of meaningful information from one person to another by means other than written or spoken".
- ii) **According to Cabbab and Cabbab,** "Non-verbal communications is our primary mode to communicate feelings and emotions which we usually do not express verbally.

#### Characteristics

Non-verbal communication possesses the following characteristics:

- (i) **It Primarily Communicates Emotions and Attitudes:** Messages that are communicated non-verbally can convey one's emotions such as unhappiness, praise, hatred, disappointment, etc., toward certain conditions or circumstances. One's ideas or opinion about a topic cannot be conveyed non-verbally.
- (ii) **It Substitutes, Contradicts, Emphasises, or Regulates Verbal Messages:** Non-verbal cues act as a substitute to the verbal message. Mostly non-verbal gestures such as raising an index finger, nodding, moving ahead, bending forward, raising eyebrows, maintaining or changing eye contact, etc., regulate the flow of the communication. **For example,** a person may praise the cook after tasting a dish but his/her facial expression shows that the food was not as per the expectation.
- (iii) **Non-Verbal Cues are often Ambiguous:** Certain cues or gestures are very difficult to interpret. Sometimes a 'wave of the hand' or a 'wink of an eye' may be understood in a completely different manner. Often it is observed that a person's verbal and non-verbal gestures do not complement each other and act as a barrier to effective communication.
- (iv) **Non-Verbal Cues are Continuous:** It is a matter of general observation that even if the speaker stops conversing, his/her non-verbal gestures continue to convey a certain

message. When a person tries to mask a verbal message, even then it sends out a message. If there is a long silence at the dining table then it clearly tells, without using any words, that there is some issue between the family members.

- (v) **Non-Verbal Communication is viewed as more Reliable:** Non-verbal cues are considered more reliable in cases where any mismatch between verbal and non-verbal message of a speaker occurs. People tend to believe only non-verbal communication as they cannot be imitated and are real.
- (vi) **Non-Verbal Cues are Culture Bound:** Non-verbal gestures generally cut across the various cultures of the world and correctly convey positive and negative message in a uniform way. **For example,** smile of a person always indicates his/her happiness while frowning on the other hand is an indicator of unhappiness. However, there are certain gestures that have different meanings in different cultures. Some gestures which are quite positive in one culture may be termed obscene in another.

**Q18. Explain different methods of non-verbal communication.**

*Ans :* (June-18)

### Methods of Non-Verbal Communication

The methods of such a communication are as follows:

#### 1. Signs and Symbols/Sign Language

In some situations, signs and symbols create a lasting impact. Now-a-days only use of verbal communication is not considered enough for a long lasting impression. So, all forms of codes that include visual signs, signals, etc., which are used in place of words, numbers and signs of punctuations, come under the 'sign language'.

Communication is a process where messages and meanings are exchanged through sign/symbols that are mutually understood by the sender and the receiver. Most of the time, the signals or symbols used do not belong to a particular language like French, Hindi or English. These signs are not

restricted by words and encompass different visual and audio signs. Man has been using drawings, sounds, pictures, etc., to communicate since the most ancient times.

The different signs used are as follows:

- (i) **Eat, Hungry, Food, and Restaurant:** Patting the stomach, showing motion to open mouth.
- (ii) **Do not Know:** Shrugging shoulders, raising hands and eyebrows.
- (iii) **Money, Expensive, How Much:** Rubbing thumb and fingers together.
- (iv) **Little:** Holding thumb and forefinger close together.
- (v) **Time:** Tapping of wrist.

#### 2. Body Language/ Kinesics

Kinesics or body language can be defined as an analysis of the body movement. It is a method of conveying the i.e., without using verbal communication. This is done by using movements of different parts of the body. Almost all types of human emotions such as happiness, shock, surprise, regret, fear, sadness, etc., can be conveyed through body language. These are expressed through special movements of body and its limbs as well as through facial expressions.

It refers to non-verbal signs that we use in conveying a message. It presents the mental and physical capability of an individual during a non-verbal communication. Different types of gestures, eye movements, body postures, etc., are an integral part of kinesics. Such types of signals are widely used unintentionally while communicating with people and they are interpreted in a certain way during their transmission.

**For example,** if a good boss is reprimanding his employees without showing a sign of anger on his face, it shows he is worried about the improvement of performance of his employees and it is taken positively by the concerned employees and leads to positive results.

#### 3. Paralanguage

Paralanguage can be defined as the meaning that is derived from how a message is said whereas



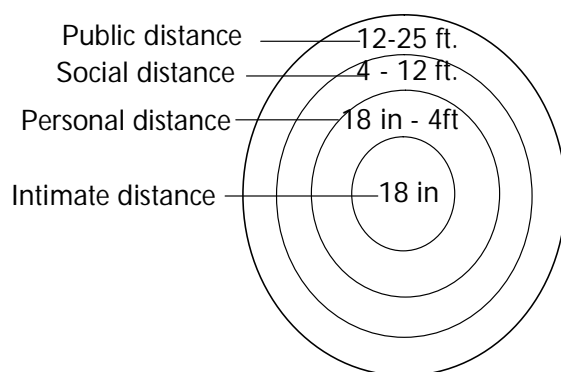
oral communication deals with the content of the message. This feature explains the difference as well as the association between paralanguage and oral communication. One cannot use paralanguage without using oral language. This relation between the two is similar to the one which exists between computer software and hardware. They do not have any value when separated from each other. This method helps in finding out the purpose for which a statement is made.

This is a method which tells us how something is said rather than what is the literal meaning, i.e., it stresses the manner of saying something. It involves the study of pitch, amplitude, rate, and voice quality of speech. In other words, it simply means that more attention is paid to the manner of speaking rather than the words used in the statements.

#### 4. Proxemics/Space Language

Proxemics refers to the study of understanding the way people utilise the physical space around them and what This utilisation reflects about them. Personal space feature can be defined as an invisible boundary that people create between them and other people. Four feature space categories or zones are shown in figure.

Usually, the people reserve their intimate zone for close relations and friends, which include a radius of up to 18 inches around them. The personal space, which may exceed from IV½ to 4 feet, also involves family members and friends.



**Fig.: Personal Feature Space Categories**

Cultural variations also influence the personal space of people. Some cultures are more open for intrusions into an individual's personal distance zone than the other cultures.

Social distance zone of people generally extends from 4 to 12 feet. Most of business transactions are held into this zone. Public distance zone extends from 12 to 25 feet, which is the farthest zone at which one can communicate face-to-face effectively. Hence, after observing the physical Figure: Personal Feature Space Categories space between two individuals, the relationship between them can be evaluated.

#### 5. Silence

Silence is a state where no verbal communication takes place and no words are being spoken. Communication can take place in a state of silence. Silence can be perceived as positive or negative as per the situation. Sometimes silence maybe interpreted as a consent to a request, whereas, sometimes it may read as a negative response. For example, if anyone asks for a loan and we remain silent then it will be taken as non-acceptance of request.

In certain situations silence may also be interpreted as disinterest. Our interest in something or somebody freely flows through our communication and comes to our mouth and is visible through our eyes. Interest has an intrinsic factor of excitement; on the other hand, lack of interest is best spoken through silence. Sometimes, we also remain quiet to hold back our anger. But a keen observer can easily track our behaviour and can understand our silence in such a situation.

#### Reasons

Silence can express different feelings, emotions, thoughts and attitude of an individual. People can interpret different meanings from the silence of other person depending on situations. A person can be silent due to following reasons:

1. Contemplation,
2. Fear,
3. Shyness,
4. Concentration,
5. Boredom,
6. Anger,
7. Embarrassment, and
8. Respect.

**Seven Powers of Silence**

1. **Silence is Creative:** Creativity means to bring the new into being. All "thinking about" is simply juggling with the old. You might come-up with an answer but this is not developing creativity. Creativity needs the silence of "non-thinking". It requires that you quiet the chattering mind. Silence and creativity are one.
2. **Silence Builds Trust:** Silence allows you to trust yourself. You give yourself time to listen to your inner voice. You learn to discover your unique ways of knowing. You discover that you do know the answers. Listening silently to the promptings of your heart you begin to know your own voice. You become your own master.
3. **Silence Gives Rest:** Entering your inner silence gives you deep rest. The rhythm of the body slows. The rate of breathing slows. Your heart rate drops. This is your time for relaxation. Learn to rest regularly in the silence of your body.
4. **Silence Brings Balance:** Silence allows for balance. It balances your natural rhythms. You "do" and then you stop "doing". You "do" and then you "be". This is easy to remember. We are human beings who have somehow transmogrified into human doings. We have forgotten the joy of silently being in the present.
5. **Silence Promotes the Inner Self:** Silence is not just something we experience on the outside. It is equally, if not more important, to learn art of silence that is internal. The world may be crashing around our ears but we are anchored in our inward place of security.
6. **Silence Promote the Real:** Many of us are afraid of silence. We will do almost anything to avoid silence. For some people silence has become wrong. It is a form of communication many avoid. Living your life without periods of silence is akin to playing music without silence between the notes.
7. **Silence Allows Listening:** Most people in our world long to be truly heard. Those who

enter a period of silence each day learn to hear the song of their heart. This allows listening and real communication. Silence moves us toward real communion.

**Advantages**

1. When a person becomes silent, that in itself sends a message and usually silence communicates the mental status. Silence is an effective tool for these moments. As the person becomes silent, he/she provides himself and opportunity of mental relaxation, as also gathering and organising his thoughts.
2. Because it is a passive medium, silence also has the potential of being interpreted as a sign of suffering from fear or being respectful.

**Disadvantages**

1. In a meeting or group discussion, if somebody keeps quiet it is construed that he is mentally absent or probably not really interested in what is going on. It may also be interpreted as his ignorance of the matter being discussed. In the same way, a candidate's silence in an interview betrays his ignorance.
2. A person showing respect through silence might be misjudged as angry. All these mistakes could lead to breakdowns in communication.
3. In the absence of verbal clarifications, the interpretation of silence could be wide. It can be shyness or disgust or sadness that prompts people to silence and it may not be an easy risk to unravel its mystery.
4. Misunderstanding silence is also common. People may read something totally off the mark in another person's silence.
5. One of the main limitations is that silence is often taken for assent, and is difficult to express disagreement through it. In meetings and group activities, silence may rob the group of a member's viewpoint. Remaining silent in such a setting may send out wrong signals - that either the person is not interested or that he/she is ignorant about the issues being discussed.

## 6. Time Language/Chronemics

Another type of non-verbal communication is time language. In time language, people convey messages to others in a way that emphasises the importance of time. Thus, time is symbolised in this way. Most often, we listen to the maxim, 'Time is money'. Here, people convey signals related to that importance of time, a specific point of time, and so on. Today, time management is the most significant aspect of effective business management.

The importance of time cannot be undermined in the business world. Keeping this in mind, the importance of time has led to invention of many devices that saves time. Generally, all forms of formal communication are time bound. Time plays a major role in increasing or decreasing the productivity. It makes all the difference whether an individual reaches on time or late. Time consciousness varies from culture to culture, e.g., people belonging to the eastern culture have a relaxed attitude towards time, while people of North America are very time conscious.

## 7. Haptics/Touch Language

It refers to the study of 'art of touch' and it plays a great role in non-verbal communication. It includes handshakes, brushing an arm, patting on a shoulder, back slapping, holding hands, etc. There can be self-touching also like licking, picking, holding and scratching, etc. Sometimes a message is sent unwillingly through one's non-verbal activities like running fingers in hair, chewing nails, twiddling with hands, etc. Such non-verbal methods of communication actually give the idea of a person's involvement in the conversation process. These non-verbal gestures are widely known as adapters and can convey the real motive and purpose of communication as well as about the mind-set of the speaker.

Intimacy between people may be indicated by a number of non-verbal actions like smiling, touching, hugging, kissing, open body position and eye contact, etc. These are called immediacy behaviours. High contact cultures generally allow such public display of affection.

## 8. Physical Appearance

It gives an idea about a person's attitude towards life. First impression about a person is

created by his/her physical appearance and personality. Generally, people develop an opinion about a person on the first meeting. The degree of importance a person gives to physical impression has a huge bearing on the social ranking, culture, or country to which the person belongs. A person's physical appearance is a significant form of non-verbal cue. The way a person dresses-up says a lot about his background. **For example**, if an individual is well dressed for a formal dinner function, then he may be viewed as wealthy and successful by other guests. If a sales person of designer store is not well-dressed, people may not choose to purchase from that store.

## Q19. How to improve non-verbal communication skills?

*Ans :*

In order to improve non-verbal communication skills, the following guidelines should be considered:

1. **Emotional Awareness:** In order to develop non-verbal cues, one needs to be aware of his emotions and how they influence him. One also needs to be able to recognise the emotions of others and the true feelings behind the cues they are sending. This is where emotional awareness comes in. Emotional awareness enables a person to accurately read other people, including the emotions they are feeling and the unspoken messages they are sending.
2. **Managing Stress:** Learning how to manage stress in the heat of the moment is one of the most important things one can do to develop non-verbal communication. Stress compromises the ability to communicate. When one is stressed out, he is more likely to misread other people, send confusing or off-putting non-verbal signals, and lapse into unhealthy knee-jerk patterns of behaviour. Furthermore, emotions are contagious.
3. **Paying Attention to Non-Verbal Signals:** People can communicate information in numerous ways; so paying attention to things like eye contact, gestures, postures, body movements, and tone of voice is important. All of these signals can convey important information that is not put into words. By paying closer attention to other people's unspoken behaviours, one can develop his own ability to communicate non-verbally.

4. **Using Good Eye Contact:** Eye contact is an important part of communication, it is important to remember that good eye contact does not mean staring fixedly into someone's eyes. When people fail to look others in the eye, it can seem as if they are evading or trying to hide something. On the other hand, too much eye contact can seem confrontational or intimidating. Some communication experts recommend intervals of eye contact lasting four to five seconds is good while communicating non-verbally.
5. **Concentrating on the Tone of Voice when Speaking:** The tone of voice can convey a wealth of information, ranging from enthusiasm to disinterest to anger. When communicating non-verbally, one should start noticing how the tone of voice affects, how others respond to him and should try using tone of voice to emphasise ideas that one wants to communicate. **For example**, if a person wants to show genuine interest in something, he should express his enthusiasm by using an animated tone of voice.
6. **Facial Expressions:** The facial expressions convey emotions. Facial expressions are typically universal, which means they convey the same message globally. A frowning person is usually upset. One can offer a smile when talking to someone. This tells people that he or she is happy or in a good mood. It also creates an atmosphere with warmth and friendliness, allowing others to feel comfortable.

---

**Q20. State the advantages and disadvantages of non-verbal communication.**

*Ans :*

**Advantages**

Non-verbal modes of communication can be passed-on quickly in almost all situations, if the receiver is alert enough to grab and understand them. Different benefits of non-verbal communication are listed below:

1. **Conveying Ideas:** Non-verbal communications are quite helpful in situations where one wants to convey ideas related to geography, maps, charts, graphs, data, etc. These communication methods can represent a large amount of information in a concise and compressed manner, and thus help a receiver to quickly understand the message. Using symbols, pictures, graphics, etc., persons can present a lot of information in a single page which would otherwise require a lot of pages, if written in verbal form.
2. **Effective in Traffic Control:** Non-verbal communication greatly helps in traffic control as drivers and pedestrians quickly notice non-verbal symbols and signals and become alert. As nobody has the patience and time to read written instructions, hence only traffic lights or pictorial forms of warning are used, which are quite effective. Similarly, warning sounds like a whistle or horn are quickly noticed and people immediately respond towards them.
3. **Conveying Information through Symbols:** Non-verbal communications are widely used for conveying information to illiterate persons through symbols. **For example**, poisonous substances contained in bottles or packets always have a picture of a human skull with crossed bones. Similarly, power stations in certain areas, where electric poles are pitched and which are considered danger zones have such a picture as warnings to common citizens. Such symbols are quite helpful for those persons who cannot understand written language or words.

4. **Communication with Physically Disabled Persons:** Non-verbal modes of communication significantly help people with physical disability to send or receive information with each other. By using facial gestures, touch, and signs, they easily communicate with other people as well as among themselves.
5. **Privacy:** Non-verbal communication is person-centric, i.e., it is directed either on an individual or on a selected group. It is helpful for exchanging information in situations where maintaining secrecy or privacy of the data is essential. People also use sign language to privately communicate to each other. Hence, this method can secretly communicate all the messages. **For example**, if a person wants to convey something to his/her friends, he/she must use pre-decided gestures, codes, or signals for passing the information. Secret services or detective departments of defence and crime generally make use of such a means for their day-to-day work.
6. **Easy Expression of Feeling:** Verbal communication has certain limitations as in many cases, words cannot describe certain feelings. Whereas, non-verbal communication is limitless and almost every human emotion, direction, inner feeling, and personality can be effectively conveyed to the audience.

#### Disadvantages

Following are the disadvantages of non-verbal communication:

1. **Non-Verbal Signs are Unclear:** Unlike verbal communication, which conveys only one meaning, non-verbal communication is entirely different, as it uses various means such as gestures, facial expressions, body language, touch and appearance as well as dressing pattern. Each of these means convey a different meaning, which is not accurate or precise and hence creates doubts or misinterpretation. Therefore, a person sending non-verbal signals can never be sure about the way it would be taken by the audience.
2. **Non-Verbal Signs are Continuous:** A person can restrict himself from talking but nobody can stop non-verbal signals as they are continuous and form an inherent part of one's personality. In verbal communications, there is a definite structure and topic, which can be altered by listening to the words. However, this is not the case in non-verbal communication.
3. **Non-Verbal Signs are Multi-Channel:** Often, the different channel of non-verbal communication do not coincide with each other and create misunderstanding. **For example**, sometimes one's eye contact may not be accompanied by proper or appropriate hand gestures, which may lead to confusion. Many persons do it unknowingly as non-verbal gestures, signals, body movements, or language is generally interpreted by subconscious mind and in a stylish manner. It may happen in a quick, fair, and a correct way. It becomes very difficult to find out what impressed a person and what made him unhappy.
4. **Non-Verbal Signs are Culture-Bound:** It is a factual understanding that all human beings would feel pleasure and pain in the same manner and under same conditions. If a person belonging to one culture sends a happy text to another person of different culture, then under a happy situation he/she would also smile. Hence, it can be said that some gestures are universally known, interpreted, and accepted. However, in case of non-verbal communication, some symbols or gestures are interpreted differently in different cultures. Gestures which are considered quite positive in the U.S.A., such as thumbs up gesture, may be considered as a negative sign in other cultures.

**Q21. Compare and contrast verbal and nonverbal communication.**

*Ans :*

(Aug.-21)

Sl. No.	Non-Verbal Communication	Sl. No.	Verbal Communication
1.	Non-verbal communication depends on non-verbal cues like facial expressions, eye contact, body language, and so on.	1.	Verbal communication depends on written and oral forms of language.
2.	It is less structured. There is no formal training to gain excellence in the use of non-verbal means of communication.	2.	Formal training can impart competence in the use of verbal communication.
3.	It is difficult to say what non-verbal symbols mean. <b>For example</b> , smile on your face may be interpreted differently by different people.	3.	Words are used with a definite connotation.
4.	True feelings and intentions of the speaker can be read and understood by one armed with a knowledge of what non-verbal signs really mean.	4.	The words of a speaker may not openly convey his actual meaning and feelings.

### 1.7 RECEPTIVE COMMUNICATION SKILLS

**Q22. Explain the concept of receptive communications skills.**

*Ans :*

(Imp.)

Receptive skills are the ability to listen and understand a language. Reading and listening are receptive skills. "Listening is stage one of responding act of a communicating event. Listening is a sustained effort to receive sound and make meaning. It opens up possibilities for continuing interaction" (Lakshminarayanan, 57). Language is received and meaning is decoded for the easy understanding of the message. Imagination is increased through listening and reading.

#### Need

A large amount of reading and listening takes place because it helps the students achieve the clear aim. For example, if someone reads a roads sign so that they know where to go. Students listen to lectures, seminars and talks for extending their knowledge and skills. Listening is a hub of all learning. A student who cannot understand what the teacher says in a class is seriously slowdown in the learning.

#### Development

The receptive skills are to be improved through the improvement of listening and reading. A student is a good listener and careful reader as well. Through the interest and search of knowledge, the learner may earn maximum receptive skills. The ability to makeout something remain questionable until it reaches perfection. A student may understand a well written essay but he cannot produce it perfectly without practise. For a good output, an input is necessary. Absorption and concentration is important for listening. The reading needs an extensive study to improve it. The best selection of materials for reading, different ideas on the same subject also help to improve these skills.

**1.8 LISTENING****Q23. Define listening state the objectives of listening.****(OR)****What is listening?***Ans :***(Aug.-21, Jan.-19, Aug.-18)****Listening**

Listening is a general phenomenon. It is different from hearing. In hearing only the sound vibrations are being caught up. Listening is actually making sense of what one hears. It is considered as both an art and also science listening may or may not be effective in all the cases. But it can be enhanced and developed through training and practice. It needs the concentration, interest and open/broad mindedness of the listener. All these constitutes as the psychological attributes/features which must be analysed in an organised manner and must be enhanced with the help of training.

Listening is a process which is a reaction to speech, wherein the words of the speakers are being received and tried to be understood. It is therefore defined as "listening is a process of receiving and comprehending the information which can be collected either from a subordinate or a superior which helps in achieving the business success.

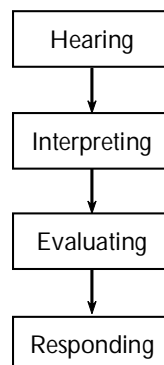
Listening serves the following purposes:

1. Develops and builds strong relationships. Listening allows individuals to know themselves and others in a better way.
2. Obtains and understands information.
3. Objectively evaluates the message, which involves estimating its correctness and also judging its relevance to a given situation.
4. People may also listen to something for their own delight, **e.g.**, listening to a friend's experiences on a trip he had recently undertaken, listening to music or listening to birds chirping.
5. People may also listen to understand the problems of others who might want to share and lighten the burden of their sorrows. Someone man also listen because he wants some advice concerning the necessary action to take regarding a particular issue.

**Q24. What are the stages of good listening process?***Ans :*

To develop our listening ability, we need to make conscious decisions about the level of attention and the amount of effort we put into each listening experience. To make accessible, we break listening down into four elements. These elements represent a hierarchy of listening behaviour.

Four elements of effective listening are as follows :

**Fig.: Process of Listening**

1. **Hearing:** Hearing is the physiological act of "opening the gates to your ears". For being a good listener one has to be alert listener.
2. **Interpreting:** Interpreting the message means assigning meaning to the messages received. For good listener it is quite important to understand the meaning of the words which has been communicated to him.
3. **Evaluating:** Evaluation of the message has been done by the receiver; he should try to evaluate the core of communication.
4. **Responding:** After listening, the listener has to respond the sender, so that it should be understood by him that he has understood what has been communicated to him.

### 1.8.1 Importance

#### Q25. Explain the importance of listening.

*Ans :*

Listening well is a skill that everyone needs, as it is required in nearly all work activities. Areas where listening skills are important include:

- **Teamwork:** When team members listen to each other they are better able to share ideas and solve problems.
- **Decision Making:** Making the best possible decisions requires knowing all of the available information, and in order to know all of the information you need to listen to it and absorb it.
- **Managing and Supervising:** Managers need to listen with empathy, compassion and respect. This will allow employees to feel valued and trusted.
- **Customer Service:** Listening patiently and helping the customer fully express their issue can provide the extra insight needed to answer questions and solve problems in a way to satisfy the customer.
- **Sales:** Listening to a customer's needs before you start talking about the sale can provide the information you need to tailor your presentation to the client/customer.

- **Negotiation:** If you listen with an open mind, you can find clues as to what terms the other party will and won't accept.

### 1.8.2 Types

#### Q26. Describe various types of listening.

*Ans :*

Listening can be of the following types:

1. **Discriminative Listening:** Discriminative listening begins in an individual at a very early age. It is the most fundamental form of listening and does not involve comprehending the meanings of words, phrases, or sentences but simply recognizing the different sounds that are produced. **For example**, it can be said that a child is listening discriminatively when he distinguishes between the sound of the voice of his father and of his mother. As we grow, our capacity to differentiate between sounds increases. We not only distinguish between different voices, but also notice nuanced differences between the ways sounds are made which finally contribute to our understanding of the meanings of these sounds.
2. **Comprehensive Listening:** After being able to distinguish between different sounds of a language, comes the task of making sense of them. To comprehend the meaning of a sequence of sounds which is either a word or phrase or sentence in a particular language requires having a good vocabulary and also the appropriate language skills such as all the rules of grammar and syntax by which we can understand what others are saying. While speaking, important words should be spoken and the words which are less important should not be selected for speech. Comprehensive listening is also called content listening, informative listening and full listening.
3. **Active Listening:** Active listening involves paying maximum attention to the words of a speaker to understand as much as possible of what he is saying.
4. **Passive Listening:** Passive listening means to listen to what the speaker is saying without reacting in between or interrupting him and not being involved in any other activity during this time.



5. **Biased Listening:** Listening in a prejudiced way occurs when someone listens only to what he wants to listen and neglects everything else. Such a person is unable to receive right meaning of what is being said since he makes sense of the messages he receives based on stereotypes and other prejudices.
6. **Evaluative Listening:** In evaluative listening, we try to assess and examine whether what is being said is in agreement with or against our own values, is logical or illogical, coherent or incoherent, consistent or inconsistent, what are the pros and cons of an argument and whether it is beneficial to us in any way or not. **For example**, this kind of listening would come into play when one wants to find out if an employee's explanation for an error he committed is justified or not. Evaluative listening is especially relevant when someone is trying to influence us to change our point of view as it also importantly involves noticing the subtle ways in which language can be used to get one's point across. It is also called interpretive, judgemental or critical listening.
7. **Appreciative Listening:** Appreciative listening is at work within a person while he is listening to a great leader's speech, a fine musician's music or a great poet reciting his poetry, i.e., listening to things which he finds valuable and enjoys and would prefer to give time to over other things. **For example**, listening to a relative who shares his favourite amusing story each time the family gathers together.
8. **Sympathetic Listening:** Listening sympathetically to a speaker means we are concerned about him, listen to him with full attention, and feel pity and sad for his unfortunate condition.
9. **Empathetic Listening:** Listening empathetically means to move far from sympathy and share the feelings of the speaker. It requires a nuanced understanding of both verbal and non-verbal emotional signals. **For example**, if your best friend is talking to you about his painful divorce, listening to him empathetically would involve your being able to feel the pain he went through as it was happening. A further demonstration of your empathy towards your friend would be to give him advice regarding how he should get over his present depressing situation. For someone to trust us as an empathetic listener, we need to be able to show to him that we are sensitive enough to understand his situation.
10. **Therapeutic Listening:** Therapy is counselling intended to heal psychological problems. To listen therapeutically means that the listener has to go further than empathising with the speaker and use the deep connection listener has established with speaker to aid the speaker evolve to a healthier state of mind. This happens not only when one goes to see a therapist but also in many other situations.  
**For example**, there are organisations where managers and HR people counsel employees to help them grow. For sportsmen, coaches and trainers perform the same function. Often, a friend or a mentor of someone can play the role of a therapist as well.
11. **Dialogic Listening:** 'Dialogue' as a word has its origins in the Greek words 'dia', meaning 'through', and 'logos', meaning 'words'. Thus, dialogic listening means people acquiring knowledge *via* talking to each other and exchanging ideas in such a way that each person actively seeks to learn more about the other person's point of view. Dialogic listening is, at times, also called 'relational listening'.
12. **Relationship Listening:** At times, the most crucial purpose of listening is to build a relationship. That is the reason why two people who love each other talk endlessly and pay careful attention to the smallest things they say to each other; however, those things would seem extremely meaningless to them when talking to someone else. Developing relationships via listening is also significant if you are a salesperson or a negotiator, where earning the trust of the customer or the person you are negotiating with is vital if you want to sell your product to him or persuade him regarding something".

### 1.8.3 Barriers

**Q27. Explain various barriers to listening.**

*Ans :*

#### Barriers to Listening

1. **Physical Barriers:** The listening process is more prone to disruption by physical distractions and disturbances such as physical discomfort, noise, or any other physical factor. Any external sound that interrupts the process of listening can be termed as physical noise. The listening process can also be easily disturbed by physical uneasiness since one cannot listen well if he is feeling physically tired or uneasy.
2. **Psychological Barriers:** Psychological problems, that is, problems resulting from an unstable state of mind, prove to be the most familiar hurdles to listening effectively. The activity of listening demands focus and a listener's unstable state of mind can obstruct it because an unstable mind results in lack of attention and interest. The listener's understanding of others' ideas is adversely influenced by the feelings of fear, anxiety, anger, sadness and frustration he is going through at the time of receiving the message or which are, in general, part of his psyche. Being swept away by too much emotion also negatively impacts a listener's capacity to comprehend a message.
3. **Linguistic Barriers:** During oral communication, if the speaker and the listener speak different languages or different dialects of the same language, the message of the speaker could be improperly decoded by the listener and lead to confusion and mistakes in interpretation. In such situations, the possibility of a communication breakdown occurrence is very high.
4. **Cultural Barriers:** Owing to an increasingly globalised world, the workplace is becoming more and more diverse and people from different cultures who inhabit the same space need to find ways to coexist and work well together. Each culture has its own set of customs, beliefs and standards when it comes to one-to-one interactions, and trying to

communicate one's point effectively to a person belonging to another culture can indeed be difficult. When a speaker and a listener belonging to different cultures communicate orally, the speaker may assign meanings to the message from one cultural frame of reference and the listener may assign meaning to it from another cultural frame of reference. If these two frames of reference match, communication will not be a problem, but if they do not, it can create misunderstanding and confusion because of differences in norms and values. After all, they are the values which influence our thoughts and guide us to behave in a correct way, as per the situation.

**Q28. What are the elements of good listening?**

*Ans :* (Aug.-21, Nov.-21, Feb.-20, June-18)

1. The listener must pay full attention to the speaker and make them feel important by speaking less.
2. A cordial atmosphere must be developed with the help of body language. The speaker must be made comfortable. The listeners through their non-verbal signs must show their interest level, wherein the speakers must feel that the listener is paying 100% attention. Engaging in some other activity while the speaker is speaking conveys the meaning that the listener is least interested to listen.
3. The listener needs to hold high level of patience. As few speakers may feel shy or nervous to speak out, in such a case ample time must be given to them otherwise they would not be able to convey the message.
4. The listeners must indicate the speaker that they are listening to the message either by,
  - (a) Encouraging the speaker by using the words "Hum", "I see", "Ok", "Yeah", "Correct" and so on.
  - (b) Nodding the head, making facial expressions, eye contact, touching and so on.
  - (c) Giving invitations to tell more like, "explain me completely", "I would like to know more about it", "It looks as if you hold many ideas about This".

### 1.8.4 Improving Listening

**Q29. Explain various sources through which listening can be improved.**

(OR)

**How do you improve the listening competence?**

*Ans. :* (Nov.-21, Jan.-19, Aug.-18)

Some methods that can be used to develop listening skills are:

1. **Do not Interrupt:** To cultivate the ability to listen, one should first stop talking oneself and let the speaker to speak freely without being interrupted. One should only respond once the person who is communicating has finished speaking. Listening actively, that is, listening with full concentration instead of talking too much leads to a deeper understanding of the subject being discussed. To train yourself not to interrupt people while they are talking and improve your capacity to listen, focus on and make notes regarding all the conversations you participate in for a day. For each conversation, jot down the topic of the discussion, note how many times you were tempted to or actually did interrupt the other speaker, who was more talkative during the conversation and what lesson did you learn from it.
2. **Ask Searching Questions:** To enhance his listening skills, the listener should ask thorough questions when a speaker has finished speaking. These questions may be ones which ask the speaker to elaborate on some parts of what he has already said, request him to provide further information on certain matters or ask him politely to go into greater depth regarding a few issues. Relying on searching questions is extremely useful in gaining greater understanding of a subject; it not only reassures the speaker that he was being listened to while he was talking, but also gives him the opportunity to go beyond the specific topic of discussion and clarify his views and feelings in greater detail to his listeners. Such questions reflect a keen interest in and a desire to comprehend the topic of discussion. If the speaker's subject is

a complaint or problem or need he wants to address, then searching questions enable the issues involved to be analysed with greater precision and prove to be an important means of finding solutions to such concerns.

3. **Statements of Confirmation:** Statements of confirmation also help to develop listening skills. A statement of confirmation offers a way for the listener to check whether he has accurately grasped what the speaker has been saying. It also gives the speaker an opportunity to put in additional information or clarify what he has already said. Statements of confirmation can be of four kinds:

- i) A straightforward confirming statement such as, "Let me see if I have understood you correctly..."
- ii) A summary of the main points to check if what has been said has been understood appropriately.
- iii) A question to check if the understanding is accurate. **For example,** "Have I followed what you have said so far?"
- iv) Ambiguity must be sorted out, if needed.

4. **Concentrate Fully on What the Speaker is Saying:** While the speaker is talking, the listener should not divert his concentration by simultaneously worrying about how to respond to what is being said. The listener should focus on listening to the speaker clearly first. The listener should give the speaker complete attention and acknowledge that the former understands what the latter is saying by actions such as regularly nodding his head and looking directly into the speaker's eyes while he is talking. Things in the environment that could distract the listener should be ignored completely. **For example,** when someone starts to speak, the listener should put down anything he is holding to tell the speaker that he has his undivided attention.
5. **Non-Listening Exercise:** Try a 'non-listening' exercise with a partner to get an idea of how it feels when you want to be listened to but are not. Tell your partner to purposely

lose his focus when you are talking and trying to convey a significant idea to him. Your partner could do this in a variety of ways — by continuously looking at his watch, by repeatedly shuffling some papers lying close by or by regularly looking away from you time-to-time. Write down how distressed and angry you felt while being ignored so that you can remember and learn from it. Switch roles with your partner after every few minutes. This exercise will give you an insight into the emotion of frustration one feels when one is not being listened to and will help you become a better listener.

## 1.9 FEED BACK

**Q30. Define feedback and explain the types of feedback?**

*Ans :*

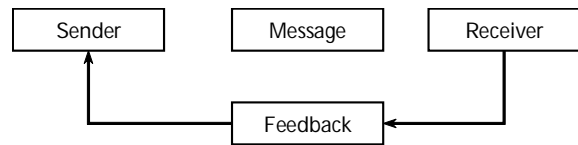
The observation of the receiver's response is called feedback. In other words, the part of the receiver's response communicated back to the sender is called feedback. Actually it is the amount of response of the receiver that reaches to the sender. It enables the sender to evaluate the effectiveness of the message.

### Definitins of Feedback

Some definitions on feedback are given below-

- (i) **According to Bartol & Martin**, "Feedback is the receiver's basic response to the interpreted message".
- (ii) **In the opinion of Bovee & Others**, "Feedback is a response from the receiver that informs the sender how the communication is being received in general".

From the discussion, we can say that feedback is a system where the reaction or response of the receiver reaches to the sender after he has interpreted the message. Feedback is inevitably essential to make two way communication effective. In fact, without feedback in communication remains incomplete.



**Fig.: Feedback in Business Communication**

### Types

Feedback is of two types,

- (a) Positive feedback and
- (b) Constructive feedback.

#### (a) Positive Feedback

Positive feedback is quite easy to give and very pleasing to receive. It includes the process of conveying information about good performance to an individual one needs to be specific while giving positive feedback. For instance, one must say the following, "The report which you submitted day before yesterday was written well and is easily understandable in nature, you were very specific and clear about all the points about the agenda" instead of merely saying a "good report" or an "excellent report". This kind of positive feedback would have a long lasting effect on an individual giving positive feedback is not a hard task but mostly it is being avoided as it seems to be a powerful motivator. Several people basically wishes to be famous or get identified, therefore identification would develop/spread greatly through the appreciated action.

#### (b) Constructive Feedback

The constructive feedback would give warning or would warn the individuals about the areas wherein they lagging behind in their performance. Constructive feedback is not a way of criticizing but it basically aims at assisting the individuals to understand the place where they stand in comparison with others in the organisation and it also conveys the message as to how the individuals are expected to behave in the organisation.

Its a fact of the workplace life. Thus, it is essential that the individuals learn to deliver / provide the constructive feedback in an organized way without building up any negative response.

### 1.9.1 Importance of Feedback

**Q31. Discuss the importance of feedback in business transaction.**

*Ans. :*

(Feb.-20, Jan.-19, Aug.-17)

Feedback is the essence of two-way communication. In two-way communication, the sender must wait for receiver's response before deciding what to say next and how to say it. Feedback is the check on how much successful one has been in transferring his message as originally intended. If there is no feedback, Communication will be incomplete and ineffective. Based on feedback, a sender may either alter the presentation of the message or cancel it entirely. Thus, there is no alternative to feedback,

Some points highlighting the importance of feedback are mentioned below:

1. **Completion of communication:** Two-way communication requires feedback from the receiver. Through the feedback, sender can understand the attitude of the receiver. Burton and Thakur said, "The receiver's feedback to the sender completes the communication process loop."
  2. **Measuring the effectiveness of communication:** Feedback ensures the sender regarding the effectiveness of his communication. By means of feedback, sender can be sure that the receiver received the message and understood it in the proper way. Sender needs feedback in order to determine the success or failure of communication.
  3. **Understanding the receiver's view:** Feedback helps to understand the receiver's view and opinion about the sender's message. With this understanding, sender can determine the next course of action.
  4. **Measuring the appropriateness of media:** Message can be transmitted using various media. Improper media cannot convey the message to the receiver properly. So proper understanding of the message by the receiver and his feedback proves that the sender has selected the right media.
  5. **Making correct decision:** Feedback communicates the receiver's opinion to the sender. Considering this opinion, the communicator can take proper decision. Information of the receiver can also improve the quality of decision.
  6. **Collection of information:** One-way communication only sends information. If communicator wants to gather information, he must seek feedback.
  7. **Coordination of activities:** Responsibility of performing organizational activities is assigned to various departments. In this case, organizational success depends on proper coordination of inter-departmental activities. Feedback helps top management to ensure proper coordination.
  8. **Improving labor-management relations:** Healthy labor-management relationship is essential for organizational success. If management wants to build a congenial atmosphere, they should encourage **two-way communication**. That means, management should seek feedback from employees as well as they should provide feedback to the employees. Through this practice, managers can create democratic atmosphere in the organization.
- 

### 1.9.2 Principles of Feedback

**Q32. Explain the principles of feedback?**

(OR)

**What are the principles of feedback?**

*Ans :*

(Feb.-20, June, 18, Aug.-17)

**Principles of Feedback**

Feedback improves the quality of communication. Decision making managers should encourage subordinate to response. Feedback is essential for effective communication. There are some essential principles for feedback which are described below.

To make feedback effective, A receiver should maintain some principles.

1. **Description:** Feedback must be descriptive so that receiver can express his opinion and feeling in a frank manner. On the other hand, Sender or Communicator can understand the consequences of the communication properly.
2. **Specific:** Response from the receiver should be specific and certain, so that sender can understand the situation and take further decisions. Confusing feedback is a barrier to the effective communication.
3. **Solicited:** Feedback should be solicited rather than imposed. Managers should create such an environment where workers can come forward to ask for problem solution. Solicited feedback calls for spontaneous response from the receiver of communication.
4. **Clarity or Clearness:** Clear Communication is desired to everyone. If feedback is made in a vague way then it creates confusion, miscommunication and even conflict. So, frankly speaking, Feedback should come clearly from the receiver to create meaningful picture.
5. **Informality:** Feedback should come from informal channel beside formal channel. Informal feedback is encouraged in an organization for its promptness. Such feedback helps lower level employees to interact with top level management. On the other hand, Informal feedback may notify about actual situation.
6. **Promptness:** Feedback should be made as soon as possible after the message is received. Otherwise, there will be wastage of time, inclusion of irrelevant aspects and other disturbing matters. Unnecessary delay reduces effectiveness of communication.
7. **Spontaneous:** Feedback should not provided just as a part of formality. It should be given spontaneously. Spontaneous feedback can give proper feedback.
8. **Contextual:** The feedback must have relevance to the context of the message received. Irrelevant feedback not only hampers communication but also creates bad impression regarding receiver.

These are the principles of effective feedback which should be followed by a receiver to make the communication successful or make an effective communication. So, feedback made considering the above principles will obviously lead to effective communication. Because prompt and immediate feedback makes the communication complete and successful.

## Short Question & Answers

### 1. Types of Communication

*Ans :*

Communication in an organization carries innumerable kinds of messages which may be difficult to map out; but it may be possible to classify communications in regard to how to transmit, or who communicates to whom, or what kinds of relationships communication develops. Thus communication may be grouped on the following basis:

**(a) On the basis of Direction of Communication:**

- (i) Downward Communication
- (ii) Upward Communication and
- (iii) Horizontal or Lateral Communication

**(b) On the basis of Way of Expression:**

- (i) Oral Communication and
- (ii) Written Communication

**(c) On the basis of Organizational Structure:**

- (i) Formal Communication and
- (ii) Informal Communication

---

### 2. Semantic Barriers.

*Ans :*

Semantic is the study of meaning, signs and symbols used for communication. The word is derived from "sema", a Greek word meaning signs. Semantic barriers to communication are the symbolic obstacles that distort the sent message in some other way than intended, making the message difficult to understand.

The meaning of words, signs and symbols might be different from one person to another and the same word might have hundreds of meanings. So, when a message is sent by a sender to a receiver, it might be interpreted wrongly in a communication process causing misunderstandings between them. This can happen due to different situations that form the semantic (of, relating to, or arising from the different meanings of words or other symbols) of the sender the receiver, known as the semantic barrier. It also arises due to language, education, culture and place or origin (dialect or accent) or most likely their experiences. It is similar to and related to language barriers in a communication.

---

### 3. State different forms of communication.

*Ans :*

**I) Verbal Communication**

Verbal communication is the communication in which some type of language is used. The most powerful tool communication is language because the messages and ideas can be conveyed very easily with the help of it, provided that all the parties are familiar with the language which is being used. Therefore, any type of communication which involves the use of various written or spoken words is referred to as 'verbal communication'. Words represent the most powerful and precise combination of symbols. This is the reason why words (either orally or in written form) are used in all types of formal communication.

A particular message in verbal communication is transferred through the use of language and different sounds. Various ideas, concepts, or thoughts can be expressed with the help of verbal communication and it is one of the crucial elements of teaching and learning process. In the process of expressing the ideas between two or more individuals, verbal communication is the fundamental mode of communication along with the non-verbal forms of communication.

- i) **Written Communication:** The communication that takes place with the help of written symbols, either hand written or printed, is known as written communication. The elements that facilitate written communication are memos, letters, bulletins, circulars, instruction booklets, reports, manuals, handbooks, magazines, etc.

Any kind of interaction that uses written words can be referred to as written communication. Communication is the solution to any attempt that involves at least two persons. Written communication is very important in the current scenario and is gaining even more importance as the trend of information age is evolving.

Written form of communication is the most popular among all the other types of business communications. Owners as well as managers of small businesses need to become efficient in written communication and also motivate their employees to do the same. Communication methods have immensely been altered by the information age, which in turn put a lot of emphasis on the written forms of communication as compared to the oral forms of communication.

#### Definition

**According to University of North Carolina,** "Written communication is defined as clear expression of ideas in writing; includes grammar, organisation, and structure.

- ii) **Oral Communication:** The exchange of verbal information between the sender and the receiver is known as oral communication or verbal communication. This type of communication is more genuine and faster than the written communication but it is considered to be as informal. In case of businesses, more weightage is given to the verbal communication than the written one. Because according to a study, 70% of the total time spent by an executive is spent in communication activities. 45% of that time is devoted to listening activities, 30% of it is spent on speaking, while reading and writing takes only 16% and 9% respectively. This is the reason why executives are given the suggestions to improve their oral communication skills (listening and speaking) as it comprises 75% of the total communication.

## II) Non-Verbal Communication

A communication that takes place without using any words or a language can be termed as non-verbal Communication. Most of the communication that takes place among human beings is non-verbal communication. It may seem to be strange but according to a survey, about 70% of human communication takes place through non-verbal methods. Sometimes different colours are used to send across a message. **For example,** in traffic signals red light indicates 'to stop immediately', yellow light indicates 'to get set', and green light indicates that one should 'move'. Similarly, different symbols are used in traffic control and for warning people in certain conditions such as blind turn, school ahead, etc. In the same way arrows in different directions such as  $\rightarrow$ ,  $\uparrow$ ,  $\downarrow$ ,  $\leftarrow$  indicate movement in respective directions.



**4. What are the elements of good listening?***Ans :*

1. The listener must pay full attention to the speaker and make them feel important by speaking less.
  2. A cordial atmosphere must be developed with the help of body language. The speaker must be made comfortable. The listeners through their non-verbal signs must show their interest level, wherein the speakers must feel that the listener is paying 100% attention. Engaging in some other activity while the speaker is speaking conveys the meaning that the listener is least interested to listen.
  3. The listener needs to hold high level of patience. As few speakers may feel shy or nervous to speak out, in such a case ample time must be given to them otherwise they would not be able to convey the message.
- 

**5. Importance of feedback.***Ans :*

Feedback is the essence of two-way communication. In two-way communication, the sender must wait for receiver's response before deciding what to say next and how to say it. Feedback is the check on how much successful one has been in transferring his message as originally intended. If there is no feedback, Communication will be incomplete and ineffective. Based on feedback, a sender may either alter the presentation of the message or cancel it entirely. Thus, there is no alternative to feedback,

Some points highlighting the importance of feedback are mentioned below:

- i) **Completion of communication:** Two-way communication requires feedback from the receiver. Through the feedback, sender can understand the attitude of the receiver. Burton and Thakur said, "The receiver's feedback to the sender completes the communication process loop.
  - ii) **Measuring the effectiveness of communication:** Feedback ensures the sender regarding the effectiveness of his communication. By means of feedback, sender can be sure that the receiver received the message and understood it in the proper way. Sender needs feedback in order to determine the success or failure of communication.
  - iii) **Understanding the receiver's view:** Feedback helps to understand the receiver's view and opinion about the sender's message. With this understanding, sender can determine the next course of action.
  - iv) **Measuring the appropriateness of media:** Message can be transmitted using various media. Improper media cannot convey the message to the receiver properly. So proper understanding of the message by the receiver and his feedback proves that the sender has selected the right media.
  - v) **Making correct decision:** Feedback communicates the receiver's opinion to the sender. Considering this opinion, the communicator can take proper decision. Information of the receiver can also improve the quality of decision.
- 

**6. Dyadic communication.***Ans :*

The interaction between two persons, is generally known as dyadic communication. It is one of the general type of speech"communication which is quite popular and involves person-to-person transaction. Dyadic communication is classified into five different form as follows,

- (a) Face-to-face communication
  - (b) Telephonic conversation
  - (c) Interview
  - (d) Instruction
  - (e) Dictation
- 

## 7. Principles of Feedback.

*Ans :*

- i) **Completion of communication:** Two-way communication requires feedback from the receiver. Through the feedback, sender can understand the attitude of the receiver. Burton and Thakur said, "The receiver's feedback to the sender completes the communication process loop.
  - ii) **Measuring the effectiveness of communication:** Feedback ensures the sender regarding the effectiveness of his communication. By means of feedback, sender can be sure that the receiver received the message and understood it in the proper way. Sender needs feedback in order to determine the success or failure of communication.
  - iii) **Understanding the receiver's view:** Feedback helps to understand the receiver's view and opinion about the sender's message. With this understanding, sender can determine the next course of action.
  - iv) **Measuring the appropriateness of media:** Message can be transmitted using various media. Improper media cannot convey the message to the receiver properly. So proper understanding of the message by the receiver and his feedback proves that the sender has selected the right media.
  - v) **Making correct decision:** Feedback communicates the receiver's opinion to the sender. Considering this opinion, the communicator can take proper decision. Information of the receiver can also improve the quality of decision.
- 

## 8. Spasmodic Listening.

*Ans :*

In this type of listening the listener listens very actively for some period of time and then gradually the listener gets disinterested and stops listening. After sometime the listeners again gains interest and listens for sometime and then stops as they again develop disinterest.

---

## 9. What is communication?

*Ans :*

The word "communication" is used in common talk, usually, to mean speaking or writing or sending a message to another person. Communication is a great deal more than that. It involves ensuring that your message has reached the target audience, and that the audience understands and responds as you want them to. More importantly, it also involves ensuring that you yourself take care to receive, understand, interpret, and respond to messages that are sent to you.

Communication is an important aspect of behaviour; human communication is affected by all factors that influence human behaviour.

- i) **According to Newman and Summer**, "Communication is an exchange of facts, ideas, opinions or emotions by "two or more persons".
  - ii) **According to Keith Davis**, "Communications is a process of passing information and understanding from one person to another".
  - iii) **According to the American Management Association**, "Communication is any behaviour that results in an exchange of meaning".
  - iv) **According to Peter Little**, "Communication is the process by which information is transmitted between individuals and/or organisations so that an understanding response results".
- 

#### 10. Emotional or Psychological Barriers.

*Ans :*

The Psychological or Emotional Barriers refers to the psychological state i.e. Opinions, attitudes, status consciousness, emotions, etc. of a person that deeply affects the ability to communicate. The communication largely depends on the mental condition of a person, if the person is not mentally or emotionally sound, then he cannot communicate effectively either as a sender or a receiver.

The major kinds of Psychological Barriers are following:

- (a) **Lack of Attention:** When the person is pre-occupied by some other things and do not listen carefully what the other person is speaking, then arises the psychological barrier in the communication. When the person does not listen to others, then he won't be able to form judgments without considering all the aspects of information. This is generally done by the people who are impatient and resort to a selective listening. This premature evaluation of the information acts as a barrier to the effective communication and lowers the morale of the sender.
- (b) **Poor Retention:** The retention refers to the capacity of a brain to retain or store things in the memory. The brain does not store all the information came across but in fact, retain only those which seems to be helpful in the future. Therefore, much of the information gets lost during the retention process, and this acts as a barrier to the effective communication.
- (c) **Loss by Transmission:** The loss by transmission means, whenever the information exchanges hand its credibility reduces. It is most often observed in the case of an oral communication where people handle information carelessly and transmits the information which has lost some of its truth. Thus, the improper and lack of information being transmitted to others acts as a hindrance in the communication process.
- (d) **Distrust:** To have an effective communication, it is must that both the communicators (sender and receiver) trust each other. In case there is a lack of trust between both the parties, then they will tend to derive negative meaning out of the message and often ignore what has been communicated. If the receiver has no trust, then he will not listen to whatever is being said by the sender, and this will result in a meaningless communication.
- (e) **Emotions:** The communication is greatly influenced by the emotions of a person. If a person is not in a good temperament, then he would not listen properly to whatever is said and might say things offending the sender. Several other emotions such as anger, nervousness, confusion, restlessness, etc. affects the communication process.

**11. What is listening?**

*Ans :*

Listening is a general phenomenon. It is different from hearing. In hearing only the sound vibrations are being caught up. Listening is actually making sense of what one hears. It is considered as both an art and also science listening may or may not be effective in all the cases. But it can be enhanced and developed through training and practice. It needs the concentration, interest and open/broad mindedness of the listener. All these constitutes as the psychological attributes/features which must be analysed in an organised manner and must be enhanced with the help of training.

---

**12. Define feedback and explain the types of feedback.**

*Ans :*

The observation of the receiver's response is called feedback. In other words, the part of the receiver's response communicated back to the sender is called feedback. Actually it is the amount of response of the receiver that reaches to the sender. It enables the sender to evaluate the effectiveness of the message.

**Definitins**

Some definitions on feedback are given below:

- i) **According to Bartol & Martin**, "Feedback is the receiver's basic response to the interpreted message".
- ii) **In the opinion of Bovee & Others**, "Feedback is a response from the receiver that informs the sender how the communication is being received in general".

## *Choose the Correct Answers*

1. Communication is an off shoot of a [ a ]  
(a) Latin word (b) German word  
(c) Greek word (d) Spanish word
2. Communication that is official [ a ]  
(a) Formal (b) Informal  
(c) Gossip (d) Chatting
3. Good Communications turn out to be effective [ c ]  
(a) Actors (b) Politicians  
(c) Leaders (d) Doctors
4. 'Criticism that always enhances employee performance is always [ a ]  
(a) Constructive (b) Positive  
(c) Derogatory (d) Irrational
5. Language is essentially a [ b ]  
(a) One way process (b) Two way process  
(c) Multi dimensional process (d) Silent approach
6. Effective speakers are predominantly good [ b ]  
(a) Professionals (b) Listeners  
(c) Leaders (d) Writers
7. Feedback that praises someone for their work done well is essentially [ a ]  
(a) Positive (b) Negative  
(c) Critical (d) Diplomatic
8. Difficult or conflicting situations can be diffused by [ a ]  
(a) Para phrasing (b) Talking  
(c) Eliciting (d) Discussing
9. It is always important to provide feedback [ a ]  
(a) Privately (b) Publicly  
(c) Collectively (d) In Teams
10. Any organization can increase its productivity if its employees constantly Endeavour towards [ b ]  
(a) Conflict (b) Change  
(c) Concurrence (d) Compatibility

### *Fill in the blanks*

1. Communication comes from the word \_\_\_\_\_
2. All official communication is called as \_\_\_\_\_ communication.
3. All communication that takes place beyond the official channels in \_\_\_\_\_ communication.
4. There is a difference between hearing and \_\_\_\_\_ .
5. Hearing is a \_\_\_\_\_ activity \_\_\_\_\_
6. Listening is a \_\_\_\_\_ process.
7. Facial expressions gestures, smile all constitute \_\_\_\_\_ communication.
8. Listening happens essentially when one person is \_\_\_\_\_.
9. All that promotes in an individual performance levels come under \_\_\_\_\_ feedback.
10. Constructive feedback increases the \_\_\_\_\_ of the organization.

#### **ANSWERS**

1. Communes
2. Formal
3. Nonformal
4. Listening
5. Psychological
6. Mental
7. Nonverbal
8. Silent
9. Constructive
10. Productivity

## UNIT II

Expressive Communication - Written Communication – Business Letters – E-mail – Memo – Reports and Proposals – Objectives of Reports- Types of Reports-Structure of Reports- Individual and Committee Reports- Report Writing- Logical Sequencing- Executive Summary- Effective Business Correspondence.

### 2.1 EXPRESSIVE COMMUNICATION

**Q1. What is meant by Expressive Communication?**

*Ans :*

Expressive communication refers to the ability to communicate using verbal language and non-verbal cues, such as gesture and facial expression. Many students with autism may be pre-verbal or possess a limited vocabulary; some may be able to articulately express needs but cannot engage in fluent interactions.

### 2.2 WRITTEN COMMUNICATION

**Q2. Define written communication. State the features of written communication.**

*Ans :*

#### Introduction

A 'Written Communication' means the sending of messages, orders or instructions in writing through letters, circulars, manuals, reports, telegrams, office memos, bulletins, etc. It is a formal method of communication and is less flexible. A written document preserved properly becomes a permanent record for future reference. It can also be used as legal evidence. It is time-consuming, costly and unsuitable for confidential and emergent communication. Written communication, to be effective, should be clear, complete, concise, correct, and courteous.

#### Features

(i) Written communication is a creative activity that requires a lot of imagination and effort to arrive at the finished product. While oral communication is spontaneous, written communication is based on conscious effort. Let us take the example of a report that we want to present.

We first of all have to collect all the necessary information, arrange it in a logical order and then write out very carefully. We have to be careful at every step. That is not always the case with spoken messages or other forms of oral communication. Letters and reports, nicely produced, reflect the image of the organization. The more creative and imaginative the writers the brighter the image of the company.

(ii) Another important characteristic of written communication is the time factor that is involved in it. Oral messages, in a face-to-face situation or through telephone reach the receiver immediately and the feedback almost always comes immediately. This is not the case with written communication.

The sender has to plan out his message, viz., a letter or report carefully and encode it with great care. Then he sends it to the person for whom it is meant. The receiver takes his own time in decoding it. Then he gives it careful thought or filters it through his mind and plans out his reaction to it. Sending back the reply or his comments on it will take some time. So it is to be kept in mind that written communication is a time consuming activity.

- (iii) Thirdly, it is to be noted that written communication has fewer cycles than oral or face-to-face communication. Oral communication is a multiple cycle event. Oral messages get immediate response that leads very often to further exchange of words. This is not possible in written communication. Mostly it is a one-cycle event.

**Q3. Discuss the Principles of written communication in Business?**

*Ans :*

In order to write effectively, the following principles should be followed:

**1) Place the Reader First**

Writers must give priority to their readers while writing the content. Doing this will help the writers to use proper language, correct tone, and suitable content in their matter. Writers should keep in mind that the readers do not want elaborated information, complicated language, and difficult terminologies; instead, they prefer the matter which is easily understandable and provides only important information. Moreover, they want to understand everything in one reading and are less inclined to extract the meanings out of difficult phrases and words. So, if a writer has understood his readers well, he would be in a better position to write his article.

**2) Keep to the Point**

In case of formal letters, particularly those related to some business deals, one should try to remain to the point and avoid wasting the reader's time. So one must be very clear about the purpose of writing the letter. One must ask a question to oneself that 'why is he writing the letter?' or 'what would be achieved through this letter?' If the writer has clear answers of these questions, then his letter would be effective as well as purposeful. The above exercise would actually help a writer to pay attention on the main topic and to avoid the irrelevant information in the letter. Following points help a writer to make an outline plan of the letter, which in turn will help him to keep their letter to the point:

- i) Prepare a list of the topics to be covered and do not bother about their sequence.
- ii) Write the arguments and facts, examples, evidences, keywords, under each of the listed topic.
- iii) Scrutinise all the listed topics regarding their suitability as far as the readers and purpose of writing is concerned.
- iv) Remove the topics which are irrelevant to the subject or for the readers.
- v) Provide a proper sequence to the topics.

**3) Set the Right Tone**

A business letter should always be in a polite yet effective language. The audience, i.e., readers, expect that the sender is aware about their issues and grievances. Hence, the writer should try to write in a supportive and responsive manner. To write in such a way, one should write exactly what he would have spoken in person.

**4) Write a Strong Opening**

While writing a letter one must try to draw the attention of the readers. Another important thing is that the most important information should be written firstly. The first paragraph should discuss the subject of the letter and later paragraphs should elaborate it. Following are some of the examples of beginning lines of a business letter:

- i) Thank you for writing to us. The letter you wrote on 21 June 2016 has been presented before me for my consideration.
- ii) In reference to your previous communication, we want to let you know that we have still not received the cheque from you against your outstanding arrears.
- iii) This letter is written in relation to our telephonic conversation of yesterday about...

**5) Write a Strong Close**

The last paragraph of the letter must be written in a polite and professional tone. In the traditional style of sending the letter, generally the readers are requested to reply. Sometimes, too much use of phrases and



jargons can distract the mind of readers and reduce the influence of the content on them. Some good instances of ending the letter in a good way are as follows:

- i) I greatly regret the delay in responding to your grievances and I believe that now your queries have been resolved. In case if you have any doubt or want any other information, you may pay a visit to our office or simply make a phone call.
- ii) We are hoping for a response from you on this and in between if you have any doubts or confusion regarding anything, you are always welcome to contact us.
- iii) I owe you a sorry as I will not be able to help you much in this regard. However, in case if you have any other queries, you are free to discuss your problems with me.

**Q4. Explain various Forms/types of written communication.**

*Ans :*

Business correspondence takes two forms, namely:

**1) External Correspondence**

External written communication refers to the written interaction with external, agencies like banks, government departments, etc. It includes business letter, banking correspondence, agency correspondence, recruitment and employment correspondence, e-mail, fax, notice, advertisement, customer newsletter, press release, announcements, etc. The various forms of external written communication are detailed as follows:

**i) Business Letters**

Letters are the most widely used form of external written communication which can be between friends on matters of personal interests, or between individuals, firms or companies on matters of trade and commerce.

**ii) Telex Message**

Telex is a communications system consisting of teletypewriters connected to a telephonic

network to send and receive signals. It is an international system of telegraphy with printed messages transmitted and received by teleprinters using the public telecommunications network.

**iii) Facsimiles**

A fax, also called a facsimile, is an image of a document that was scanned and sent electronically by a machine, or is slang for the machine used to send the image. Fax allows businessmen to transmit information in an efficient and effective way. With faxes, communication is enhanced to allow exchanges of information to take place within a matter of moments.

**iv) Electronic Mail**

Electronic mail (E-Mail) is the exchange of computer-stored messages by telecommunication. E-mail is a service used to send and receive messages quickly and securely through an electronic or computer channel. In computing, email is a network service that allows two or more users to communicate with one another by messages that are sent and received through a computer or similar device.

**v) Notices**

Notices (public notices) are defined as any advert placed by a Council (or indeed any other public body) which gives the public information about services, events, roads, planning, etc.

**vi) Reports**

Reports are vital tools to the communicative needs of all types of organizations. They contribute to the decision-making process at all organizational levels. A report is a description of an event carried back to someone who was not present on the scene.

**vii) Recruitment and Employment Correspondence**

There are various kinds of letters exchanged between the applicant and the organization. Besides the application letter sent by the applicant to the organization, there are other

letters of correspondence regarding employment. The entire procedure entails a lot of correspondence.

**viii) Proposals**

A proposal, in simple terms, is an offer by one party to provide a product or service to another party in exchange for money. In the field of business, a proposal is a form of business letter that is submitted within any organization or advertised to draw the attention of the public to any issue, innovative measure, or any activity related to the organization.

**ix) Technical Article**

Technical and research articles are essential to all fields of science, technology, humanities, and management as they add to the existing knowledge and understanding of a particular topic or subject. Writing a technical paper that can be published in a professional journal or presented in a seminar or conference is a challenging undertaking.

**x) Leaflets/Brochures**

Leaflets are a type of open letter or postcard, designed to be handed-out to people, either by hand, by post, inserted in local newspapers for distribution, left in venues, shops, restaurants, cafes, libraries, etc., anywhere where they will catch someone's eye. Leaflets are designed for people who do not spare their time for reading advertising materials. A leaflet gives a chance to put across arguments and to draw attention towards organization, cause or event. A brochure is a booklet or a pamphlet giving information of and advertising, something. Brochures are very versatile that can be utilized in any kind of marketing endeavour. It usually comes in the form of a folded piece of paper with written information and pictures. The purpose of a brochure is to convince readers about an idea.

**xi) Announcements**

It refers to a public statement containing information about an event that has happened or is going to happen.

**xii) Press Release**

A press release is an invaluable tool in the field of public relations. The aim is to attract favourable media attention to provide publicity for products or events marketed by an organization. They are also the preferred media outlet used by many public companies to fulfil the communication requirements to uphold their corporate responsibility. This includes SEC required reports, earnings announcements, merger plans, and corporate governance changes. They are also utilized to communicate the broader strategic direction of a corporation and ensure that the image of the corporation is sustained in order to increase and maintain investor interest.

**xiii) Advertisement**

Advertisement is a form of communication which can make the consumers aware of a specific product or services available in the market. It is very important to create brand awareness, brand positioning and brand loyalty among potential customers. There are various medias through which these messages are promoted like television, radio, printed media (magazines, newspapers, billboards), and internet. Advertisement can be also in various forms like audio, video, textual or graphical. Objectives of advertisements include communication, increase of sales volume, intensifying the usage of a product, and to sustain the preference of brand.

**xiv) Customer Newsletter**

A newsletter is a publication that, if written well, not only disseminates information, but reminds, guides and instructs those who read it. A newsletter is a regularly distributed publication generally about one main topic that is of interest to its subscribers. General attributes of newsletters include news and upcoming events of the related organization, as well as contact information for general inquiries. Newsletters are an excellent, cost-effective way of getting a great deal of vital information into the hands of a large, receptive audience. Newsletters vary in size

and style, depending on the number of articles placed in the newsletter. Newspapers and leaflets are types of newsletters.

## 2) Internal Correspondence

Internal correspondence takes place within the organization. It defines the limit of authority and responsibility of the employees within an organization. It mainly involves the routine correspondences like circulars, complaint letters, articles, etc. as well as performance appraisal, correspondences related to company related notices for shares, dividends, etc. It also includes annual reports and written part of meetings etc. The various forms of internal correspondence are detailed as follows:

### i) Circulars

Notices seeking the opinions of the staff are often circulated in order that each person has one and can fill it and give his or her own comments on a specific matter. As a secretary, one is quite likely to be asked at some time to draw up questionnaire asking staff for their opinions/comments on tips already given or to give suggestions of their own.

### ii) Notices

A notice may be oral or written or in the form of notification issued or published in some news media. The notice must be given to the members and to all those, who have a right to attend, before a meeting is conducted. The notice informs the members of the date, time and place of the meeting. It must also include the agenda which highlights the issues that would be discussed during the meeting. This would allow members to prepare for the meeting.

### iii) Business Memos/Memorandum

Business memorandum or memoranda also called memo or memos are specially formatted written communications within the business. Memos have many purposes, including informing employees, giving directions, outlining procedures, requesting data, supplying responses, and confirming decisions.

### iv) Complaints

In daily work situations you will come across many situations involving people who have a complaint. The way you deal with these complaints determines whether guests or clients are lost forever or whether the relationship with them becomes stronger. However, this requires an attitude of believing that all complaints have a positive side and it also asks for active listening.

### v) E-mails

E-mail (electronic mail) is the exchange of computer-stored messages by telecommunication. E-mail is a service used to send and receive messages quickly and securely through an electronic or computer channel. In computing, email is a network service that allows two or more users to communicate with one another by messages that are sent and received through a computer or similar device.

### vi) Questionnaire/Form

The questionnaire is a data collection instrument. It is a list of questions to be asked from the respondents. It also contains a suitable space where the answers can be recorded. A questionnaire is a method of obtaining specific information about a defined problem so that the data, after analysis and interpretation, results in a better appreciation of the problem.

### vii) Minutes

Minutes are "a written document that accurately and objectively records the essence of a meeting." They are useful because people can forget what was decided at a meeting if there is no written record of the proceedings. Minutes can also inform people who were not at the meeting about what took place.

### viii) Staff Newsletters

A staff newsletter is a publication by the company for its staff. It contains all the important details and information for the staff. It is issued by the company on regular intervals. It is helpful in keeping the staff updated about the company's performance and day-to-day activities.

**Q5. State the advantages and disadvantages of written communication***Ans :***Advantages**

The advantages of Written Communication are stated below:

1. It is suitable for long distance communication and repetitive standing orders.
2. It creates permanent record of evidence. It can be used for future reference.
3. It gives the receiver sufficient time to think, act and react.
4. It can be used as legal document.
5. It can be sent to many persons at a time.
6. It is suitable for sending statistical data, chart, diagram, pictures, etc.
7. Order, allocation of work, job distribution, etc. in written form reduce ambiguity and help in fixation of responsibility.
8. Uniformity in work procedure can be maintained through written communication.
9. It is easy to send unpleasant or bad news through written communication.
10. A good written communication can create goodwill and promote business.

**Disadvantages**

Followings are the limitations or disadvantages of Written Communication:

1. It is time-consuming. Composing a message in writing takes much time. Writing letters, typing orders, notices, etc. and sending to appropriate destination require time. Feedback process also is not instant.
2. It is expensive not so much due to postal charges but in terms of so many people spending so much of their time.
3. It cannot maintain strict secrecy which would have been possible in oral communication.
4. Written communication has no scope for immediate clarification if not understood properly.

5. Being written in nature it is less flexible and cannot be changed easily.
6. It is not effective in the case of emergency.

**2.3 BUSINESS LETTERS****Q6. Define Business letters. Explain the Significance of Business Letters.***Ans :***(June-18)****Meaning**

"A commercial or business letter can be referred to as a letter that contains business related information. A communication through exchange of letters is known as business or commercial correspondence. Businessmen may write letters to supplier of goods and also receive letters from the suppliers. Customers may write letters to businessmen seeking information about availability of goods, price, quality, sample, etc., or place order for purchase of goods.

Thus, business letters may be defined as a media or means through which views are expressed and ideas or information is communicated in writing in the process of business activities. The letter's appearance conveys nonverbal impressions that affect a reader's attitude. Elements of appearance that help produce favourable reactions are appropriate stationery and correct letter parts and layouts.

The letter should be clear, explicit, and unambiguous in content because the recipient has to understand both the meaning and feelings of the message from the written words only. That is the reason the letter is regarded as a "silent ambassador" on behalf of its writer.

**Significance**

The significance of business correspondence is as follows:

**1) Helps in Maintaining Proper Relationship**

The businessmen as well as customers are scattered throughout the country. Thus, there is a need to maintain proper relationship among them by using appropriate means of

communication. Here, business correspondences play an important role. The customers can write letters to the businessman seeking information about products and businessmen also supply various types of information to the customers. This helps them to carry-on business on national and international basis.

**2) Inexpensive and Convenient Mode**

Though there are other modes of communication like telephone, telex, fax, etc., but business information can be provided and obtained economically and conveniently through business correspondence.

**3) Creates and Maintains Goodwill**

Sometimes business correspondence is written to create and enhance goodwill. Businessmen at times send letters to enquire about complaints and suggestions of their customers. They also send letters to inform the customers about the availability of a new product, clearance sale, etc. All the results in cordial relations with the customers, enhances the goodwill of the business.

**4) Serves as Evidence**

We cannot expect a trader to memorise all facts and figures in a conversation that normally takes place among businessmen. Through letters, he can keep a record of all facts. Thus, letters can serve as evidence in case of dispute between two parties.

**5) Helps in Expansion of Business**

Business requires information regarding competing products, prevailing prices, promotion, market activities, etc. If the trader has to run from place-to-place to get information, he will end-up doing nothing. It will simply result in loss of time. But through business correspondence, he can make all enquiries about the products and the markets. He can also receive orders from different countries and, thus enhance sales.

**Q7. Explain the functions of business letters.**

*Ans :*

**1) Helps in Promoting the business**

New opportunities and avenues are always looked by business organizations to increase their business prospects. The growth of any business organization depends upon constantly improving the quality of their product and by adding new products and services to the product line. Business letters play a very vital role in informing the prospective and existing customers regarding the promotional efforts made by the organization.

**2) Provides Information**

Modern business is largely dependent upon letters for any type of information. They serve not only as a link for effective correspondence but also help in maintaining records regarding previous transactions or previous business policies. Letters act as reference regarding previous business transaction and also help in developing new business guidelines on the basis of previous policies.

**3) Helps in Legal Issues**

A good business letter helps to resolve legal issues very effectively. Since it is a written document, all relevant information about transactions, policies etc., can be procured through it. Issues regarding disagreements in terms of offers and quotations can be legally resolved with the help of letters.

**4) Helps in Maintaining Goodwill**

Business letters help to promote goodwill amongst various parties. Business letters help in generating an understanding and feeling of co-operation between business associates which creates a positive company image.

**5) Acts as evidence**

A business letter is a testimony of validity of a contract between parties involved in business.

**Q8. Describe the structure of business letters.***Ans. :* (Aug.-18)**Structure of Business Correspondence/ Letters**

A business letter has various components. These components when arranged in a sequence are termed as the structure of a business letter. The basic format of a business letter is as follows:

**1) Letterhead**

A letterhead of a business letter has some components that provide basic and primary information about its sender thus making it easy and convenient to establish a correspondence between the sender and the receiver. The letter head consists of the following:

- i) Name of the Organization
- ii) Mailing Address
- iii) Phone No
- iv) Fax No
- v) Pin code
- vi) E- Mail Address
- vii) Company Logo

These components should essentially be included for the benefit of the reader.

**2) Date**

It indicates the date on which the letter is written. A dateline follows a set and established pattern, as given below:

- i) It always comes two inches below the general information printed on the letter head.
- ii) It follows a pattern of day, month and year (10<sup>th</sup> March, 2016) or month, day and year (March 10, 2016).

**3) Inside Name and Address**

The full address of the person or the organization to whom the letter is being addressed should be written two spaces below the date. This should include the addressee's

name, the company's name, street, state, pin code. The inside of the address should always be on the left side of the letter. A letter should be addressed to the concerned person only, e.g.,

The Sales Manager

Big Bazaar

Lucknow, India

**4) Courtesy Title**

While writing inside address, the title of the rank (Sir, Dr, Col, Prof, etc.), individual's profession or designation titles (the Secretary, Managing Director), or general title (Ms., Mrs., Mr., Shri, etc.) should be written with special care.

Certain exceptions like Messer's (M/s) which is otherwise used for partnership firms can be omitted when:

- i) The name already carries a title, e.g., Kumar and Sons
- ii) 'The' is already part of a name, e.g., The Toy Factory
- iii) For Limited and other corporate bodies, e.g., The Manager, Heritage Hotel

**5) Subject**

Although experts suggest placing the subject line two lines below the salutation, many businesses actually place it above the salutation. One should use the style that his organization prefers. By alerting the reader about the content of the message, one can enable him to decide whether the letter requires immediate attention. There are three common methods to distinguish the subject line from the body of the letter:

- i) Use "Subject:" or "Re:"
- ii) Type the subject in bold letters
- iii) Type the subject in capital letters

**6) Salutation**

Writing salutation in a letter is referred to as 'greeting a person'. The choice of salutation differs according to the designation and people, e.g., Dear Madam or Dear Sir. Sometimes while addressing a high ranking official the term 'respected' can also be used in place of 'dear'.

**7) Message**

This is also called 'body' of a letter. It evaluated three questions before proceeding, i.e., the aim of writing the letter, outcome, and how to achieve that outcome. Consequently, it gets divided into three parts, with each part performing significant functions.

**i) Opening Paragraph**

This paragraph introduces the topic of conversation and also refers to previous conversations, if any.

**ii) Middle or the Second Paragraph**

It contains all the relevant facts and information. Here the reason of writing the letter is discussed in detail.

**iii) Closing Paragraph**

This is the final segment which states clearly the expectations attached or an assurance of future action.

**8) Complimentary Close**

It is a courteous way of ending the letter. In other words, it refers to concluding the letter in a polite way. The closing can be of the following types:

Salutation	Closure	Comment
Dear Sir(s)	Yours Faithfully	Formal
Dear Madam(s)	Yours Faithfully	Formal
Dear Mr	Yours Sincerely	Informal

Amongst all this, 'yours truly' is not used in the modern business setting. Also, there are certain words which have become obsolete like 'Thanking you' or 'Hoping'. Good business letters should not include the words like 'I am', 'we are', 'I remain', etc., in the concluding lines.

**9) Signatures and Designations**

A signed letter is an official document of authentication. It helps to establish the validity of the contents in the letter. Identity of the sender is known through a duly signed letter. Though, the title of the sender is omitted in the signature but the designation is mentioned in any official written correspondence, e.g., Manager (Operations).

**10) Reference Initials**

Reference initials indicate the identity of the writer, sender, or the typist of the letter. It is written at the left hand side of the same line, with the last line of the signature area.

**11) Enclosures and Copy line**

Any kind of document attached with the letter is enlisted as enclosure. Number of enclosures are identified and mentioned as 'Enclosure (1)' 'Enclosure (2)', etc. The enclosure numbers specify separate documents and not the number of pages.

Copy line helps the receiver in identifying the other recipients of the letter. It is marked by indicators like:

**c:** Copy

**be:** Blind Copy

**cc:** Carbon Copy Notation

**Q9. Explain different types of business letters.**

*Ans :*

Business letters are of the following types:

**1) Sales Letter**

A sales letter falls in the category of persuasive letter as it targets the customers to convince them about any particular brand or service. It not only highlights the key features of a product, but also states clearly about various schemes and incentives associated with the product. It plays an important role in marketing and sales of goods. Therefore, it requires clarity and simplicity in writing. A well drafted sales letter helps not only in promoting the product but also in convincing the customers to purchase the product.

**2) Credit Letter**

Credit letter helps in the promotion of goods and brand of the company in the market. It works on the principle of 'buy now pay later'. Here letter is an assurance that the payment would be done in the stipulated time limit. This enables a customer to buy the good of his choice immediately even though he may not have ready cash then. This is thus, a

specialized form of commercial credit. A credit letter has its certain norms and conditions before issuing the credit to the customer. A customer's paying back ability is testified before granting him the credit.

**3) Enquiry Letter**

It is a letter of knowing and telling about a fact or any query. It is a request for certain information. Business organizations generally use this information to know about their prospective employees background, status etc., before recruiting him/her for a particular post. They refer to the referees mentioned in the job application for this purpose. Any business house uses an enquiry letter to ensure about the stability, trust, and goodwill factor of the third party before entering into business alliance with them.

**4) Offers and Quotations**

'Offer' and 'Quotation' differ slightly in the sense that a quotation letter is written in reply to any enquiry and an offer letter is a printed circular letter with general terms. If a specific query regarding a particular product has been made, then a specific offer is sent to the concerned person only.

**5) Order Letter**

An Order Letter is a letter that is written by the person or company that wants to place a request for purchase of goods from another company. An order letter has certain details like:

- i) Product specifications
- ii) Quantities
- iii) Prices agreed upon
- iv) Quality of goods
- v) Delivery date
- vi) Sales terms and conditions

The order for the goods is placed when the terms and conditions are met mutually by both the buyer and the seller.



**6) Claim Letter**

This is a form of complaint letter. A buyer may complain against a damaged good to the concerned authority and claim compensation. It is situation dependent. Sometimes, goods may be damaged during transportation due to carelessness of the transportation authority. In that case the customer can send a claim letter for his loss. There can be a reverse situation also where an authority can claim for the damages done to any property by a customer.

**7) Adjustment Letter**

This is written in response to the claim letter. Here the party who is asked to settle the claim writes in response to the claims made by the customer. It may either be a simple apology or rectifying and compensating for the damages caused due to negligence. A well drafted adjustment letter helps to renew the customer's faith and confidence in the company and goes a long way in establishing cordial business relationships.

**8) Settlement Letter**

Settlement letter is also known as 'settlement of account letter'. In this letter, the claims made by the buyer against the seller are settled. After an agreement is reached, a buyer then makes the payment to the seller within the decided time period, along with the draft and covering letter.

**9) Complaint Letter**

A complaint letter is written to make an adjustment request. This dissatisfaction could be against any damage during the shipment of the goods, poor quality of the goods, faulty packaging, etc. All such conditions may eventually lead a customer to financial loss because of the negligence of the company or the seller. A complaint letter helps to resolve the matter by giving all the relevant dates, details about the product. It thus helps the customer to replace the damaged goods with the new one. Therefore, it is called a complaint letter.

**10) Collection Letter**

A collection letter comes from a seller to buyer as a reminder regarding the settlement of due payments. It is written on the behalf of an organization. Therefore, it tries to maintain the company's goodwill along with being persuasive for the retrieval of payment. A collection letter has three stages:

**i) Reminder**

The customer/ buyer is gently reminded about the due payment;

**ii) Enquiry**

Here the company tries to seek the reason for non-payment of the overdue bills; and

**iii) Warning**

A threat of legal action is issued by the company to settle the account.

**11) Status Enquiry**

A status enquiry letter helps to get information about any prospective customer before entering into a business deal with him. This is generally written by one business organization to another organization that has complete information about the customer.

**12) Persuasive Letter**

A persuasive letter is a convincing letter from a seller to a buyer. It is written with primarily two aims:

i) To give information about a product to the customer about which the customer is unaware,

ii) To help the customer in making up his mind for the particular product and to show his interest in the same.

The conviction and the tone of the letter decide about the positive or the negative image of the brand. Thinking and perception of the customer plays an important role in the success and failure of the persuasive letter.

**13) Follow up Letter**

This letter comes after any meeting or an appointment to acquire a brief follow-up. It indicates about the interest of the candidate for any particular job or a meeting. A follow up letter may come from various sources like:

- i) It may come from a marketing professional after giving a presentation to a customer to get the feedback about the customer's opinion for a product, or
- ii) It may be from a candidate to know his status after an interview.

**14) Job Application Letter**

A Job application letter is a letter from a prospective employee to its prospective employer. It has all the relevant information about candidate's suitability for the position. A resume is usually submitted for a full time job, yet a job application letter helps in maintaining a proper record of the candidate. This is more suited in case of part time job. Key elements in a job application form are:

- i) Applicant's basic information like - name, address, phone, e-mail, etc.
- ii) Work experience
- iii) Previous Designations
- iv) Dates of past employment
- v) Educational qualifications

All the above information is duly signed by the candidate to establish its credibility. Some applications also require references for verifying the authenticity of the candidate.

**15) Bank Correspondence Letter**

A bank correspondence letter helps in opening an account, placing a requisition for a cheque book in determining the status of the account, etc. A bank correspondence letter has a standard format which a customer is expected to abide by. Therefore, he must be very particular while exchanging correspondence with bank. Various forms are available to carry out correspondence with the bank. It can be chosen depending upon the type of services required.

**16) Letter to the Editor**

Letter to the editor is written for some social awakening or to bring a matter of concern in the notice of the authorities. Therefore, it needs to be very crisp and to the point. Therefore, it rarely exceeds more than 300 words. It is printed in a newspaper or a magazine on regular basis in the front section depending upon the gravity of the topic.

---

**Q10. Explain the format of sales letters and complaint letters in business.**

*Ans :*

**(Nov.-21)**

**1. Example of Sales Letters**

The main idea behind writing a sales letters to the suppliers is to place an order for raw materials required for manufacturing goods. Such letters include terms, conditions, quantity, and rate negotiations.

Date: Oct. 20, 2016

To,

Mr. G.K. Gandhi

Gandhi Pvt. Ltd.,

A-20, Shrestha Vihar,

Anand Vihar, New Delhi-21

Dear Mr. Gandhi,

Subject: Requirement for the Cotton Fabric

I hope this letter will find you doing well. It gives me immense pleasure to inform you that ours is a long-term business association and you have been doing great work by timely supplying the material required by us which helps in meeting the rising demand for our products in market.

Demand for our shirts has increased as we have entered in international markets. Therefore, we will require more quantity of cotton fabrics for making shirts. As per our past agreements, 40 percent of the amount would be paid in advance and the remaining would be paid once the goods are received.

We would like to maintain our sound business relationship as long as possible. For this purpose, we expect you to kindly quote the most reasonable price you can offer us on the basis of our long-term relationship. We are enclosing the list of the required fabric below:

Cotton fabric - 1000 meter

Terricot fabric - 1400 meter

Polyster fabric - 1200 meter

In case of any query, you can revert at sales desk or mail us at [amjcotton@gmail.com](mailto:amjcotton@gmail.com). We are sure your professionalism will help in prompt delivery of the goods.

Yours sincerely Anand Mehra

Sales Manager

Jhanvi Enterprise,

A/21, Sector 11, Chandigarh.

Telephone: 2642312

**2. Example of Complaint Letter****Rahim Cloth House**

(Wholesale Dealer of Cotton and Woolen Garments)

Landline No. 7576021

Telegram: 'Rahim'

54, Punjabi Bagh

New Delhi 110001

Code: Q.E.T.

Dated: 15<sup>th</sup> October, 2016

Daulat Ram & Sons

Cloth House, Ludhiana.

Dear Sir,

Subject: Mismatch in delivered items.

We have received the order that we had placed with you. However, while matching the items against the order placed, we noticed that there are some discrepancies in the following items:

- 1) 10 Oswal woolen sweaters have not been sent.
- 2) 15 rolls of black blankets have been sent instead of 5.
- 3) 20 Pashmina shawls have been sent for which we did not place any order.
- 4) Instead of 130 only 103 cotton sarees have been sent.

We request you to please look into the matter mentioned above and take prompt action.

Yours sincerely,

For Rahim Cloth House

(Gulah Chand)

**Q11. Write a letter requesting to grant leave for three days.**

*Ans :*

**(Aug.-21)**

**Leave Application To Boss Sample**

From

Priyanka Sharma,

Project Manager,

ABC Constructions Pvt Ltd.

Bangalore.

Date (Date on which letters is written)

To,

Aditya Roy,

Senior Project Manager,

ABC Constructions Pvt. Ltd.

Subject : Application for leave.

Dear Mr. Roy,

I, hereby, would like to inform you that my husband is not well, and the doctor has suggested him suggested him to take complete bed rest for two weeks. He is suffering from high fever for the past few days, and after the medical examinations, he was diagnosed with typhoid. My in-laws live out of the city, and there is a body in out family to take care of him. He truly needs my support at this point in time.

I want to be with him for two weeks so that I can take him to the hospital for a regular check-up and help him in recovering from this disease. I have finished all my projects and have presented the bluepoint of the same to the builder. Iam also enclosed my husband's report for yourreference.

I hope you will understand my situation and grant me leaves for two weeks starting from 1st February to 14th February. I will be joining back on 15th February.

Thanking you,

Yours sincerely

Priyanka Sharma.

**2.4 E-MAIL**

**Q12. What do you mean by E-mail? State its advantages and disadvantages.**

*Ans :*

**Meaning**

Electronic mail, popularly known as e-mail, is a service used for sending and receiving computer-stored messages safely and quickly with the help of a telecommunication channel. It is the exchange of computer based messages, through a computer or electronic medium. They are usually considered as a secure and prompt source of message transmission. In terms of computer science, an e-mail is defined as a process of network service which enables two or more individuals to interact with each other through messages, received or sent by using a computer or identical device.

E-mail is the most popular service of internet, which is used by majority of users worldwide. It facilitates communication service to be precise, fast and trusted. In an e-mail, a user types the message on his computer and transmits it to the receiver with the help of electronic signals. The other user, who is the receiver of this message, receives the notification about having an unread message or mail in his inbox. The users can regularly check for any new message which is delivered to his inbox. Once he receives the notification about a new mail in inbox, user will be provided with choice of either checking it immediately or whenever he is available.

**Advantages**

E-mail has created a drastic change in business activities. It has many benefits in comparison to any other communication medium over internet. The benefits which can be achieved with the help of e-mails are described below:

**1) Easy to Manage**

A user can easily manage all his communication records with the help of e-mails. Without indulging in paper-work, a businessman can easily reply, receive, modify, store, send, and manage a large number of business proposals, applications, letters, suggestions, memos, invitations, etc., through e-mails.

**2) Quick**

The service of an e-mail is fast. All e-mails are delivered at receivers' inbox in any part of the world, within seconds. This kind of prompt message delivery cannot be provided by any other communication medium. Important business decisions can be taken in just few moments by using e-mails.

**3) Cost-Effective**

E-mails are inexpensive as compared to the other communication channels such as fax, telephone calls, courier service, etc.

**4) Easy to Filter**

A user can easily sort and filter different types of messages by using the subject lines of e-mails. Important messages can be immediately noticed by the users, enabling them to respond quickly. However, in case of other services such as a voicemail, users have to hear entire messages or have to go through the entire list of messages to identify important ones.

**5) Secure and Reliable**

All service providers of e-mails are continuously looking to upgrade their security measures, although their current measures are very effective. One of the most important aspects of e-mails is that they are private mails in comparison to fax or telephone calls. There is hardly any chance of misdirection, if the email address is correct. Other methods always have some problems associated with them, such as fax machines may be out of paper or have some technical faults, which can disrupt proper receiving of important messages.

**6) Connecting with Others**

A user simultaneously interacts and remains in-touch with numerous users, through e-mails. Also, when a user periodically sends and receives e-mails to/from particular users, they develop a virtual relationship among them.

**Disadvantages**

Following are the major disadvantages of E-mails:

**1) Time Consuming**

Although writing an e-mail is not a time-taking process but if someone wants to develop its hard copies, then it is quite a time-consuming process. A person can receive many messages at a given time in comparison to conventional mailing system because sending e-mail is very easy. However, in some of the cases, a telephone call proves to be an effective method of communicating a message. Moreover, employee work efficiency is also hampered because of emails as reading and managing every mail also requires a lot of time.

**2) Security**

E-mails are used to send vital business information very easily. However, this can also create a negative impact on the business as it is not known whether mails are sent intentionally or unintentionally.

**3) Impersonal Communication**

While writing a message, a person cannot express his feeling and emotions associated with the message, as it is in the form of simple text. Because of such limitations, employees often neglect various aspects of business transactions, which can adversely affect their customer service.

**4) Misinterpretation**

Excessive use of various slangs, jargons and pronouns can make an e-mail hard to understand. Many kind of short forms and abbreviations used in e-mails are often misunderstood or misinterpreted by the receiver. This creates bad impression on the readers and may cause a communication gap.

**5) Emotionless**

Another limitation of e-mail is that most of the users treat e-mails merely as a mode of communication. Use of slangs, jargons and

informal terms has replaced normal communication with e-mails. Thus, there is no scope of emotional touch, which can help a user to significantly understand the message, as there is no such medium of seeing and interpreting each other's emotions or intentions.

**2.5 MEMOS****Q13. Define business Memos Explain its components.**

*Ans :*

**Definition**

A message or other information in writing sent by one person or department to another in the same business organization.

Memo or memorandum is primarily a written message exchanged by employees in conduct of their work. Thus memorandum is a letter which goes within a organization.

Memo is a short form of Memorandum. The term is derived from a Latin word "Memorale" which means "to tell".

**Components**

The format of a standard memo consists of a heading, subject line and body. Memos typed on plain paper or on letterhead should always have a title like Memo or Interoffice Correspondence (all in capital) centred at the top of the page or aligned with the left margin.

**1. Headings**

What you write after the To, From, and Date, will vary with the situation and your organisation's practices. Not all are present. A courtesy title such as Mr., Mrs, Miss before your reader's name may be used depending on your relationship with the reader and the degree of formality within your organization. You omit the title before your name.

**2. Subject Line**

The subject line of a memo helps busy colleagues find out quickly what the memo is about. Although the subject "line" may

overflow onto a second line is most helpful when it is short but still informative.

### 3. Body

The body of the memo starts on the second or third line below the heading. Like the body of a letter is usually single spaced. Paragraphs are separated by blank lines but may or may not be indented. Lists, important passages, and subheadings may all be handled as they are in letters. If memo is very short. It may be double spaced.

#### Conditions for Good Memorandum

- Identify readers and write at that level.
- Appearance: Less expensive stationary and less expensive means of reproducing can generally be used for memos.
- Goodwill tone: It is especially important to check for satisfactory tone in communications to people with whom we work.
- Message: Make it clear complete and especially concise.
- Vigilance: Check for grammar spelling and punctuation.

#### Q14. State the advantages of Memos.

*Ans :*

The chief advantages of the memorandum are as follows:

#### 1. The memo invites brevity.

It is a straight forward communication that almost invariably includes the necessary information and nothing more.

#### 2. The memorandum is convenient

The chief notations at the top of the memo give ready reference to its subject matter and the major area is left free for the message. Although usually typed, these messages can be written in pen or pencil.

#### 3. The memorandum is inexpensive

Because the memorandum is generally circulated within an organization, computer memos on a screen or printed memos can be brought out immediately.

#### 4. The memorandum can be used as a record of information to be filed for the future reference

As noted, most memos can be destroyed immediately. At times, however memo records of day to day transactions in person or by telephone can be very helpful.

#### Q15. Explain the format of Memos.

*Ans :*

The most important thing for writing an effective interoffice memo is the format of the memo. Usually, companies use their own templates for writing inter office memos but in case your company is new and there is no template for a memo then a perfect and standard format of writing an inter office memo is.

#### Company/Organization Logo

#### Date:

#### To

Write the name and details of the recipient, if you are writing it to a group or team, then write the name of the leader, manager or supervisor of the team.

#### From

Write complete details of the sender including name, designation, contact information etc.

#### Subject

In one or two lines, write the purpose of the memo or the title or issue about which you are going to discuss.

#### Body

Finally, write in detail the entire issue, possible solutions, required actions and expected outcomes. Make sure the body of the memo is about one page because more than one page is a suitable option for writing reports. The body of the interoffice memo will also include an introductory paragraph, a closing paragraph and a positive ending note.



**Closing Paragraph**

Here, you would request feedback and confirmation from the recipients, if applicable.

**Your initials**

A fore mentioned, you don't need to use a formal signature in your memo. But you really should manually write in your initials next to your name in the heading line before you distribute, or some place visibly noticeable in your memo, usually at the end of the content.

**Q16. Explain different types of Memorandums.**

*Ans :*

Most memorandums carry positive messages. Routine information, but sometimes they can carry less routine information such as negative messages or messages of persuasion.

**1. Routine Information, Good News Memorandums**

Most memorandums fir into this category. Employees are, or should be busy. There fore the message should be direct and clear.

**2. Negative Memorandum**

For negative message to others in your organization, try to use a touch of humour, if possible. This can give a lift to the reader and writer and can also help develop a positive attitude toward you personally. In case of really bad news.it is inadvisable to use humour. The closing of a business and the people loss of jobs are typical matters that do not invite humour.

**3. Persuasive Request Memorandums**

Sometimes it is helpful or even necessary to send memorandums that attempt to sell others on a certain plan or idea. These memorandums could be classified as persuasive requests. This type of message can usually be most effective following this pattern, Highlighting the advantages to the firm or individual for whom it is written. Next would be the interest i.e. the desire build up, explaining specifically the advantages of the plan. It should be as brief as possible. The

last section of this memorandum persuasive request should state clearly what action you want to be taken.

**2.6 REPORTS AND PROPOSALS****Q17. Define Report. State the Characteristics of Reports.**

*Ans :*

(Nov.-20, June-18)

**Meaning**

The word 'Report' means 'to carry back' and has been derived from the Latin word 'reportare'. A report prefers to a description of the happening of a certain event that is carried back to a person who was not present on the spot. Generally all types of memorandums, news items and letters come under the category of reports.

It refers to "a statement describing what has happened" or 'what is the state of affairs' as per a well-known definition. Sometimes in business premises, a certain form of 'report' is required. A report is generally understood to have a detailed examination of a problem or condition, the action taken, and the findings of some enquiry. A report is always prepared in a good and knowledgeable way, drawing certain logics, making suggestions and recommending a certain way of action.

A report is prepared for a certain reason and it is a form of formal communication. A report derives conclusion and makes recommendations from the data collected and evaluated. A report is much different from other forms of communication as it is generally in the form of a formal message which serves a special need. A report conveys a real message and it is not the result of some emotional outlet and presents some authentic information about any matter. In other words it can be said that it never expresses anyone's mind-set or personal opinion regarding some information. When a person writes a report he/she must take great care in presenting the data objectively and with specific purpose. Whatever suggestions or opinions are expressed should be based on real facts and figures.

A report by definition is a "statement describing what has happened" or "describing a state of affairs".

According to Raymond V. Lesikar and John D. Pettit, "A business report is an orderly, objective communication of factual information that serves some business purpose".

### Characteristics

A good business report possesses the following characteristics:

#### 1) Clarity of Thought

A good business report should be straight forward, comprehensive, and logical. The thoughts and ideas inscribed in it should be clear and easily understandable. There should be no traces of any misunderstanding whatsoever. The basic objective of drafting a business report is to provide information in such a way that the readers understand what the writer wants to convey.

#### 2) Complete and Self-Explanatory

A business report should be all-inclusive and self-explanatory. It should not include repetitive facts, illustrations, statements, or findings. A good business report provides all the information about the topic in a very easy and simple manner without any confusion or repetition.

#### 3) Comprehensive but Compact

A business report should be compact and comprehensive. It should be in a form of capsule, i.e., it should encapsulate all the information in a very precise manner. It is not necessary that a lengthy report is always a good report.

#### 4) Accurate in All Aspects

A business report should be accurate in all aspects. Writing a business report is a responsible task to perform as it assists in managerial decision-making and strategic planning activities. Thus, all the information provided under a business report should be based upon verified statistics and information.

#### 5) Suitable Format for Readers

A business report should be carefully drafted in a proper format suitable for the type of report. It should be written within a correct

framework of title, preface, observations, and suggestions. Use of proper format and appropriate segments provide convenience to the readers.

#### 6) Reference to Relevant Details

A good report should always highlight and keep evolving within the framework of significant facts. Line of action used, procedure followed by the committee, and the questionnaire prepared for collecting data should be clearly mentioned.

### 2.6.1 Objectives of Reports

#### Q18. Explain the objectives of Reports.

*Ans :*

Purposes of business report are as follows:

#### 1) To Evaluate Employee Performance

One of the most significant objectives of preparing a report is to measure the performances of employees and also to suggest ways to improve their performances.

#### 2) To Help in Dealing with Changes in Business

The existence of a company, its prosperity and growth faces stiff challenge when the business conditions continue to change indefinitely. Reports help in understanding the dynamic business conditions and in utilizing those changes to the company's advantage.

#### 3) To Provide Information

Various activities of the company, its progress, plans and problems, etc., are highlighted through the information given in the reports. The organizational plan is prepared with the help of information provided in the reports.

#### 4) To Help in Controlling

Writing reports about the employee performance is a way of exercising management control. So, such types of reports are sent to the top management of the company from time to time.

**5) To Help in Coordinating**

Reports are used as a tool for establishing coordination among different departments of the organization.

**6) To Maintain Requisite Contact**

Reports help the organization in remaining in touch with different people and institutions like shareholders, creditors, customers, Government, supplier firms, etc.

---

**2.6.2 Types of Reports**

**Q19. Explain different types of Reports.**

**(OR)**

**Discuss different types of Reports.**

*Ans :*

**(Nov.-21, Nov.-20, Jan.-19, Aug.-18, June-18, Aug.-17)**

**1) On the Basis of Legal Requirement**

The reports can be categorized in two parts as follows:

**(i) Statutory Reports**

Statutory reports are prepared according to the legal provisions. For example, a report that is to be submitted to the office of the registrar of joint stock companies is prepared by the directors or secretary of the company as per the provisions of the Indian Companies Act.

**(ii) Non-Statutory Reports**

Reports that are not required to be prepared in accordance with the legal provisions are termed as non-statutory reports. These are written to help the management of the company in formulating certain guidelines or policies and taking other important decisions.

**2) On the Basis of Formality**

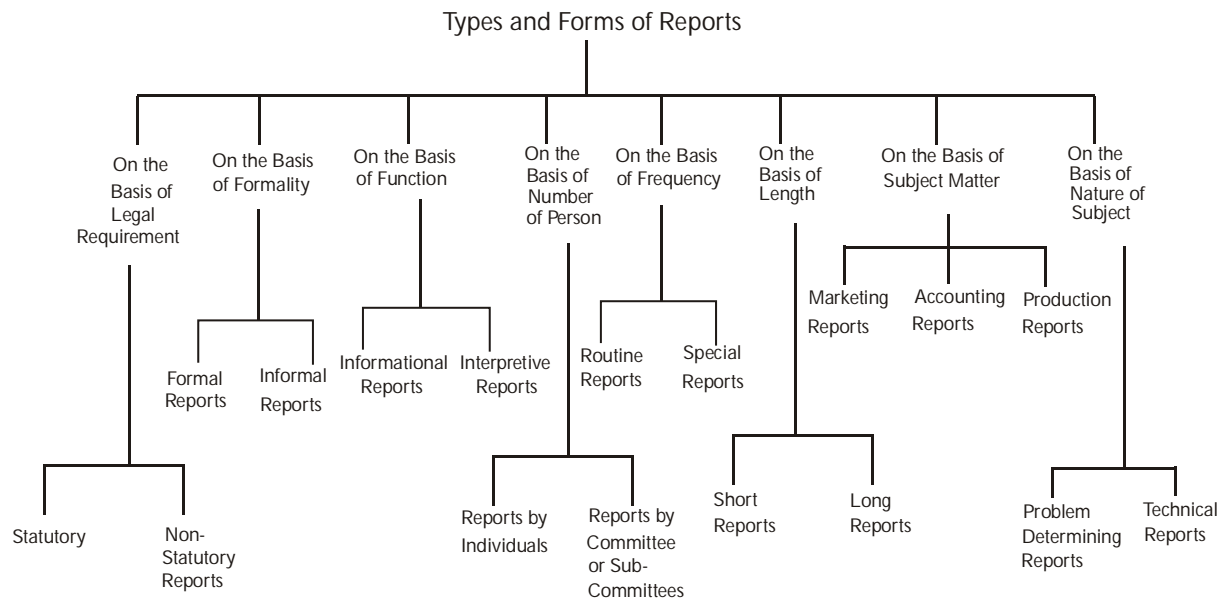
On the basis of formality, the reports can be classified as follows:

**(i) Formal Reports**

Such reports are written according to a set pattern or a formal form and prepared on the basis of pre-determined procedures and is communicated through formal channels.

**(ii) Informal Reports**

Informal reports are prepared as per the needs or requirements of the company. Such reports do not have a formal structure. These reports are used to provide information about a certain matter or only to give suggestions. These reports being informal in nature can be in both oral and written form. They are prepared for conducting an investigation, for providing information, for writing a report on an event, for recommending an approach for carrying-out an operation, etc.



### 3) On the Basis of Function

On the basis of function, the reports can be classified as follows:

#### (i) Informational Reports

It consists of only the collected data or the facts in a systematic form. It gives an exact picture of the situation. It avoids giving any judgement or suggestions on any matter. It is considered to be an important report as it puts all the relevant data in an easy to understand format which can be used by the management of the company to refer as per the requirement.

#### (ii) Interpretive Reports

This report also has certain features which are similar to that of an informational report. Along with providing the information, it analyses it, evaluates it, and also draws conclusion from it. It also provides recommendations to the management regarding a future course of action.

### 4) On the Basis of Number of Persons

On the basis of number of persons, the reports can be classified as follows:

#### (i) Reports by Individuals

Such reports include the reports written by the auditors, solicitors, company secretaries, marketing managers, personnel managers, branch managers, etc. Generally, these reports focus on the functioning of the department that the report writer belongs to.

#### (ii) Reports by Committees or Sub-Committees

Reports by committees are written on the topics that are of significance for more than one department. It is recommended that these reports should be prepared by people from different departments so that different opinions can be included in the report. So, in order to prepare such reports, committees and sub-committees are formed. These reports are considered quite authentic and are written in formal style using impersonal tone. Moreover these reports are prepared after a thorough discussion with the concerned persons of various departments.

**5) On the Basis of Frequency**

On the basis of frequency, the reports can be classified as follows:

**(i) Routine Reports**

These are the reports which are prepared and presented at regular intervals. Such reports are submitted annually, half-yearly, quarterly, monthly, fortnightly, weekly or daily. Such reports are also termed as ordinary reports. Such reports are used for providing feedback from various departments to the management. Routine reports are used to inform the management regarding the functioning of various functional areas of the organization. Such reports are quite accurate, to the point, factual and regular. Various examples of these types of reports are auditor's report, annual reports, monthly sales statement report, etc.

**(ii) Special Reports**

Such reports exclusively pertain to a particular or single situation. A special report may be about opening a new branch and various aspects related to it or it may be about the grievances of the staff of a particular branch. Such reports are related to problem of non-recurring nature.

**6) On the Basis of Length**

Depending upon the length of the report it can be categorized in the following two parts:

**(i) Short Reports**

Such reports are considered in situations where the problem is well-defined. They have a simple approach and are of limited scope. These are generally of four to five pages.

**(ii) Long Reports**

Such types of reports give detailed information about an idea or a problem. These reports give a detailed description of the problem whereas in a short report only a particular area of the problem is discussed. These reports are quite comprehensive and longer than short reports.

**7) On the Basis of Subject Matter**

On the basis of subject matter, the reports can be classified in the following three parts:

**(i) Marketing Reports**

Such reports give information regarding various types of customers, major market players, potential customers, prospective market areas, types of suppliers, various types of sales and distribution channels, etc.

**(ii) Accounting Reports**

These reports provide an honest and to the point account of assets, liabilities, expenses, revenues and financial results of a company. These reports provide a variety of information and are written in different formats. Such reports provide the reader valuable information regarding an aspect or a part of a business.

**(iii) Production Reports**

Such reports provide employee feedback to the management. These reports try to tell the top management about the performance level of an individual employee or it may be about a unit of the company regarding the information whether it has met its performance goals or not. It also gives information about quantities and units produced by the company in certain time duration.

**8) On the Basis of Nature of Subject**

The reports which are based on the nature of a subject are broadly of the following two types:

**(i) Problem Determining Reports**

In such reports, there is generally a discussion on why a problem exists and the causes behind it. It tries to know whether the problem actually exists or not.

**(ii) Technical Reports**

These reports provide data on a specialized subject. It is not mandatory to provide comments while writing technical reports.

**Q20. Compare and contrast between Routine business Reports and Specific business reports.**

*Ans :*

(Feb.-20)

S.No.	Criteria	Routine Business Reports	Specific Business Reports
1.	<b>Concept</b>	Routine business reports are the reports which are prepared and submitted to the managing director or other senior authority at regular intervals in the business routine.	Specific business report are the reports which are prepared and submitted to the top level management on special request.
2.	<b>Alternative Name</b>	Routine reports are also known as 'ordinary reports'.	Specific reports are also known as 'special reports'
3.	<b>Objective</b>	The objective of routine business reports is to provide information about day-to-day activities of the organization.	The objective of special/specific business reports is to provide information related to specific situations.
4.	<b>Nature</b>	Routine reports may be formal or informal.	Specific / special reports are formal reports
5.	<b>Authority to Prepare Report</b>	The authority to prepare routine reports rest with one or few employees either formally or informally.	The authority to prepare special reports rest with committee consisting of a group of persons specialised in a particular area
6.	<b>Time horizon</b>	Routine reports are prepared on regular intervals i.e., on daily, weekly and monthly basis.	Specific / special reports are prepared to meet special purpose whenever arises in the business.

### 2.6.3 Structure of Reports

**Q21. Describe the structure of Reports.**

(OR)

**Structure of Report is essential for good report. Explain.**

*Ans :*

(Nov.-21, Jan.-19, June-18)

The degree of formality, complexity, length and the structure of the report are affected by the type of the problem that the report focuses on and by the type of audience the report is prepared for. Various contents of the report can be summed up in the following points:

#### 1) Cover

It provides first contact with the report to the reader. The first impression of the report is usually formed on the basis of the report cover. The cover of a report should not provide too many details but give only the clues of the content inside. Generally, three goals are achieved by the cover. The first two generally are of functional nature while the third one is psychological and aesthetic. These are as follows:

- (i) It keeps the content, i.e., manuscript safe.
- (ii) The subject matter, nature of report, title of the report, author's name, name of the department or organization for which the report is made, its date, its report number, its classification, secret, top secret, ordinary, etc., are mentioned on the cover page itself. This information about the title, writer, and date of submission can easily be identified by the reader with the help of the report cover.

- (iii) Making available such information on the cover itself actually requires a lot of creativity, taste of designing and innovative thinking. So, in a psychological and aesthetic sense, good report covers increase the value of a report.'

## 2) Title Page

This page gives the information to the readers about the title of the report, its writer and date of submission of the report. Title page is very important part of a report as it indicates essential information about the report and provides help in case of future need. Several functions can be performed together by using this page. This page gives a certain dignity to the report.

It helps the readers in finding out the required matter and thus guides them in their reading tasks. So, title page consists various type of information like title, subtitle, name of the author, his/her post, name and address of the concerned person about whom the report is written, sequence or serial number of the report, contract or project number, date of completion of report, approval and distribution list. The title of a report is necessary because its basic purpose is to indicate the vital information about the report. Readers are always attracted and drawn towards a good title which provides good information to them. For example, a report titled 'The incorporation of outdoor health education activities' in the Escorts Management Development Programme tells a lot from its title.

## 3) Table of Contents

Table of content enlists various Sections of research report along with their corresponding page numbers. It includes various sections and subsections in a sequence of their appearance in the report. It allows the readers to directly go to a certain topic of their interest rather than searching the entire report for it.

## 4) Executive Summary or Abstract

Executive summary is that part of the report where the writer writes a brief summary of a complete report. It gives an overview of the

report. Executive summary is an important part of the report as sometimes managers do not want to read the complete report. Hence, this section introduces them with the objectives and contents of the report briefly, which helps them in decision-making. Generally, it is of 100 to 175 words, but sometimes, it may extend up to maximum of two pages. Although the executive summary comes before the actual discussion points, but it is written only when the report is compiled so that all the information can be accurately included in it.

While preparing executive summary, a brief description about some important details should be included in it such as research objectives, sample size and technique, data analysis technique, interpretation of results, findings, conclusions, and scope of report.

## 5) Introduction

It discusses the scope or range and background of work by making use of the following points:

### (i) Objective

It highlights the goals, purpose, reference points, and the content of the report. It also gives out information about the organization and the probable questions which the organization hopes to answer through the report.

### (ii) Methodology

This section helps a person to know about the methods used in the report for collecting, analyzing, evaluating and concluding the report findings. Moreover an explanation is also given why a certain method was selected to derive conclusions. Sometimes one is also able to get a broad outline of content and range, highlighting the problems likely to be faced while making a project.

## 6) Body of the Report

It gives all the information and the required explanation regarding the report. Here all type of queries are taken up and answered as per the knowledge of the writer. It answers

all questions beginning with what, how, where and why? The drawn conclusions in a report are divided and sub-divided in different and systematic sections and sub-sections. The following elements are included in the body of a report:

- i) Literature review.
- ii) Methods used for data analysis and interpretation.
- iii) Findings of the report.
- iv) Discussion related to what are the findings and the relation between them.

## 7) Conclusions and Recommendations

Conclusions are made on the basis of approval or disapproval of hypothesis. These either verify or deny the assumptions or hypotheses set for the data analysis. After deriving conclusions, report writers are also required to give recommendations, so that future researches can be done more effectively. These recommendations include various possibilities and decisions that can be applied so that the limitations can be minimized and credibility can be enhanced.

## 8) Bibliography and References

Bibliography and references are the lists that highlight the books, reports, journals, articles, etc., which have been referred while preparing the report. These lists mention the name of author, publication, year of publication, volume/edition, etc., in a certain format. When only citations of the entire report are listed chronologically with the last name of the author, it is called "reference". Bibliography and references validate the research work conducted by the researcher.

## 9) Appendix

Appendix is the set of all those materials that are supplementary to the report, such as, formulae, computations, questionnaire, statistical tables, etc. The readers can refer to supplementary materials while reading a particular section for better understanding.

## 10) Glossary

Various terms used in a report are listed in this section. It gives explanation of each and every term used in the report. It helps a reader regarding the technical and contextual terms that are quite difficult to understand. The section of glossary is attached alongside the appendix. A glossary is required if there are more than five technical terms in a report. If there are less than five terms they can be explained using foot notes or can be explained in the introduction of the report itself as working definitions.

---

### 2.6.4 Individual and Committee Reports

**Q22. Write briefly about individual and committee reports.**

*Ans :*

**(Feb.-20)**

#### Individual Reports

Individual reports are same as routine business reports. These reports are concerned with the work of the individuals. Individuals compiling data related to their own performance is an essential aspect of their functional responsibility. Individuals also makes data related to the performance of a group or unit. Individuals are also assigned the job of making special reports by the managers.



The individuals reports are need to be written in a prescribed form. The report writer work is to,

- (i) Put a tick mark against the items and
- (ii) Making remarks in the blank space provided.

### **Committee Reports**

Committee reports are made by more than one individual or group of people. Committees are formed in order to compile a technical/research report. These reports are complex in nature.

### **Examples**

- (i) Changes in government policy and competetion.
- (ii) Computerization of departments
- (iii) Change in the working hours of the factory.

The steps considered for making the committees work successfully are,

#### **(a) Formation of Committee**

Care is taken related to factors like size and choice of the members. It is crucial to select the appropriate person as the chairman of the committee.

#### **(b) Specify Subject and its Focus**

It specifies the subject clearly. The terms of reference or objectives of the study are clearly stated.

#### **(c) Provide Facility for Investigation**

It should focus on data collection and analysis procedures and tools. Required facilities are provided for the purpose of investigation.

#### **(d) Encourage Deliberations**

Committees are provided time and funds required to meeting and discussion the issues and findings.

#### **(e) Set up Clear Goals**

Setting up clear goals is one of the crucial step of committees. Because this aspect helps in investigation and in providing recommendations.

The role of chairman of the committee is to give consideration to the following,

- (i) Careful and complete investigation of the issues
- (ii) Conscious deliberation of the subject matter
- (iii) Judicious and balanced approach in making inferences and recommendations.

To assist committees sub-committees are formed such as,

- (a) 'Welfare' sub-committee to study adequacy of welfare measures
- (b) 'Relations' sub-committee to investigate reasons for lack of harmony
- (c) 'Working condition and environment' subcommittee to examine the work related issues.

**2.6.5 Differences between Individual and Committee Reports****Q23. What are the differences between Individual and Committee Reports?***Ans :*

The following are the differences between individual and committee reports.

S.No.	Basis	Individual	Committee
1.	Persons involved	In individual only one person is involved.	In committee group of persons are involved.
2.	Subject	Simple	Complex
3.	Function/ Department	One	More than one
4.	Occasion	Routine	Special
5.	Style	Semi-informal	Formal
6.	Basis	Activity	Study and deliberation
7.	Structure	It is structured	It is unstructured
8.	Focus	Job responsibility and goals	Terms of reference or objectives and hypotheses
9.	Frequency	Routine, regular and scheduled	Special as and when needed
10.	Media Tool	Letter or memo	Letter and text

**Q24. Explain the steps involved in writing corporate reports.***Ans :***(Feb.-20)**

The various stages involved in the business / corporate report writing includes,

1. Planning
2. Researching and
3. Drafting

These steps are further classified into sub-heads as follows,

**1. Planning of Report Writing**

The main purpose of planning in report writing is to basically ascertain the goals and research methodology adopted for carrying out the research.

**(a) Define the Purpose**

At this stage, research is conducted to collect data for solving problem and for exploiting the opportunities.

**(i) Problem-Solving**

Researchers try to understand the problems of customers, employees and investors in terms of satisfaction, preference, perception and so on in order to solve the problem.

**(ii) Opportunity Specification/ Opportunity Exploitation**

The business organizations keep on finding various alternatives in order to develop and diversify various courses of action in the market.

**(b) Determine your Audience and their Expectations**

Report should be so clear that the reader understands it properly. The important factors to be considered are accuracy and timeliness, as these factors facilitate the audience in taking up effective decisions.

**(c) Design Research Plan**

The research plan basically deals with the collection of information either through primary or secondary sources. It also takes into consideration the various aspects like suitability of research method, accuracy and reliability.

**(d) Develop Preliminary Outline of Report**

The different outline techniques include the following,

- (i) Mind Maps
- (ii) Information Wheel
- (iii) Concept Webs
- (iv) Page Maps.

**2. Research Process**

Marketing managers should first decide whether the research is needed or not. Usually, research is needed when information from MIS or DSS is not available or is insufficient to draw conclusions. Before taking up the research project, marketing managers should consider the time and cost elements. There should be sufficient time for research and enough funds to sponsor the research project. In general, for large enterprises, the process of marketing research comprises the following six steps,

**Step 1 : Problem Identification**

At the beginning, researchers must define the research problem, keeping in mind the objectives of research.

**Step 2 : Developing an Approach to the Defined Problem**

For developing an approach to tackle the research problem, researchers should first understand the need for research. Accordingly, they are required to plan out a theoretical framework for research. Further, analytical models, research questions and hypothesis for testing have to be developed.

**Step 3 : Formulating the Research Design**

A research design is a plan of how to conduct a research. It outlines the procedures to be carried out for the success of any research project in solving a research problem. It also suggest hypothesis testing methods and alternative solutions to the research problem.

**Step 4 : Collection of Data**

Once the data collection methods are decided, data collection team is organized, trained and supervised. The data collection team follows the guidelines of research design and uses only those methods that are regularly evaluated.

**Step 5 : Preparation and Analysis of Data**

The compiled crude data has to be edited and corrected. Data preparation also involves coding and transcription. Next, the data is analyzed and verified by following the guidelines of the research design. Finally information is generated that aids managers in understanding the research problem and its possible alternative solutions.

### Step 6: Preparation of Report and Presentation

Finally, when the research is complete, researchers document the actual process carried out by the researcher. Research results are formatted for easy understanding of the decision makers. Presentations are made about the research problems and the findings are discovered.

### 3. Drafting

The various steps involved in drafting a report are as follows,

#### (a) Making an Outline

Prior to writing a report, an outline must be prepared in a systematic manner in order to understand the report clearly. The order of an outline of report is as follows,

- (i) Logical ordering
- (ii) Ordinating
- (iii) Introduction
- (iv) Types
- (v) Principles
- (vi) Numbering etc.
- (b) Structure of the Report

#### (c) Write the Rough Draft

Before finalizing the report, rough draft must be prepared so that the necessary changes can be made wherever required.

#### (d) Edit and Write Final Draft

The last stage of report is finalizing the draft after making necessary corrections and editing. Even though great care is taken towards the preparation of report, some errors may creep in. The five types of errors which usually occur in a report are factual errors, analysis errors, interpretation errors, judgement errors and presentation errors. In order to overcome these errors, a report must be revised for clarity and therefore, the report could be made effective.

## 2.7 REPORT WRITING

### Q25. What is Report writing?

*Ans :*

(Nov.-21)

Report writing is a conscious, rational and systematic. It is both an art as well as science. Report-writing requires conceptual and communication skills and a scientific approach to investigation, analysis and presentation. Managers should possess right abilities and attitudes for creating effective reports.

#### 2.7.1 Logical Sequencing

### Q26. Explain Various steps involved in Report writing.

*Ans :*

While writing a report, the following steps are taken as described below:

#### Steps 1: Drafting

Successful writing includes correct drafting which is an important part of one's writing skills. The main reason behind writing a draft is that it lays the basic framework of a report. A good framework helps the writer in writing an efficient report.

#### Steps 2: Documenting the Sources

One must be very sure to document the sources of report such as data collected online, print data, primary data collected from interviews, surveys etc. Documentation of data sources helps in validating the authenticity of the report.

Generally writing a report involves the use of 'citation' which is a method to know the source of some idea or information. The main reason behind it is to give a clue to the concerned person that if he/she wants to have more details then one must refer to the original source of information. If anybody says that source of information is not mentioned, it simply means that one has not given proper citation.

#### Steps 3: Revising

It means the act of reviewing the matter and the sentence structure of the report. It includes the process of increasing, pruning and altering the written content.

**Steps 4: Formatting**

Formatting of the report is essential for making the report attractive and understandable. One must note that a report is read by a number of different types of readers. Some of these might need detailed and comprehensive matter while many others would not. Generally the readers want to find the relevant matter quickly and in accurate terms.

**Steps 5 : Proofreading**

Proofreading the report helps in increasing the quality of the written report. Proofreading can be done not only by the writer but also by a colleague. The main reason behind it is that a person generally fails to understand his own mistakes. It is not easy to identify our own mistakes. Hence, proofreading helps the writers in identifying the errors before the publication of the report.

**Q27. Describe various techniques of Report Writing.**

*Ans :*

Writing a business report requires a lot of styles in its pattern as follows:

**1) Letter-Style Report**

Letter-style reports are generally used for internal communication and are written on the letter head of the company. It makes requests, passes on certain set of information as well as gives suggestions to other members of the staff. This report contains no salutation despite being in letter format and has a signature only. It is written in simple and easy to understand language. These reports look quite similar to a memorandum but are more detailed in nature.

**2) Schematic Report**

Such reports are presented in a particular format under special headings. These reports deal with specific matters and are usually written on the request of the top management. Such reports are prepared according to a proper scheme under different headings:

**(i) Terms of Reference**

The terms of reference state the purpose of writing the report. It clearly mentions on whose instructions it was prepared and what is the scope of enquiry or activity that is covered in the report.

**(ii) Action Taken**

Here we are given details about different activities which are taken while preparing the report. It also tells us how information was collected from different sources for presenting a data.

**(iii) Findings**

This head gives information about what was done, what observations and discoveries were made and what information was ultimately collected. It comprises of all the data which is relevant to the action or enquiry.

**(iv) Conclusions**

Here the writer of the report gives a final comment regarding the objective of the report.

**(v) Recommendations**

Here the writer makes recommendations on the bases of the analysis made and the conclusions drawn from the overall writing process.

**Q28. Explain the significance of Report Writing.**

*Ans :*

Significance of reports can be judged on the basis of the following arguments:

**1) Communicates the Information**

A report can be used as a means of communicating facts and information to the top management or executives in the organization. With the help of reports, ideas, suggestions, and concepts of the organizations are conveyed to their shareholders, customers, general public, top management

executives, etc. Communicating information through reports allow the managers to make efficient decisions.

## 2) Helps in Evaluation

A report helps the managers to re-evaluate their prevailing problem as well as to plan for the future efficiently. Reports also help various departments to co-ordinate and control their activities. Reports assist general public in finding probable suggestions regarding their problems.

## 3) Facilitates Measuring Performance

Reports can also help in evaluating performance of a particular department/organization, town, district, state, or country. They also provide relevant and complete information about the performance, which in turn help in finding out the ways for betterment.

## 4) Predicts Future Trends

Reports contain the facts and figures related to some crucial incidents or occurrences that help in predicting the future occurrences. Reports can also forecast the changing trends of consumer buying, upcoming variation in the market or economy, or need of technical advancement.

## 5) Helps in Making Desirable Changes

Reports help in making desirable changes in a department, organization, market, or economy, by understanding its consequences and giving valuable suggestions. It identifies the factors responsible for poor performance of a particular plan, policy, scheme, or organization and provides ideas or solutions to eliminate those factors so that positive changes could be implemented.

### Q29. What are the essentials of good report writing?

*Ans :* (Aug.-21, Jan.-18, Aug.-17)

1. The research report should present the logical analysis of the subject matter.

2. The report should show originality and should be an attempt to solve some intellectual problem.
3. The report should also indicate the policy implication relating to the problem under consideration.
4. Appendices should be enlisted in respect of all the technical data in the report.
5. Index should also be prepared and appended at the end.
6. Report must be attractive in appearance, neat and clean, whether typed or printed.
7. Bibliography of the sources of information must also be appended.
8. Confidence limits and the constraints considered for the study should also be mentioned.
9. Objective of the study, nature of the problem, methods employed and the analysis technique adopted must also be clearly stated in the report.

## 2.8 EXECUTIVE SUMMARY

### Q30. What is an executive Summary? How to write on effective executive summary?

*Ans :*

An executive summary (or management summary) is a short document or section of a document produced for business purposes. It summarizes a longer report or proposal or a group of related reports in such a way that readers can rapidly become acquainted with a large body of material without having to read it all. It usually contains a brief statement of the problem or proposal covered in the major document(s), background information, concise analysis and main conclusions. It is intended as an aid to decision-making by managers and has been described as the most important part of a business plan.

An executive summary differs from an abstract in that an abstract will usually be shorter and is typically intended as an overview or

orientation rather than being a condensed version of the full document. Abstracts are extensively used in academic research where the concept of the executive summary is not in common usage. "An abstract is a brief summarizing statement... read by parties who are trying to decide whether or not to read the main document", while "an executive summary, unlike an abstract, is a document in miniature that may be read in place of the longer document

Executive summaries are important as a communication tool in both academia and business. For example, members of Texas A&M University's Department of Agricultural Economics observe that "An executive summary is an initial interaction between the writers of the report and their target readers: decision makers, potential customers, and/or peers. A business leader's decision to continue reading a certain report often depends on the impression the executive summary gives."

## 2.9 EFFECTIVE BUSINESS CORRESPONDENCE

### Q31. What is Effective Business Correspondence? And Its types.

*Ans :*

Business correspondence means the exchange of information in a written format for the process of business activities. Business correspondence can take place between organizations, within organizations or between the customers and the organization. The correspondence is generally of widely accepted formats that are followed universally

#### Need for Written Communication

1. Maintaining a proper relationship.
2. Serves as evidence.
3. Create and maintain goodwill.
4. Inexpensive and convenient.
5. Formal communication.
6. Independent of interpersonal skills

#### Types

##### 1. Business letters

Business letters are the most formal method of communication following specific formats. They are addressed to a particular person or organization. A good business letter follows the seven C's of communication. The different types of business letters used based on their context are as follows,

1. Letters of inquiry
2. Letters of claim/complaints
3. Letters of application
4. Letters of approval/dismissal
5. Letters of recommendations
6. Letters of promise.

Official letters can be handwritten or printed. Modernisation has led to the usage of new means of business correspondence such as E-mail and Fax.

##### 2. Email

Email is the least formal method of business communication. It is the most widely used method of written communication usually done in a conversational style. It is used when there is a need to communicate to large audience in an organization.

##### 3. Memorandum

Memorandum is a document used for internal communication within an organization. Memos may be drafted by management and addressed to other employees, and it is sent with the money draft. Memos are sent to several people in a team when important business matters need to be updated to them or to a single person to have a written record of the information.

### Q32. What is the Importance of Business Correspondence?

*Ans :*

The process of communication between two persons through letters drafted on personal, official or on business matters are called as

“correspondence”. It is a type of communication which is expressed in written form to express ideas, opinions, views etc. There exist huge differences between business communication and business correspondence. Spoken graphics, non-verbal communication constitute the forms of “business communication”. Whereas, written, typed or word processor printed letters, fax, emails represent the forms of “business correspondence”.

Business correspondence is a form of communication which is often expressed in written format specifically about the matters relating to trade and commerce.

Letters relating to the banking, insurance, purchase and sale of goods, transportation etc., come under the purview of business correspondence.

### **Importance of Business Correspondence in Organizational Success**

As correspondence involves written statement, it can also be used for future reference by keeping a record of it. Correspondence plays an important role in performing business activities. Correspondence helps in creating a contact between two persons who are residing far away from each other and it also helps in bridging the gap existing between the persons.

Correspondence acts as a backbone for any business. If any business fails to do correspondence in effective manner, it will definitely bear losses. Written form of correspondence can be better understood by the receiver. It serves as a cheap and reliable method of business communication.

There is no restriction on the business operation as it can be expanded to any state or in to any nation, i.e., the production of the product may occur at one place however, it can be consumed throughout the world.

The distance between one place to other place needs to be considered prior to the establishment of correspondence, i.e., the message can be transmitted through writing letter because of the expansion of business. The significance of business communication can be studied as follows,

#### **1. Relationship Maintenance**

The activities and operations of business always spread nationally or internationally. So,

a business person needs an effective means of communication to establish contact with suppliers, distributors or customers. This can be easily achieved with the help of written communication.

#### **2. Acts as Cheap Mode**

The information which is provided through the business letters is found to be less expensive than other modes of communication like-telephone, fax, email etc. So, it helps the organization to reduce the total expenses associated with communication.

#### **3. Maintenance of Goodwill**

Through, business letters, goodwill for the organization can be established. They act as a means for the receipt of complaints and thoughts of the customers. Letters also provide information to the customer relating to the availability of a new product offers etc.

#### **4. Evidence**

Letters serve as the best record for keeping information relating to the facts of business. Such records are maintained during negotiation process and serve as an evidence when some dispute arises between the parties. Organizations are benefited with the help of such records so as to resolve the disputes.

#### **5. Business Expansion**

Effective business correspondence helps an organization to collect the information of its customers belonging to different places. Information may be relating to competitor's products, prices, promotion, market etc. Through business letters, businessmen gather information about the demand of the product in the market, which helps them to increase production as well as to enhance sales.



**Q33. Do you agree that “the effective organizational communication would improve the organizational efficiency and effectiveness”. Discuss.**

*Ans :*

The statement “the effective organizational communication would improve the organizational efficiency and effectiveness” is true. As the effective use of communication would improve the efficiency and effectiveness of an organization and acts as a bridge for the success of organization.

### **Communication in Organization**

Communication is a pivotal element in any organizational setting. It serves as a common thread for management processes. As the nervous system to a body, communication is an integrating system of an organization. Adding to this, one of the writer described communication as the lifeblood to an organization. This identifies that no organization can think of its existence without effective communication.

Communication also forms a base for the success or failure of a manager. His degree to communicate effectively, makes him a successful manager. In this connection Bernard says, “The first executive function is to develop and maintain a system of communication”. Thus, it can be understood that communication is the life-giving element to an organization and has to be dealt with utmost care.

### **Significance or Importance of Effective Communication**

Communication is the important element of an organization. Its importance is felt due to following reasons,

- (i) Communication forms the basis for action. It is essential for each and every individual activity.
- (ii) It helps a manager to plan the activities.
- (iii) It guides in managerial performance and facilitates a manager in getting the work done.
- (iv) It is the source of management processes- planning, organizing, leading, staffing, directing, controlling etc.

- (v) It becomes the foundation for cohesiveness among group members and is the source of coordination
- (vi) It is helpful to a manager in organizational decision making.
- (vii) Communication only provides the information necessary for goal achievement.
- (viii) It fructifies the relationship among employees and management.
- (ix) With effective communication in the right time, a manager can get the work done.
- (x) Communication, above all is vital for implementing the organizational policies and programmes.
- (xi) It facilitates in achieving the objectives of an organization.
- (xii) It helps in developing human relations by changing attitudes and boosting the morales of employees.
- (xiii) Effective communication improves the leadership qualities of managers.
- (xiv) It acts as a tool for managing relations with media, investor and government.
- (xv) Effective communication results in developing harmony and peace in the organization.

## Short Question & Answers

### 1. Routine Reports.

*Ans :*

These are the reports which are prepared and presented at regular intervals. Such reports are submitted annually, half-yearly, quarterly, monthly, fortnightly, weekly or daily. Such reports are also termed as ordinary reports. Such reports are used for providing feedback from various departments to the management. Routine reports are used to inform the management regarding the functioning of various functional areas of the organization. Such reports are quite accurate, to the point, factual and regular. Various examples of these types of reports are audition's report, annual reports, monthly sales statement report, etc.

### 2. Committee Reports.

*Ans :*

Committee reports are made by more than one individual or group of people. Committees are formed in order to compile a technical/research report. These reports are complex in nature.

#### Examples

- (i) Changes in government policy and competition.
- (ii) Computerization of departments
- (iii) Change in the working hours of the factory.

The steps considered for making the committees work successfully are,

#### (a) Formation of Committee

Care is taken related to factors like size and choice of the members. It is crucial to select the appropriate person as the chairman of the committee.

#### (b) Specify Subject and its Focus

It specifies the subject clearly. The terms of reference or objectives of the study are clearly stated.

#### (c) Provide Facility for Investigation

It should focus on data collection and analysis procedures and tools. Required facilities are provided for the purpose of investigation.

#### (d) Encourage Deliberations

Committees are provided time and funds required to meeting and discussion the issues and findings.

#### (e) Set up Clear Goals

Setting up clear goals is one of the crucial step of committees. Because this aspect helps in investigation and in providing recommendations.

The role of chairman of the committee is to give consideration to the following,

- (i) Careful and complete investigation of the issues
- (ii) Conscious deliberation of the subject matter
- (iii) Judicious and balanced approach in making inferences and recommendations.

To assist committees sub-committees are formed such as,

- (a) 'Welfare' sub-committee to study adequacy of welfare measures
- (b) 'Relations' sub-committee to investigate reasons for lack of harmony
- (c) 'Working condition and environment' subcommittee to examine the work related issues.

### 3. What are the essentials of good report writing?

*Ans :*

1. The research report should present the logical analysis of the subject matter.

2. The report should show originality and should be an attempt to solve some intellectual problem.
3. The report should also indicate the policy implication relating to the problem under consideration.
4. Appendices should be enlisted in respect of all the technical data in the report.
5. Index should also be prepared and appended at the end.
6. Report must be attractive in appearance, neat and clean, whether typed or printed.
7. Bibliography of the sources of information must also be appended.

#### 4. Special Reports.

*Ans :*

Such reports exclusively pertain to a particular or single situation. A special report may be about opening a new branch and various aspects related to it or it may be about the grievances of the staff of a particular branch. Such reports are related to problem of non-recurring nature.

#### 5. Structure of Reports.

*Ans :*

The degree of formality, complexity, length and the structure of the report are affected by the type of the problem that the report focuses on and by the type of audience the report is prepared for.

##### 1) Title Page

This page gives the information to the readers about the title of the report, its writer and date of submission of the report. Title page is very important part of a report as it indicates essential information about the report and provides help in case of future need. Several functions can be performed together by using this page. This page gives a certain dignity to the report.

##### 2) Table of Contents

Table of content enlists various Sections of research report along with their corresponding page numbers. It includes various

sections and subsections in a sequence of their appearance in the report. It allows the readers to directly go to a certain topic of their interest rather than searching the entire report for it.

#### 3) Executive Summary or Abstract

Executive summary is that part of the report where the writer writes a brief summary of a complete report. It gives an overview of the report. Executive summary is an important part of the report as sometimes managers do not want to read the complete report. Hence, this section introduces them with the objectives and contents of the report briefly, which helps them in decision-making. Generally, it is of 100 to 175 words, but sometimes, it may extend up to maximum of two pages. Although the executive summary comes before the actual discussion points, but it is written only when the report is compiled so that all the information can be accurately included in it.

While preparing executive summary, a brief description about some important details should be included in it such as research objectives, sample size and technique, data analysis technique, interpretation of results, findings, conclusions, and scope of report.

#### 4) Introduction

It discusses the scope or range and background of work by making use of the following points:

##### (i) Objective

It highlights the goals, purpose, reference points, and the content of the report. It also gives out information about the organization and the probable questions which the organization hopes to answer through the report.

##### (ii) Methodology

This section helps a person to know about the methods used in the report for collecting, analyzing, evaluating and concluding the report findings. Moreover an explanation is also given why a certain method was selected to derive conclusions. Sometimes one is also

able to get a broad outline of content and range, highlighting the problems likely to be faced while making a project.

### 5) **Body of the Report**

It gives all the information and the required explanation regarding the report. Here all type of queries are taken up and answered as per the knowledge of the writer. It answers all questions beginning with what, how, where and why? The drawn conclusions in a report are divided and sub-divided in different and systematic sections and sub-sections. The following elements are included in the body of a report:

- i) Literature review.
- ii) Methods used for data analysis and interpretation.
- iii) Findings of the report.
- iv) Discussion related to what are the findings and the relation between them.

### 6) **Conclusions and Recommendations**

Conclusions are made on the basis of approval or disapproval of hypothesis. These either verify or deny the assumptions or hypotheses set for the data analysis. After deriving conclusions, report writers are also required to give recommendations, so that future researches can be done more effectively. These recommendations include various possibilities and decisions that can be applied so that the limitations can be minimized and credibility can be enhanced.

---

### 6. **Structure of business letters.**

*Ans :*

- 1) Letterhead
- 2) Date
- 3) Inside Name and Address
- 4) Courtesy Title
- 5) Subject
- 6) Salutation
- 7) Message
- 8) Complimentary Close
- 9) Signatures and Designations
- 10) Reference Initials
- 11) Enclosures and Copy line

---

### 7. **Define written communication.**

*Ans :*

A 'Written Communication' means the sending of messages, orders or instructions in writing through letters, circulars, manuals, reports, telegrams, office memos, bulletins, etc. It is a formal method of communication and is less flexible. A written document preserved properly becomes a permanent record

for future reference. It can also be used as legal evidence. It is time-consuming, costly and unsuitable for confidential and emergent communication. Written communication, to be effective, should be clear, complete, concise, correct, and courteous.

---

**8. Define Business letters.**

*Ans :*

**Meaning**

"A commercial or business letter can be referred to as a letter that contains business related information. A communication through exchange of letters is known as business or commercial correspondence. Businessmen may write letters to supplier of goods and also receive letters from the suppliers. Customers may write letters to businessmen seeking information about availability of goods, price, quality, sample, etc., or place order for purchase of goods.

Thus, business letters may be defined as a media or means through which views are expressed and ideas or information is communicated in writing in the process of business activities. The letter's appearance conveys nonverbal impressions that affect a reader's attitude. Elements of appearance that help produce favourable reactions are appropriate stationery and correct letter parts and layouts.

---

**9. E-mail.**

*Ans :*

**Meaning**

Electronic mail, popularly known as e-mail, is a service used for sending and receiving computer-stored messages safely and quickly with the help of a telecommunication channel. It is the exchange of computer based messages, through a computer or electronic medium. They are usually considered as a secure and prompt source of message transmission. In terms of computer science, an e-mail is defined as a process of network service which enables two or more individuals to interact with each other through messages, received or sent by using a computer or identical device.

E-mail is the most popular service of internet, which is used by majority of users worldwide. It facilitates communication service to be precise, fast and trusted. In an e-mail, a user types the message on his computer and transmits it to the receiver with the help of electronic signals. The other user, who is the receiver of this message, receives the notification about having an unread message or mail in his inbox. The users can regularly check for any new message which is delivered to his inbox. Once he receives the notification about a new mail in inbox, user will be provided with choice of either checking it immediately or whenever he is available.

---

**10. Define business Memos.**

*Ans :*

**Definition**

A message or other information in writing sent by one person or department to another in the same business organization.

Memo or memorandum is primarily a written message exchanged by employees in conduct of their work. Thus memorandum is a letter which goes within a organization.

Memo is a short form of Memorandum. The term is derived from a Latin word "Memorale" which means "to tell".

**11. Define Report.***Ans :***Meaning**

The word 'Report' means 'to carry back' and has been derived from the Latin word 'reportare'. A report refers to a description of the happening of a certain event that is carried back to a person who was not present on the spot. Generally all types of memorandums, news items and letters come under the category of reports.

It refers to "a statement describing what has happened" or 'what is the state of affairs' as per a well-known definition. Sometimes in business premises, a certain form of 'report' is required. A report is generally understood to have a detailed examination of a problem or condition, the action taken, and the findings of some enquiry. A report is always prepared in a good and knowledgeable way, drawing certain logics, making suggestions and recommending a certain way of action.

---

**12. What is Report writing?***Ans :*

Report writing is a conscious, rational and systematic. It is both an art as well as science. Report-writing requires conceptual and communication skills and a scientific approach to investigation, analysis and presentation. Managers should possess right abilities and attitudes for creating effective reports.

## *Choose the Correct Answers*

1. Formal reports are [ a ]  
(a) Brief (b) Elaborate  
(c) One liners (d) Texts
2. Reports are presentations of [ c ]  
(a) Fiction (b) Plays  
(c) Facts (d) Poetry
3. Memos are communicated within the [ c ]  
(a) House (b) Theatre  
(c) Organization (d) Schools
4. One of the more formal types of reports is the [ a ]  
(a) Manuscript report (b) Text report  
(c) Media reports (d) Press reports
5. While preparing a report the manager needs to take care of [ a ]  
(a) Legal guidelines (b) Social guidelines  
(c) Economic guidelines (d) Political guidelines.
6. One that protects the contents of the report is the [ a ]  
(a) Cover (b) Text  
(c) Letter (d) Signature
7. Margins make reading visually [ a ]  
(a) Attractive (b) Unattractive  
(c) Superficial (d) Boring
8. The word resume came from which word [ d ]  
(a) German word (b) Swedish word  
(c) Japanese word (d) French word.
9. Opening paragraph of a letter should be [ c ]  
(a) Appealing (b) Antagonizing  
(c) Arresting (d) Approving
10. Most commonly used salutation is [ d ]  
(a) Yours lovingly (b) Yours truly  
(c) Yours faithfully (d) Yours sincerely

### *Fill in the blanks*

1. Report is a logical and systematic presentation of \_\_\_\_\_.
2. Informal reports are \_\_\_\_\_ .
3. Formal reports are totally \_\_\_\_\_ .
4. Memos are \_\_\_\_\_ and \_\_\_\_\_informal.
5. Manuscript are more \_\_\_\_\_reports.
6. While preparing the report a manager has to take into account the general guidelines as well as the \_\_\_\_\_ framework.
7. \_\_\_\_\_ protects the content of the report.
8. \_\_\_\_\_make writing usually appealing.
9. Appropriate \_\_\_\_\_ help the reader to follow the organization of the report.
10. \_\_\_\_\_could be used to give credit to paraphrased text.

#### **ANSWERS**

1. Facts
2. Concise
3. Impersonal
4. Short
5. Formal
6. Legal
7. Cover
8. Margins
9. Headings
10. Footnotes and citations



## UNIT III

Oral Communication – Presentation Skills – Principles Of Effective Presentations- Principles Governing Use Of Audio-Visual Media -Meetings – Group Discussions – Managerial Speeches –Non- Verbal Communication – Negotiation Skills-Approaches To Negotiations- Preparing For and Conducting Negotiations -Kinesics – Proxemics – Voice – Motivation – Leadership – Culture– Language Dynamics

### 3.1 ORAL COMMUNICATION

**Q1. Define oral communication. Explain the features of oral communication.**

*Ans :*

#### Meaning

Oral communication acts as a natural and indispensable activity of human beings. For becoming successful manager, one must master the skills of oral communication.

Oral communication is used to exchange the ideas, through oral words by making use of either face-to-face communication or through any mechanical or electrical device such as telephone etc.

#### Definitions

- (i) **According to Ricky W. Griffin**, "Oral communication takes place in face-to-face conversations, group discussions, telephone calls and other circumstances in which spoken word is used to express meaning."
- (ii) **According to Bovee and others**, "Oral communication expresses ideas through the spoken word."
- (iii) **According to S. K. Kapur**, "Oral communication takes place when spoken words are used to transfer information and understanding from one person to another."

#### Features

Following are the characteristics of oral communication:

##### 1. Instantaneous Two-Way Process

Oral communication is a speedy two-way

process. The messages in oral communication travel back and forth instantaneously without any loss of time, making it highly interactive.

##### 2. One-Off Exercise

Oral communication is a one-off exercise. It is not repeated and there is no written record to which any references can be made.

##### 3. Day-to-Day Language

The use of common, unconventional, day to day conversational language is considered to be the most effective in oral communication.

##### 4. Presence of Sender and Receiver

The presence of both, the sender and receiver is required at the same time, for oral communication to take place.

##### 5. Principles

Accuracy, clarity and brevity are the three principles of oral communication. This can be achieved by using the right language, which the listener will understand and by sequencing the speech in a logical manner.

##### 6. Effect of Body Language and Speech Modulation

Oral communication is highly effected by body language and voice modulations. A high or low pitch voice or gestures made during speech, greatly influence the quality of oral communication.

##### 7. It cannot be Erased or Mended

It is said, spoken words are like arrows, shot from a bow, which cannot be taken back. While in written communication, it is possible to erase and or rectify the language, the same is not possible in oral communication.

**Q2. Explain different forms of oral communication.***Ans :***Forms**

Oral communication usually takes place in any of the following forms:

**1. Informal Face-to-Face Talk**

Informal face-to-face talk takes place outside the formally prescribed and planned organisational network. It occurs spontaneously and beyond organisational hierarchy. There are no set rules and no particular direction. It is multidirectional and strengthens the social relations among organisational members. Sometimes it assumes the form of false and baseless rumours.

**2. Interviews**

Interviews are usually defined as a conversation with a purpose. They can be very helpful to the organization when it needs information about assumptions and perceptions of its activities in the community. An interview can also be a conversation in which the interviewer questions the interviewee in order to gain information. Interviews can be formal or informal, structured or unstructured. They can be conducted one-to-one or in groups, face-to-face or by telephone, Skype, or e-mail.

**3. Group Communication**

Oral communication also assumes the form of group communication. Group is a gathering of two or more persons interacting and influencing each other through the process of communication. These groups may be formal groups - explicitly designed as part of the organisational structure - such as committees, task forces, quality circles, etc. It may also be informal groups which emerge spontaneously without deliberate design in the organisational hierarchy.

The group communication takes place in the following forms:

i) **Debate or Group Discussion** : The term 'group discussion' is used to refer to an oral communication situation in which a small number of professionals meet and discuss a problem or issue to arrive at a consensus to exchange information on a significant matter related to the function, growth or expansion of the organization to which they belong.

ii) **Meetings** : A meeting is any focused conversation of members that has a specific purpose which is mentioned in its agenda. The meetings require proper and timely notice along with agenda, quorum (minimum attendance) chairman and formal record of the proceedings (minutes).

iii) **Conferences** : A conference is a person's gathering for consulting, discussing certain matters and exchanging views. This is usually focused on a particular theme.

iv) **Committees** : Committee is a group of people, either appointed or elected, commuted with certain task(s) or matter(s).

**4. Speeches and Presentations**

Speeches and presentations involve the oral communication by one speaker to the large number of audience members. They involve the same principles of oral communication and provide the advantage of influencing people with enthusiasm and confidence. Speeches are more formal and are delivered on formal occasions whereas presentations are usually short and less formal and are delivered with demonstrations of audiovisual aids followed by answers to questions from the audience.

**Q3. Describe various Principles of Oral Communication.***Ans :*

The principles of oral communication are discussed below:

**1. Clear pronunciation**

Clear pronunciation of message sender in the main factor of oral communication. If it is not clear, the goal of the message may not be achieved.

**2. Preparation**

Before communicating orally the speaker should take preparation both physically and mentally.

**3. Unity and integration**

The unity and integration of the speech of the message sender is a must for successful oral communication.

**4. Precision**

Precision is needed to make oral communication effective. The meaning of the words must be specific.

**5. Natural voice**

The speaker's voice must not be fluctuated at the time of oral communication. On the other hand artificial voice must be avoided.

**6. Planning**

Organized plan is a must for effective oral communication. The speaker should take proper plan for delivering speech.

**7. Simplicity**

The speaker should use simple and understandable words in oral communication. It should be easy and simple.

**8. Legality**

The speaker's speech should be legal and logical at the time of oral communication.

**9. Avoiding emotions**

At the time of oral discussion, excessive emotions can divert a speaker from main subject. So, the speaker should be careful about emotion. The speech must be emotionless.

**10. Acting**

Many people lose concentration after listening for a few minutes. So speech must be emotionless.

**11. Efficiency**

Speaker's efficiency and skill is necessary for effective oral communication.

**12. Vocabulary**

Words bear different meanings to different people in different situations. In oral communication, a speaker should use the most familiar words to the receiver of the message to avoid any confusion in the meaning of the words.

**Q4. Describe the Guidelines of Oral Communication.**

*Ans :*

Rules for effective oral communication are followed :

**1. Clear and proper words**

For effective oral communication, the words should be clearly and properly pronounced. Poor voice control and poor communication act as a barrier to communication.

**2. Clarity and precision**

For effective oral communication, the person who speaks must have a good vocabulary at his disposal and should be able to convey his message without any confusion of meaning.

**3. Brevity**

For effective oral communication, the speaker should use only the number of words necessary to convey his meaning. Over-communication should be avoided. The speaker should use limited words to convey his message.

**4. Proper tone**

For effective oral communication not only words, but also the feeling with which you say them affect the person who is listening. A proper tone, volume and voice are necessary.

**5. Right register**

For effective oral communication use of a right register is essential. By Right Register, we mean using the correct style and vocabulary to suit the situation and the listener.

**6. Correct pitch**

For effective oral communication correct pitch is necessary. Pitch means the way in which your voice moves up and down. To hold the attention of your listeners, pitch must change from time to time.

**Q5. State the advantages and disadvantages of oral communication.**

*Ans :*

**Advantages****1. Less expensive**

Benefits of oral communication is less expensive and saves money as no stationary or gadgets are required.

**2. Saves time**

Merits of oral communication are that saves time, labor and energy as it is direct, faster and personal.

**3. Immediate Feedback**

In Oral communication, immediate feedback or response is obtained.

**4. Personal Contact**

Oral communication is more effective, and it develops personal contact, which is essential and valuable for smooth working.

**5. Useful in Difficult Situations**

Oral communication is very useful in difficult and emergent situation.

**6. Co-operative spirit**

Oral communication has a human touch as it generates the friendly and co-operative spirit.

**7. Useful in Secret Matters**

Oral communication is very useful for some secret and confidential matters.

**8. Persuasive**

In oral communication, the speaker can win over the other person to his point of view.

**9. Useful for all kinds of Audiences**

Oral communication is very useful for addressing literate, semi-literate and illiterate masses.

**Disadvantages****1. No legality**

Limitation of oral communication is that it has no scope from legal point of view as there is no proof or evidence.

**2. Lack of accountability**

Drawbacks of oral communication are a speaker or a listener cannot be held accountable for any vocal message. As anyone can claim or disclaim having said or heard something.

**3. Low reference value**

As oral communication cannot be stored, it has little reference value.

**4. Greater scope for errors**

In oral communication, there is a greater chance of misunderstanding due to the verbal nature of exchange.

**5. Easily forgotten**

In oral communication, What is conveyed orally, cannot be remembered for a long time as human memory is short. Hence it is easily forgotten.

**6. Not Useful for long Distance**

Oral messages are not useful for long distances hence for long distances messages are sent by fax, telex or e-mail.

**Q6. Compare and contrast oral and written communication.***Ans :*

S.No.	Nature	Oral Communication	Written Communication
1.	<b>Meaning</b>	Communicating by word of mouth is termed as oral communication.	Written communication involves writing/drawing symbols in order to communicate.
2.	<b>Permanency</b>	Oral communication can be altered or corrected after saying.	Once written, it is recorded. So the communication either has to be erased or written anew.
3.	<b>Applicability</b>	Oral communication is mostly used for immediate confrontations.	Written communication is usually not preferred for face to face communications.
4.	<b>Longevity</b>	Oral communications tend to be forgotten quite easily and quickly.	Written communications are always recorded, so they stand the test of time.
5.	<b>Feedback</b>	Oral communication attracts instant feedback from the listeners.	Written communication doesn't normally receive immediate feedback, unless it's on the internet or electronic.
6.	<b>Expression</b>	Speakers use their baritone, sound pitch, volume alteration to convey certain expressions to the listeners.	Writers use specific words, punctuation marks, etc. to easily put an expression across in the text.
7.	<b>Grammar</b>	Normally, grammar is not paid much attention to in oral communication.	Being grammatically correct is one of the requisites for effective written communication.

**3.2 PRESENTATION SKILLS****Q7. What is presentation. State the elements of presentation?****(OR)****Define presentation.***Ans :***(Nov.-20)****Meaning**

Presentation can be defined as an activity of exhibiting something. It is a formal verbal communication that may consist of a speech given to a group of persons; the speech may be accompanied by live demonstration, often using audio-visual equipment. Presentation is used to present products, concepts, findings, reports, techniques, or, in general, any relevant information. Presentations are made with a definite purpose, which may be to sell a product, to demonstrate the working of a product already sold, to explain a new technique of performing a task, etc.

Most of the presentations involve business-related communication, wherein a prepared speech is delivered to a small audience on a specific subject related to the business activity of the organization. It could be a product, a technique, a report, etc. The speech needs to be precise, formal, to the point, short, and simple. The presentation should be effective in achieving its purpose. In today's business environment, presentations are very common; hence managers should be adept at making effective presentations, which require in-depth knowledge of the subject, confidence, oratorical skills, and an ability to present facts logically. A good presenter should be a good speaker.

**Elements**

Following are the elements of a presentation:

**1. Presenter**

The presenter, himself/herself, is the main element of a presentation. On him/her rests the quality and success of the presentation. An effective presenter plans well and prepares extensively. He/she

is fully aware that it is necessary to rehearse the presentation with all its physical and psychological inputs.

## 2 Purpose

The presenter should think about the purpose of the presentation, which could be one or more of the following:

- i) Selling some product or persuading listeners to opt for a particular action, which they may not be inclined to buy.
- ii) Introducing a new concept or elaborate upon a business opportunity.
- iii) Obtain feedback from listeners on whether a new proposal is worth accepting, whether a plan of action is worth implementing, or whether a purchase is worth executing.
- iv) Seeking solutions to problems or gaining insight into the minds of listeners with regard to how they view these problems.
- v) Creating awareness about an issue, a new technology, new projects the organization is about to embark upon without expecting any reaction from the audience.
- vi) Informing about changes in work culture and provide motivation and any training that may be necessary in that regard.

## 3. Audience

It is essential to collect as much information about the audience as possible, because even the best of contents will fail to deliver if it is not in tune with the audience's capabilities to receive and assimilate the message. The language of the presentation should be comfortable to the audience. Other factors like the audience's knowledge level, needs, traits, attitudes, position in hierarchy, and educational background should be considered while preparing a presentation. When there is diversity in the audience with regard to these factors, the challenge before the presenter is to prepare the presentation

to match the average level of the audience. A good presenter can make a presentation that the audience can relate to and find interesting.

Therefore, when there is variation in the attributes of the listeners, the priority for the presenter is to base the presentation on the Purpose and goal of the presentation and then, to the extent possible, cater to the diversity in the audience.

### Q8. Explain the steps involved in making presentation.

*Ans :*

(Feb.-20, Jan.-19)

#### Steps

Effective speaking consists of the following steps,

- I. Planning
- II. Structuring and
- III. Delivering,

#### I. Planning

Planning deals with the 'what' and 'how' aspects of a speech, i.e., in simple words, it involves the decisions regarding the essence and mode of a speech. The effectiveness of a speech depends on the five important factors,

##### 1. Context

Context refers to the situations under which presentation has to be made. It must take into consideration the following aspects,

- (a) Facilities available with the venue of the meeting like seats, lights, presentation tools, ventilation and so on.
- (b) Fixing appropriate time for the conduction of the speech and its duration. Straight forward and factual presentations add onto the advantages of speech if it is conducted during morning hours. Whereas, brief remarks about the occasions are required when it has to be delivered after dinner.
- (c) The occasion reflects the content of a speech, its duration and the expectations

of the audience, i.e., business speech requires serious expressions without humour and taunts. However, it seems to be more common during informal speeches like sports, events and celebrations.

## 2. Audience Analysis

### 3. Purpose

Before initiating the presentation, one must decide upon its purpose. Basically, purpose of a speech is divided into two types,

- (i) General Purpose and
- (ii) Specific purpose.

#### (i) General Purpose

It is of five types,

- (a) To inform the audience by using facts and figures. Example, providing information about sales, effectiveness of training programme and so on.
- (b) To persuade by using logics and arguments. Example, seeking suggestions about a creative ideas and methods of their implementation.
- (c) To use jokes, colour pictures so as to entertain the audience.
- (d) To implement presented proposals with simulation exercises.
- (e) To motivate the employees on their outstanding performances and contributions. Example: Awarding salesmen on their attainment of sales targets.

**(ii) Specific Purpose:** As the name itself indicates it refers to the objective of an individual speaker. The purpose statement becomes specific if it clearly states the desired outcome of the presentation.

**Example:** During a training programme of explaining the calculation of financial ratios, its specific purpose would be, Desire for understanding the techniques for the calculation of financial ratios.

## 4. Thesis

'Thesis statement' constitutes the central idea of the presentation. It is a single statement used to convey message to the audience. For designing an effective thesis statement, speaker needs to collect and organize the appropriate information.

## 5. Material

Once the thesis statement is designed, the next step is to analyze the collected data, development of notes and structuring for a sound speech.

## II. Structuring

Effectiveness of a presentation depends on the way the speaker organizes or structures the material. Structuring involves the following format,

### 1. Introduction

Capture the attention of the audience by introducing them to the topic and making credible identity of oneself by cautiously adopting a strategy. Always have smooth transition towards the main body of the message.

### 2. Main Body of the Speech

Sequencing and style of presentation influences the effectiveness of the speech.

**(a) Sequencing:** It can be done in two ways,

- (i) Logical sequencing and
- (ii) Psychological sequencing.

**(i) Logical Sequencing:** It is done in five different ways,

#### ➤ Chronological Pattern

If the key and crucial points of the speech are arranged in the order of their occurrence.

#### ➤ Spatial/Directions

It deals with the physical layouts for locating several facilities of the presentation.

- **Topical/Categorical**  
If the topics get divisible into logical themes or categories then such type of sequencing is referred to as topical/categorical sequencing.
  - **Cause and Effect**  
If the entire presentation is divided into, the problem, its causes, effects and the action to be taken then, such sequencing is of cause and effect type.
  - **Climactic Sequencing**  
In climactic sequencing the ideas or events are arranged on the basis of their importance.
- (ii) **Psychological Sequencing:** They are of four types,
- **Familiar to Unfamiliar**  
This type of sequencing enables the audience to move from the gradual understanding of the subject to its complexities.
  - **Common to Uncommon**  
The presentation which forms the common interest grounds and derives the unique solutions from them is said to be of common to uncommon type.
  - **Belief to Greater Belief**  
Such type of sequencing is commonly seen during reinforcing presentations which consists of a statement of belief followed by many examples.
  - **Belief to Action**  
It emphasizes on the statement of belief and the implementation of appropriate changes in it by taking appropriate actions. Presentations following such sequence makes use of real and hypothetical case studies.
- (b) **Style of Presentation:** Presenter must follow a simple and easy to understand style of presentation as it helps the

audience to stay awake and attentive. Its effectiveness can be improved by quoting examples and illustrations. Always try to drift from the things to ideas rather than drifting from ideas to things.

#### **Example**

Go from Bill Gates, to software-hero rather than moving from software hero to Bill Gates.

#### **(iii) Conclusion**

### **III. Delivering**

#### **Q9. What are the factors affecting presentation?**

*Ans :*

Following are the factors that affect the effectiveness of a presentation:

#### **1. Audience Evaluation**

A precise assessment of the audiences' attributes helps the presenter to prepare a presentation that matches these attributes and thus make the presentation effective.

#### **2. Environment**

The environment of the presentation room affects the receptivity and mood of the audience. The environment has a subtle influence on the mind of the listeners. Hence, factors like lighting, quality of audio-visual effects, air-conditioning, etc., affect the effectiveness of a presentation.

#### **3. Presenter's Appearance**

For an effective presentation, the presenter needs to present himself/herself in a decent and appealing manner, which means the presenter should be well dressed and well groomed\*

#### **4. Use of Visuals**

Good-quality visuals increase the effectiveness of a presentation. Various researches have shown that use of modern audio-visual equipment increases the receptivity of the audience and the credibility of the presenter. However, before beginning the presentation, it should be ensured that the equipment is in good working condition.



**5. Opening and Closing of Presentation**

The first impression is the last impression. Hence, the presenter should make the beginning of the presentation effective by using interesting relevant anecdotes, humour, etc. Also, the conclusion of the presentation should be such that the audience leave the presentation venue with a sense of satisfaction and a lasting impression of the message that was intended to be conveyed.

**6. Organised Presentation**

Well-organised content of a presentation makes the presentation more effective. The content should be logically sequenced, and transition from one idea to the other, from one section to the other should be smooth and without jerks. Emphasis on various topics should be judiciously decided.

**7. Language and Words**

Language is the verbal medium used for communicating. For a communication to be effective, the language should be understandable by the audience. The selection of words, phrases, idioms, figure of speech, proverbs should be such as to touch the heart and intellect of the audience, which results in increase of receptivity on the part of audience.

**3.2.1 Principles of Effective Presentations****Q10. State the various principles of effective presentations.**

*Ans :*

Following are the essentials of a good presentation:

**1. Contents Matching the Audience**

The most important feature of a good presentation is that the contents should be in tune with the grasp and mind-set of the audience. The presentation will fail to achieve its purpose if the audience will not grasp or accept the content of the presentation. The content, as well as the mode of presentation, should be interesting.

**2. Language Comfortable to the Audience**

The audience should be comfortable with the language in which the presentation is made and also with the degree of complexity of the language. The selection of jargon and difficult-to-understand words should be limited for the audience's comprehension capacity. The effectiveness of the presentation can be enhanced by the use of graphics and vivid language.

**3. Brevity**

As the proverb goes, 'Brevity is the soul of wit', a presentation should be concise. The length of the presentation should be judiciously decided, keeping in mind the audience, the purpose, and the situations.

**4. Logical Sequence**

Presentation is a live interaction between the presenter and the audience. Hence, it is important that the presentation progresses in a proper logical sequence. Unlike the reader of a book, the audience should not be required to move back and forth to connect the dots and create a logically sound picture in their minds.

**5. Mastery and Preparation**

Mastery of the subject and extensive preparation are prerequisites of a good presentation. With these factors backing a presentation, it will consist of illustrative cases, accurate statistical data, and appealing audio-visual effects; and the delivery of the presentation will be confident and seamless. All these help enhance the credibility of the presenter and the confidence of the audience in him/her.

**6. Energetic Delivery**

Delivery of a good presentation should be full of zest and vigour. Contagious qualities get transmitted from the presenting professional to the audience through eye contact. An energetic countenance, well-modulated voice, and appropriate gesticulations make the presentation dynamic and interesting.

### 7. Appropriate Humour

A good presentation consists of appropriate and tasteful humour. A serious message mixed with humour gets easy acceptance. It also saves the presenter.

### 3.2.2 Principles Governing use of Audio-Visual Media

#### Q11. Explain the nonverbal dimension presentation.

*Ans :* (Feb.-20, Jan.-18)

The following are the different types of visual aids which can be effectively used in presentation,

#### (a) Objects

Objects are an effective method of clearly presenting the ideas to the audience. The presenter may bring and display the object about which the presentation is being given. For example, a presenter, who is giving a presentation on watches may bring and display few models of watches (objects,) during the presentation.

#### (b) Models

Models are two or three dimensional constructions, that are used as visual aids for items which are too large or too small in size or which cannot be physically displayed in a presentation hall. Example: In a medical college, the faculty may use a model of human heart, a construction company may showcase a model of a proposed multi storied building. Using models, is an excellent way of adding clarity and interest to the presentation topic.

#### (c) Handouts and photographs

Handout is summarized information about the presentation which is printed on a single page. Generally, this is distributed to the audience at the end of the presentation. It helps the audience to quickly review vital information.

Another effective visual aid is to use photograph of objects, during the presentation. Using digital photographs, helps to focus the audience interest and attention

to the topic of presentation. Further, photographs are a good substitute for objects which cannot be brought and displayed in the presentation hall. Example: Photographs of the surface of the moon etc.

#### (d) Chalkboards/Whiteboards

A presenter may use traditional visual aids such as chalkboards or whiteboards wherein important points can be handwritten during the presentation session. However, these are more suitable for college lectures and brain storming sessions only.

#### (f) Line Graph

It is a line drawn on a graph and is used to represent the changes, in one or more variable, over a period of time. An effective line graph is simple and easily understandable to any user. If more than one variable is being represented, the presenter may use different colour for each variable being represented to prevent confusion.

An example of a line graph representing the sales, growth of XYZ Ltd company is shown below,

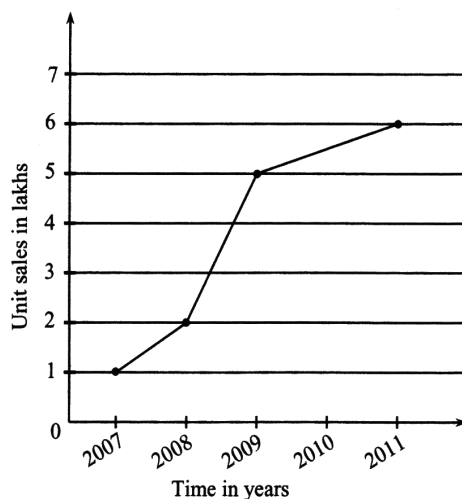


Fig.: Illustration of a Line Graph

#### (g) Bar Graph/Bar Diagram

These diagrams are very simple and easy to construct. They consider only the length of the bars but not their widths. These type of diagrams represents the data with the help of thick lines or bars.

### Points to Remember and Rules to be Followed While Constructing Bar Diagrams

- (i) Maintain uniformity in the width of the bars.
- (ii) Represent the bars either vertically or horizontally. Easy comparison and better appearance is achieved with the help of vertical arrangement of bars.
- (iii) Maintain uniformity in the gaps between the bars.
- (iv) The bar diagrams must be drawn in a way that every bar has its respective figure at the top. This way we can avoid confusion among readers and make easy comparison of various objects.

### (h) Text Visuals

It is a type of visual aid that displays the key information about the presentation in words, phrases or sentences. Using text visuals help to add clarity, creativity and persuasiveness to the presentation.

### (i) Video Tapes and DVD's

These are the most interactive type of visual aids wherein the vital information is presented in an audio or video form. To make use of video tapes and DVD's the presenter need to be familiar with usage of a VCR, DVD player television set etc.

### Q12. Explain the styles of presentation.

*Ans :* (Nov.-20)

The various styles of oral presentation are,

#### 1. Manuscript

Certain presentations require verbal reading from the prepared manuscript. This is most commonly seen in the speeches of presidents and prime ministers who address the audience by directly reading the message from the manuscripts. This is done only to eliminate the threat of omitting or adding some words which may not be acceptable for the audience.

#### 2. Memorized

This is the more formal form of communication wherein the speaker memorizes the entire subject of the presentation and delivers it. Among the other styles of presentation, it is found to be most difficult as the speaker has to recall and remember the presentation by his own. A new speaker may not be able to maintain good eye contact with their audience thereby leaving a bad impact on them. For making the speech effective, presenter needs to improve his/her memory power and he must practise the topic of presentation until he become perfect.

#### 3. Impromptu

Impromptu speaking means talking on the spur of the moment, without advance planning.

#### Example

When a CEO suddenly asks the financial manager to get him the status of the financial statements, then the speech of a financial manager constitutes the example of a speaking impromptu.

During impromptu speaking, a specific individual is suddenly selected because of the following reasons,

- (i) Possession of vast technical knowledge
- (ii) Crucial in making important decisions.
- (iii) Good awareness about the company's policies, culture and objectives.

#### 4. Extemporaneous

In extemporaneous style, presentations are delivered extemporaneously instead of directly reading from the manuscript. The speaker spontaneously delivers the speech from the prepared notes in a natural way and grabs the attention of audience through good eye contact.

**Q13. Given an overview of an effective presentation strategies.***Ans :* (June-18)**1. Ensure the Awareness of Audience about WIIFM**

A presentee must cite his experiences which he had gained from other presentations so as to make the audience aware about the essence and the importance behind the conduction of presentation.

**2. Establish Right Way for Asking Questions**

If the presentation demands the imposition of questions on the audience then decide upon the right time of its imposition. Do not ask questions which can be answered in either 'yes' or 'no' form instead ask questions whose answers reflect the ideas and opinions of the audience about the topic. When an individual is contributing towards your presentation by taking part in answering the questions then a presentee is required to pay attention towards his/her opinions.

**3. Begin with the End in Mind**

Explain the audience both the direct and the indirect benefits of the presentations. Because, people will consider that presentation as effective which provides direct benefits and outcomes to them rather than those which could not provide them with any of the benefits. Hence, it is the responsibility of a presentee to prepare the presentation by keeping in mind the needs and wants of audience.

**4. Deliver the Presentation Personally**

Always deliver the presentation by assuming that there exists only a single individual in a presentation room whom need to deliver the presentation. Keep direct eye-to- eye contact with your audience. If a presentee is expecting delivering the presentation than

you must give assurance to the audience that they will definitely grasp great knowledge and understanding about the topic after attending the presentation.

**5. Body Language and Communication**

A presentee must use appropriate body language such as eye movement, the tone of voice. Body posture, facial expressions and hand gestures for making effective presentation. Audience considers a presentee to be confident if he/she maintains eye-contact without staring at others.

**3.3 MEETINGS****Q14. Define meeting. State the features of meetings.***Ans :*

In a meeting, two or more people come together to discuss one or more topics, often in a formal setting. A meeting is a gathering of two or more people that has been convened for the purpose of achieving a common goal through verbal interaction, such as sharing information or reaching agreement. Meetings may occur face-to-face or virtually, as mediated by communications technology, such as a telephone conference call, a skyped conference call or a video conference.

One can distinguish a meeting from other gatherings, such as a chance encounter (not convened), a sports game or a concert (verbal interaction is incidental), a party or the company of friends (no common goal is to be achieved) and a demonstration (whose common goal is achieved mainly through the number of demonstrators present, not through verbal interaction).

Meeting planners and other meeting professionals may use the term "meeting" to denote an event booked at a hotel, convention center or any other venue dedicated to such gatherings. In

this sense, the term “meeting” covers a lecture (one presentation), seminar (typically several presentations, small audience, one day), conference (mid-size, one or more days), congress (large, several days), exhibition or trade show (with manned stands being visited by passers-by), workshop (smaller, with active participants), training course, team-building session and kick-off event.

### Definition

- (i) **According to One Merriam-Webster dictionary defines** “a meeting as an act or process of coming together” - for example an assembly for a common purpose.

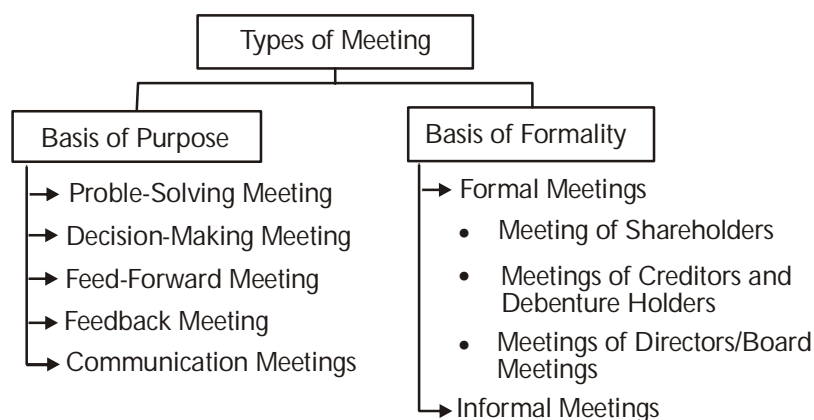
### Features

1. A meeting is a gathering of two or more people.
2. A meeting is called to discuss any issue or topic.
3. Meeting completes with the fulfilling of any specific goal.
4. A meeting may be conducted in a form of face to face or video conferencing.
5. Every meeting has a specific schedule so it must start and end on time.
6. The meeting must be held at the place, date and time mentioned in the notice convening the meeting.
7. An agenda is prepared prior to the meeting.
8. Everyone has an opportunity to present his or her point of view.
9. Participants listen attentively to each other.
10. There are periodic summaries as the meeting progresses.
11. Every meeting held under the leadership of any experienced person.

### Q15. Explain different types of meetings.

*Ans :*

Meetings can be classified in the following two ways:



**Fig.: Classification of meetings**

### 1. Basis of Purpose

On the basis of purpose meetings are of following types:

- i) **Problem-Solving Meetings:** Such meetings are conducted for the purpose of solving a particular problem or a business situation faced by the organization.
- ii) **Decision-Making Meetings:** These meetings are conducted when the organization has to decide a re -course of action. These decisions may be concerned with restructuring or other future events, which needs to be pre-decided.
- iii) **Feed-Forward Meetings:** These meetings are conducted when there is a need to develop status reports or present new information. These meetings are also concerned with the situations where participants try to develop new products or alternatives on issue.
- iv) **Feedback Meetings:** These meetings are conducted when the management wants to provide feedback to one or more members of the group.
- v) **Combination Meetings:** When two or more types of meetings are combined to form a single meeting, it is known as a combination meeting. Such meetings are combined according to the type of objectives to be met.

### 2. Basis of Formality

On the basis of formality, meetings are of following types:

- i) **Formal Meetings:** Formal meetings are conducted according to the company's rules and regulations. In many organizations, the rules for formal meetings are clearly stated in their Articles of Association. They have pre-set number of minimum members required for conducting such meetings.

The secretary of the company notes minutes of these meetings, which is kept for future discussions. Formal meetings include:

- a) Meetings of shareholders,
- b) Meetings of creditors and debenture holders, and
- c) Meetings of Directors/Board Meetings.

- ii) **Informal Meetings:** Unlike formal meetings, informal meetings are not governed by the rules and regulations of the company. These meetings are not recorded and may include brain storming sessions conducted by a product team or a feedback session between a superior and his subordinate. Only those individuals act as the member of informal groups, who are related to a particular matter/issue. For example, discussion related to new product development programme may only involve marketing manager, sales manager, production manager, and research and development manager.

### Q16. Explain the guidelines for a successful business meeting.

*Ans :*

Following are the guidelines for a successful business meeting:

#### 1. Purpose should be Clearly Defined

The purpose of the meeting should be clearly defined. It should also be included in the agenda. Also, the potential participants and other group members should be informed about the main purpose of the meeting.

#### 2. Agenda should be Properly Distributed

For conducting an effective meeting, it is essential to properly distribute the agenda of the meeting. All the participants and group members should be well-informed about the meeting, at least before a week, so that they can come with an advance preparation.

**3. Provide All the Facts**

A meeting should provide all the facts and figures related to the topic. For example, if a business meeting focuses on finding the reasons for decreasing sales, then related data and information about past and current sales should be provided and discussed within the meeting.

**4. Limit the Number of Members**

Inviting a large number of group members can be unproductive. In such cases, discussions will be overfled with distinct ideas and may create conflicts, ultimately resulting in chaos. Hence, only those persons, who are closely related to the issue, should be invited.

**3.4 GROUP DISCUSSIONS**

**Q17. Define group Discussions. State the features of group Discussions.**

*Ans :*

**Meaning**

"Group" is a collection of individuals who have regular contact and frequent interaction and who work together to achieve a common set of goals. "Discussion" is the process whereby two or more people exchange information or ideas in a face-to-face situation to achieve a goal. The goal, or end product, maybe increased knowledge, agreement leading to action, disagreement leading to competition or resolution or perhaps only a clearing of the air or a continuation of the status-quo.

"Group Discussion", popularly labeled as GD, is a methodology used by an organization (company, institute, business school, etc.) to gauge whether the candidate has certain personality traits. GDs form an important part of the short-listing process for recruitment or admission in a company or institution. In this methodology, the group of candidates is given a topic or a situation, typically given some time to think about the same, and then asked to discuss it among themselves for a specific duration (which may vary from one organization to another). As in a football game, where you play

like a team, passing the ball to each team member and aim for a common goal, GD is also based on teamwork, incorporating views of different team members to reach a common goal.

So, a group discussion refers to a communicative situation that allows its participants to share their views and opinions with other participants. It is a systematic exchange of information, views and opinions about a topic, problem, issue or situation among the members of a group who share some common objectives.

**Features**

1. Group Discussion, as the name itself indicates, is a group activity carried out by participating individuals. It is an exchange of ideas among the individuals of a group on a specific topic.
2. It is used as reliable, testing device - mainly as a tool to assess all the candidates in a group at one go -in order to select the best in comparative perspective.
3. Group Discussion is an informal discussion in which participants of the same educational standard discuss a topic of current interest.
4. It is also known as leaderless discussion. It means its aim is to find out the natural leadership level of the candidates. Strictly speaking, no one from the group or outside will be officially designated as leader or president or chairman or anything of the sort. Even the examiner or supervisor who launches the discussion will retire to the background. No one will participate or intervene in the deliberations of the group.

**Q18 Explain different types of group dicissions.**

*Ans :*

We will classify group discussions based on the following:

1. Method of conduct
2. Nature of topic

**1. Method of Conduct**

Bases on the method of conduct, group discussions can be further classified into the following:

- (i) **Structured Group Discussion:** In this type of group discussion, the topic is given to the participants by the selectors and a time-frame is allotted to complete the discussion. This is the most commonly followed technique for a group discussion.
- (ii) **Unstructured Group Discussion:** In unstructured group discussions, unlike in the case of structured group discussions, the candidates themselves decide the topic with mutual consent. This formal method of group discussions is rarely used.
- (iii) **Role Play:** In this type of group discussion, the candidates are given specific roles to play in the backdrop of a given situation. Within the framework of their role, the participants have to solve the problems inherent in the situation given to them.
- (iv) **Group Discussion with a Nominated Leader:** Generally, no-one is nominated as leader of a group discussion and all participants are treated as equal. But in this type of a group discussion, a person is nominated as a facilitator or a leader of the group. He may summarize the discussion or solutions discussed at the end of the group discussion. Sometimes the leader is nominated by the group members themselves.

## 2. Nature of the Topic

Group discussions can also be categorized based on the topic allotted for the discussion to the participants. There are three kinds of topics-controversial topics, abstract topics and case study topics.

- (i) **Controversial Topics:** These are topics which are controversial and which have the potential to generate an argument. Such topics generally make the discussion lively as arguments and counter arguments are presented. This gives the evaluators more opportunities to evaluate the candidates.

**Examples** of such topics include 'Should the examination system be scrapped' or 'How ethical is cloning?'.

- (ii) **Abstract Topics:** There is a growing trend of assigning abstract topics, that is, topics which are vague or unclear. These topics enable the evaluators to evaluate the creative ability of the candidates. Every candidate can have his own interpretation of the topic. Some such topics are 'Zero', 'One and one make eleven'.

- (iii) **Case Study Topics:** Here, a situation is provided to the participants which may depict a problem faced by the organization or the managers. Participants need to analyze the situation and think of various alternatives to solve the problem. This kind of a group discussion tests the ability of the candidate to think of solutions keeping the situational factors and constraints in mind.

### 3.5 MANAGERIAL SPEECHES

**Q19. What is managerial speech / Business speech? Discuss the types of managerial speeches.**

*Ans :*

(Aug.-21)

#### Meaning

A speech that is delivered in business for some specific purpose is known as business speech. This is also one way of Business Communication and the audience has to sit on a chair for a few hours while the speech is being delivered. The audience knows it very well that the speech must contain anything that will be beneficial for them.

The main purpose of business speech is to inform the audience about any specific topic. It really possesses great value in the field of business. Generally, the entrepreneur has to deal with public or private speeches on a regular basis. So for a passionate business candidate, it is necessary to know the basic purpose and types of business speech.



**Types**

The following are three main types of business speech.

1. Informative Speech/Speaking
2. Persuasive Speech/Speaking
3. Special Occasion Speech/Speaking

Let's discuss them all below in detail.

**1. Informative Business Speech**

Informative business speech or speaking is such a speech that delivers any information to the audience that they don't know before. In short, such speech, which comprises the purpose to deliver useful information to the audience is called informative speech. It can either be called as informative speaking.

Suppose that there is a professor in a class whose topic for the current day is to discuss the theory of relativity given by Albert Einstein. It seems confusing and hard to understand for a few students, but the fact is that the professor is delivering something informative.

Simply, conveying the information which is unknown to the audience is called informative speaking or speech. The following are known kinds of informative speech.

**(i) Speeches about Objects**

Speeches about the objects are those speeches that are about things that grab the attention of the senses of the audience, such as touch, taste, smell, see, or feel. Its main purpose is to speak about the sensory objects or the things that have physical shape. It can be about how various wildlife animals look, what is the smell of medicine or any favorite song.

**(ii) Speeches about Events**

Those speeches that inform the audience about historical incidents or current occasions are called speeches about the event. For example, a new president of any country is delivering a speech on the oath-taking ceremony about future planning or events to be arranged, is a speech about the events.

**(iii) Speeches about Processes**

The main purpose of the speeches about processes is to inform the audience about anything which is currently happening. The best example of the speech about the process is a cooking class where the audience is informed about how to cook the specific dish by following a process.

**(iv) Speeches about Concepts**

Speeches that inform the audience about any concept such as the peace of the world, freedom of rights, or love, are called speeches about the concept. Through this kind of speech, the audience gets aware of the primary concept of any topic.

**2. Persuasive Business Speech**

The speech which is being delivered with the intention of convincing the audience to accept the particular opinion, viewpoint or fact and create influence on the audience to do anyhow, is called the persuasive business speech or persuasive speaking.

Suppose that the four friends are having a debate about global warming, each friend is trying to persuade others for following the given point of view; this can be called as a persuasive speech. Same as informative speech, it can be said as persuasive speaking.

In short, the speech which influences the listeners to follow a certain idea is called a persuasive speech. The persuasive speech comprises three kinds, which are defined briefly below.

**(i) Factual Persuasive Speech**

The Factual Persuasive Speech is such a speech that is behind concrete proof about the certainty of anything that had happened. The main purpose of this speech is to persuade the listeners whether the certain thing happened or not, exists or doesn't exist.

Suppose that a student is giving a speech about the first man, who landed on the surface of the moon. Nobody knows whether it did happen or not, yet it possesses concrete proof.

**(ii) Value Persuasive Speech**

A Value Persuasive Speech is such a speech that tells the audience about anything, whether it is wrong or right. Its basic purpose is to challenge the ethical or moral aspect of a certain issue. For example, anyone is giving a speech about capital punishment, whether it is moral or immoral, right or wrong, done or prevented; this speech is a value persuasive speech.

**(iii) Policy Persuasive Speech**

The speech, which is given to persuade the audience for either following a policy or rejecting it, is known as a Policy Persuasive Speech. Not just a policy, but speech about accepting or rejecting a rule or a candidate is also a policy persuasive speech.

Suppose that the president of a country is not satisfied with the present foreign policy and wants to change it. The president goes to give a speech to higher authorities for convincing them to change the current foreign policy and support the new policy; this speech is a policy persuasive speech.

**3. Special Occasion Business Speech**

Everyone intentionally or unintentionally, knowingly or unknowingly becomes part of at least one special occasion business speech in the whole life span. When a person is asked to say a few words on the best friend's wedding, parent's anniversary, boss's promotion or funeral of any relative, this is called the special occasion speaking or special occasion speech.

Usually, this kind of speech is delivered to show respect and kindness for a person or a special event. A range of entertaining speeches also comes under the category of special occasion speech. The basic purpose of the speech is to point out the importance of a specific person/event.

Most of the special occasion speeches are delivered on common occasions such as gathering in bar, award ceremonies, political events, weddings and so on. Sometimes, the special speech happens suddenly when the speaker is asked to say a few words about the event/person.

There are hundreds of events that are a part of a person's daily life. Every special occasion requires at least one person to deliver the speech. To make it very convenient, special occasion speech is divided into four parts.

**(i) Ceremonial Speech**

Ceremonial Speeches are those speeches that are given during any ceremony or ritual. These ceremonies possess special importance and require a specific person for delivering an effective speech. Making it to the point and easy to understand for everyone, ceremonial speech is divided into eight parts that include introductions, acceptances, presentations, dedications, roasts, toasts, farewell and eulogies. Below, each part is defined briefly.

- **Speech of Introduction:** Speech of Introduction is the most common and very first part of ceremonial speech. The primary purpose of the speaker in these speeches is to introduce himself/herself or another speaker in a ceremony. Generally, it is also termed as mini-speech, because it takes only a few minutes to introduce anyone.

Suppose that a person stands up in a gathering and informs the audience that Mr. Smith is going to deliver a speech about Global Warming. In such a case, there will not be any impact of introduction on the audience, because the introduction only contains name and topic, nothing else.

The proper introduction speech covers a few factors such as the introduction, body and eventually the conclusion.

- **Speech of Presentation:** The speech of presentation is given to accompany any award or honor. This is the second type of ceremonial speech. Presentation speeches can be as simple as giving a short introduction of a person as "This is Mr. Smith, who has won the Effective Public Speaker Award". Before delivering a presentation speech, it is necessary to decide how long time it should take.

- **Speech of Acceptance:** Actually, the speech of acceptance is a complement to the speech of presentation. It is delivered by the person who has won a prize or honor. These speeches also require a few sentences to define the primary purpose as "Mr. Smith is happy to receive the Effective Public Speaker Award and would like to thank the company".

While on the other hand, these speeches can also be delivered at the beginning of a specific presentation or video as many singers give a speech at the beginning of a song.

- **Speech of Dedication:** Speech of dedication is delivered at the inauguration ceremony of anything such as the opening of a new store, naming a building after someone, placing of a memorial on the wall, completion of a new library and so on. The basic purpose of delivering the speech of dedication is to highlight the importance of any project or dedicate it after any important person.

Suppose that uncle of Mr. Smith has passed away and contributed a massive amount to a school, so the school decides to dedicate one of the living or educational areas after the name of Smith's uncle and Mr. Smith is asked to give a dedication speech.

- **Toasts:** Everyone is asked to deliver a toast at least once in life. A toast is a speech that is delivered with the purpose of appreciating or congratulating or remembering someone's achievements. Usually, for congratulating someone about getting a new job or giving honor or celebrating a marriage, the toast is delivered.

While on the other hand, toasts can also be delivered for appreciating someone's achievements. Finally, a toast is delivered for remembering someone's accomplishments.

- **Roasts:** The roast speeches are very exciting as well as peculiar because their primary purpose is to either praise a person who is being honored or insult in a good-natured manner. Mostly, a roast is given in the final moment of a dinner party arranged in the honor of someone's achievements.

- **Eulogies:** Before defining the purpose of delivering eulogy speeches, there should be a little of what a eulogy is. The speech which is given in the honor of a person who has died is called the eulogy. The eulogy does not mean elegy, which is a song of mourning.

No one is allowed to deliver eulogies in the entire life span unless he is a priest, minister, imam, rabbi or other religious position of leadership.

- **Speech of Farewell:** A speech of farewell is delivered to simply say good-bye to one part of the life when moving to the next part. Mostly, the speech of farewell is delivered at the farewell party of a person. When leaving the current job and getting a new job or moving ahead from graduate to the next level; this is the perfect time for a speech of farewell.

## (ii) Inspirational Speech

Inspirational speeches are those speeches that provoke the emotions of the audience. At some point, an inspirational speech can also be a ceremonial speech. There are two types of inspirational speeches, i.e. goodwill speech and the speech of commencements.

## (iii) Goodwill Speeches

Goodwill Speeches are delivered to change the perception of the audience in favor of an organization or a person. In short, it is an attempt to create a view of the audience

more favorable for a person/company. Goodwill Speech can be both informative and persuasive by nature.

It delivers information and makes the audience approve of one's opinion. The fact is that a goodwill speech is delivered on a specific event or gathering. The following are three main kinds of Goodwill Speeches i.e. Public Relations Speech, Justification Speech, and an Apology Speech.

- **Public Relations Speech:** The main purpose of delivering public relations speech is to enhance the reputation of an organization or a person. The speaker tries to convince the audience to accept what is being heard.
- **Justification Speech:** The speech of justification is given when someone tries to defend what made a person to take such critical actions. Mostly, the speaker is already in worse behavior when delivering a justification speech and tells the audience the reason for obtaining such behavior.
- **Apology Speech:** Every individual is familiar with the idea of Apology Speech. When an actor, singer, politician, musician, professional athlete, or celebrity gets caught doing something inappropriate, then he/she decides to apologize for making such a mess. This is called an Apology Speech.

#### (iv) Speech of Commencements

Speech of Commencement happens when celebrating the unique achievement of any person. Mostly, this type of business speech is delivered when a person gets graduation from school. At some point in life, every individual has gone through a speech of commencement.

### 3.6 NON-VERBAL COMMUNICATION

**Q20. Define non-verbal communications.**

*Ans :*

A communication that takes place without using any words or a language can be termed as non-verbal Communication. Most of the communication that takes place among human beings is non-verbal communication. It may seem to be strange but according to a survey, about 70% of human communication takes place through non-verbal methods. Sometimes different colours are used to send across a message.

**Q21. What are the functions of non-verbal communication?**

*Ans :*

(Feb.-20)

#### Functions of Non-verbal Communication

Non-verbal communication is not a word based communication. There are different types of non-verbal communication methods and each method has certain function. Each of the various types of nonverbal communication may serve any of the following functions:

#### 1. Emphasize

Gestures and facial expressions, for example, may serve to emphasize a particular point, We sometimes nod our heads to mean 'yes'. We smile to show happy state of mind. We wear suits for special functions or for a particular meeting which states about the importance of the respective function or meeting.

#### 2. Substitute

Non-verbal behaviors may be substituted for verbal message. For example, When our national anthem is played, we stand up and remain motionless. Such activity is to honor and salute our country.

**3. Providing Action**

Non verbal activities provide prompt action and make things understandable very quickly. Actually action speaks louder than words. When we are gloomy, it clearly tells about our mind which is disturbed. When we are inattentive, it shows that are thinking something else. When we pat any one, it means we hope confidence upon him or wishing any greeting.

**4. Control**

Non verbal behaviors may also be used to control the behavior of others. Silence controls an environment or a situation. For example, when we put finger against the mouth, it is a request for silence. Such nonverbal activity is to control the behavior of others. Also consider the activity of a traffic police, who uses his arms to control the vehicles of road. So, non verbal communication controls the behavior of others consciously.

Non-verbal communication is very important in business communication as its usage helps us to gain advantage.

**3.7 NEGOTIATION SKILLS**

**Q22. What is negotiations and its nature and Styles?**

(OR)

**Define negotiation. Explain the nature and styles of negotiation.**

**Ans.:** (Nov.-20, Aug.-18, June-18, Aug.-17)

The term 'Negotiation' actually means a discussion intended to produce an agreement. This discussion may encompass parties whose needs being different, come to an interface where they achieve a common solution.

We certainly find examples of day-to-day negotiations whenever we are in dire need of buying articles and goods for maintaining our living. A negotiating party may as well be a consumer at one end and the seller at the other end. A transaction is not carried out unless the wants and needs of the

customer are not given certain taste of satisfaction, keeping in regard of the profit earned. In order to add to this agenda of transaction the key point that is fundamental is Negotiation.

The same maybe applied in case of managers, who make use of their excellent persuasive and negotiating skills to equip themselves to guide their employees towards joint problem solving and in point opportunity finding.

**Meaning**

Negotiation is the process of two individuals or groups reaching joint agreement about differing needs or ideas. Negotiation applies knowledge from the fields of communications, sales, marketing, psychology, sociology, politics, and conflict resolution.

Negotiations become an important aspect of business communication when resolving issues. Business negotiations can range from a worker's request for higher pay to discussions of an international business deal.

**Nature**

Followings are the essential of negotiation, which describe the nature of negotiation:

- **It requires two parties:** A negotiation is a meeting between two parties over issues, which is important in the opinion of both parties. The parties must be in conflict and it requires the parties to work together to achieve some desired outcomes.
- **It is a continuous process:** Negotiation is a continuous process in an industrial or in a business organization. It occurs between the employers and the employees on wages, terms and conditions of the employment, between sales representatives and buyers on price and contracts and between the departments over resources allocation.
- **Usually there is no winner/loser:** Negotiation need not have a winner or loser. In every negotiation, there are opportunities to be created especially while using social skills and effective communication to bring both parties together toward win-win outcomes in which mutual interest of the parties is involved.

- **Require flexibility:** The parties which are involved in negotiation need to be flexible. The areas of the agreement are to be identified clearly. Without flexibility, there will be very little room to maneuver during the negotiation process itself. It will result in putting the issue into a corner. Ultimately it leads to a negative attitude where there is non-co-operation and refusal to reach a conclusion.
- **A process not an event:** it is a process involving briefing and creating a climate of discussion and understanding each other; where the ultimate objective is to reach an agreement.
- **Needs effective communication:** Negotiation based on effective communication. The C's for its effective-ness are completeness, consciousness, courtesy, cordial, correctness and consideration.

### Styles

There are basically 2 kinds of Negotiation ideologies being followed up in business communications :

#### (a) Competitive

Competitive strategies assume a "win-lose" situation in which the negotiating parties have opposing interests. Hostile, coercive negotiation tactics are used to force an advantage, and pre negotiation binding agreements are not allowed. Concessions, distorted communication, confrontational tactics, and emotional ploys are used. It is also called as adversarial, non cooperative, distributive bargaining, positional, or hard bargaining – is used to divide limited resources; the assumption is that the pie to be divided is finite.

#### (b) Cooperative

Negotiation is based on a win-win mentality and is designed to increase joint gain; the pie to be divided is perceived as expanding. Attributes include reasonable and open communication; an assumption that common interests, benefits, and needs exist; trust building; thorough and accurate exchange of

information; exploration of issues presented as problems and solutions; mediated discussion; emphasis on coalition formation; pre negotiation binding agreements; and a search for creative alternative solutions that bring benefits to all players. This negotiation is also called integrative problem solving or soft bargaining.

### Q23. Write about need and importance of negotiation.

*Ans :*

(Jan.-19, Aug.-18)

The following factors explains the need and importance of negotiation,

1. Dynamic nature of business
2. Interdependence
3. Competition
4. Information age and
5. Globalization

#### 1. Dynamic Nature of Business

The dynamic nature of business refers to negotiate and renegotiate the skills of people in the organization during the entire duration of their careers. Mobility and flexibility are the two key factors in the dynamic nature of business. The role of people in the organization is to create possibilities, integrate interests with others and to identify the inevitability of competition both within and between companies. Managers should act as mode of negotiating opportunities.

#### 2. Interdependence

The increasing interdependence of people with in organizations in terms of laterally and hierarchically refers to people should identify the ways to integrate their interests and work together for both business units and functional areas.

#### 3. Competition

As there is a cut-throat competition in the organization, companies need to be expert in competitive environments. The role of managers is not only advocating products and services but also identify the competition that

is inevitable between companies and within a company. For a successful negotiation understanding competitive environment is a must.

#### 4. Information Age

The information age acts as a source for providing both opportunities and challenges for the manager as negotiator.

#### 5. Globalization

Globalization offer various challenges for different norms of communication. Managers should focus on developing negotiation skills that can be successfully employed with people belonging to different nationalities, backgrounds and style of communication. Negotiators skills can be improved with negotiation skill to work effectively with different people across functional units, industries and cultures.

### 3.7.1 Preparing and conducting negotiation

**Q24. Write about negotiation process.**

(OR)

**Describe the process of negotiation.**

(OR)

**Bringout the stages in conducting the negotiations.**

*Ans.:* (Aug.-21, Jan.-19, Aug.-18, Jan.-18, Aug.-17)

The process of negotiation is instrumental in achieving the desired results in the company's run of transactions. It is therefore necessary for a business deal to adhere to strict stages in the negotiation.

The basic stages of negotiation may be enlisted as:

#### (a) Preparation

The preparation for a negotiation may involve:

- Identifying what the needs are.
- Planning thoroughly.
- Identifying alternatives and prioritizing

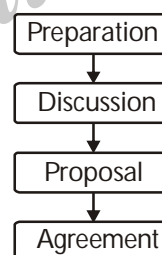
issues (BATNA Best alternative to negotiated alternative).

- Establishing a settlement range (ZOPA-zone of possible agreement).
- Focusing on long-term goals and consequences.

#### (b) Discussion

The next stage involves further discussion of the issues with the members so as to choose the best strategies before the actual negotiation. This again involves the following:

- Being aware that "no" can be the opening position and the first offer is often above expectations.
- Being aware of the reluctant buyer or seller ploy.
- Revising strategies.
- Considering many options.



**Fig.: Process of Negotiation**

#### (c) Proposal

The proposal that is to be presented depends upon the existing needs of the presenter and revolves around a set of issues and alternatives that maybe a threat or opportunity. The proposal is designed keeping in view that it appeases the parties at the other end of negotiation table. As such, the ultimate goal being a Win-Win negotiation.

The few key points under this are:

- Increasing power by getting the other side to commit first,
- Adding credibility by getting agreements in writing.
- Being wary of splitting the difference.

- In handling an impasse, offering to set it aside momentarily.
- In handling a stalemate, alter one of the negotiating points.
- In handling a deadlock, bring in a third party.
- When asked for a concession, asking for a tradeoff.
- Being wary if the other party uses a "higher authority" as a rationale for not meeting negotiating points.
- Being aware of the "wise" tactics.

**(d) Agreement**

The agreement finally comprises of the accepted negotiated proposal that is in accordance with the norms of both the negotiating parties.

This agreement follows certain steps as under:

- Counter the other party's asking for more concessions at the end by addressing all details and communicating the fairness of the deal in closure.
- Do not expect the other party to follow through on verbal promises.
- Congratulate the other side.

### 3.7.2 Approaches To Negotiations

**Q25. What are the various approaches to negotiations?**

**(OR)**

**Explain the approaches to negotiation.**

*Ans. :* **(Nov.-20, Feb.-20, June-18)**

**1. Win-lose**

This approach is based on the assumption that in a negotiation process, the gain accrued to one party has necessarily to be matched by an equivalent loss to the other. The assumption is not always tenable. It is true that in one-time transactions, not likely to be repeated in future, like the sale or purchase of a house or a vehicle, if the seller is pushed

into selling at a lower-than-desired price, the seller's loss is matched by the buyer's gain. But such transactions do not fall under regular organisational transactions. It is sad to observe that the win-lose approach, though not very sound, is the one most often employed during negotiations.

**2. Lose-lose**

In this approach, both the parties feel that if the negotiated agreement were to be accepted in its proposed form, they would both end up as losers. Obviously, this is not the initial feeling with which negotiations begin. But somewhere down the line, one party gets the feeling that the other is being unreasonable and blocking the negotiation process. This perception makes him assume a rigid posture. If this kind of impasse occurs and neither side is willing to show any flexibility, the negotiation process will soon collapse, leaving both the sides with a bitter taste in the mouth.

**3. Compromise**

In a bid to avert a lose-lose situation, sometimes, the negotiating parties arrive at a compromise in which neither party emerges the clear winner but they do not end up feeling frustrated either. Both of them gain a little, lose a little. They wind up the negotiations with the feeling that in the given situation, the final outcome was the best they could have achieved.

**4. Win-win**

This approach is based on the assumption that it is always possible to find alternatives that could satisfy the needs of both the parties. Suppose, a retailer presses for a higher discount rate. The wholesaler agrees on the condition that a minimum sales level (higher than what was earlier stipulated) would be assured. The retailer gets cheaper goods; the wholesaler's turn-over is enlarged. So his overall profits do not show any dip. A win-win approach is the one that all negotiations should be founded on.



### 3.8 KINESICS

**Q26. Explain the concept of Kinesics.**

**(OR)**

**Define body language. Explain its elements.**

*Ans :*

#### **Meaning**

Kinesics/body language is the analysis of physical movements of the body. It is the manner in which the body communicates without using words, i.e., through different movements by its parts. When people study kinesics, they particularly search for internal states of emotions which are expressed through different parts of the body and their movements.

Body language refers to those non-verbal signs which we use during communication. It is mental and physical ability of human non-verbal communication. It includes body postures, gestures, facial expressions and eye movements. Human beings subconsciously transmit and interpret such signals.

**For example**, a good boss, while scolding a subordinate for some serious mistake, will not show anger on his face, instead, his face will register a feeling of concern for the employee so that, the latter goes with the impression that the scolding was directed at improving him and making him more efficient in his work.

#### **Elements**

Various elements of body language are as follows:

##### **1. Gestures**

In addition to facial expressions and eye contact, other parts of our body move in a very meaningful manner. These movements are called gestures, i.e., the physical movements of arms, legs, hands, torso and head. They play a very important role in conveying meaning without using words. For example, pounding fist on table shows 'anger', a fore-finger held high above the head shows 'Number 1' and a fore-finger and

a thumb touching to form a circle stands for 'OK'. In the same way, arms spread apart convey the meaning of 'wide', shuffling from one leg to another means 'nervous' and a torso erect and extended, slightly forward, has been interpreted as 'intense'.

##### **2. Facial Expressions**

A popular saying goes like this; "The face is the index of the heart". Whatever we feel deep within ourselves is at once reflected in the face. It is very important in any face-to-face communication event. We convey such a lot without speaking a word. For example, let us consider the facial expressions generally associated with happiness, surprise, fear, anger, sadness, bewilderment, astonishment and contentment.

##### **3. Eye Contact**

Every one knows that eye contact is of paramount importance in all face-to-face communications. When we look at somebody's face, we focus primarily on his eyes and try to understand what he means. The eyes, along with the eyebrows, eyelids and the size of pupils convey our innermost feelings.

##### **4. Posture**

Posture refers to the way one stands, sits and walks. The position of hands and legs and other parts of the body reveals not only an individual's state of mind - whether he is vibrant, alive, dynamic or nervous, confident and self-assured, etc. but also his grip on the subject-matter of communication.

##### **5. Dress Code**

Dress is an important aspect of non-verbal communication. Dress code includes clothing, hair, jewellery, cosmetics, etc. All these may seem unrelated to body language. But on having a closer look we find that, they are very meaningfully related to our face, eyes, gestures, posture, etc.

**Q27. State the guidelines to improve kinesics / Body language.***Ans :*

Guidelines to improve body language are as follows:

**1. Prepare with a Power Pose**

Two minutes of power posing - standings still, holding one's arms out or toward the sky will dramatically increase one's confidence.

**2. Dial up Your Energy Level**

Most people give themselves 8 or 9 marks on the energy levels. Unfortunately, most of the people in the room during presentation, will give one 3 or 4 marks. What feels high energy to one can come across flat and lifeless to others.

**3. When the Going gets Tough; Start Smiling**

Frowning, grimacing, glowering, and other negative facial expressions send a signal to one's brain that whatever he is doing is difficult. That causes one's brain to send Cortisol into his bloodstream, which raises his stress levels. Soon stress begets more stress - and pretty soon one will begin to loose temper.

**4. Play Supermodel Role to Reduce Conflict**

Standing face-to-face may be confrontational. One way to reduce the instinctive level of threat is that, one must stand at an angle - much like models that almost never stand with their bodies square to the camera.

**5. Don't Gesture above Your Shoulders**

One should not raise his arms above his shoulder. For example, in any of the presentation Steve Job never raises his arms above his shoulders.

**6. Talk More with Your Hands**

The right gestures add immeasurably to one's words. Think about how you talk and act when you are not 'on'. Then act the same way when one is in professional situations.

One will feel more confident, think more clearly, naturally punctuate certain words and phrases, and fall into a much better rhythm.

**7. Use Props to Engage**

Body positions affect attitude. People who stand or sit with their arms crossed and heads tilted forward are naturally more resistant and defensive.

**8. Think Before You Speak**

Eye contact is important, but it is hard to maintain eye contact when one has to think. For example, most of us start talking and look up, or down, or away and then swing back when we have gathered our thoughts.

**Q28. Discuss the advantages and disadvantages of kinesics.***Ans :***Advantages**

Advantages of body language are as follows:

1. Body language is the most easily visible aspect of communication. It, therefore, helps the receiver of the message in decoding the message.
2. Body language complements verbal communication. Especially in face-to-face communication, no message can be completely sent across without the accompaniment of facial expressions and gestures. It helps in establishing rapport.
3. Body language adds intensity to the process of communication. In the absence of any gestures, change of posture, proper eye contact any face-to-face communication will look bland or insipid.
4. Because people care for body language it goes a long way to improve the overall atmosphere and looks of the organisation. A resourceful manager can make very effective use of it.

**Disadvantages**

Disadvantages of body language are as follows:

1. Since it is non-verbal communication, relying on facial expressions, gestures, etc., it cannot

be wholly relied on. Words written or spoken can be taken seriously, but body language cannot always be taken seriously.

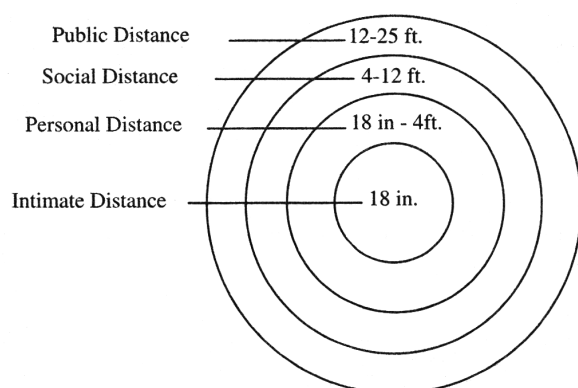
2. People belonging to different cultural backgrounds send out different body signals. They are, therefore, liable to be misinterpreted. One has, therefore, to be very careful in their use and understanding.
3. Facial expressions, gestures, postures, etc., become ineffective if the listener is inattentive. It, therefore, requires extra care in getting the right message across.
4. Use of body language is not very effective in large gatherings. It is effective in face-to-face situation that means there are just two or a small number of participants in the communication situation.

### 3.9 PROXEMICS

**Q29. Define Proxemics. Explain its guidelines and importance.**

*Ans :*

Proxemics refers to the study of how people utilise the physical space around them and what this utilization reflects about them. Sometimes, people create an invisible boundary between themselves and others; this space is known as personal feature space. Four feature space categories or zones are shown in figure.



**Fig. : Personal Feature Space Categories**

Usually, the people reserve their intimate zone for close relations and friends, which include a radius of up to 18 inches around them. The personal space, which may exceed from 1½ to 4 feet, also gets reserved for friends and family.

Cultural variations also influence the personal space of people. Some cultures are more open for intrusions into an individual's personal distance zone than the other cultures. Social distance zone of people generally extends from 4 to 12 feet. Most of business transactions are held into this zone. Public distance zone extends from 12 to 25 feet, which is the farthest zone at which one can communicate face-to-face effectively. Hence, after observing the physical space between two individuals, the relationship between them can be evaluated.

In organizations the control of space generally constitutes an extension of one's personal power. Status can often be determined by how much space a person occupies. The more status a person has, the easier it is for him or her to invade someone else's space. For example, it is all right for a manager to walk into a subordinate's office, but the subordinate must seek permission to enter the manager's room.

### 3.10 VOICE

**Q30. Define voice in communication.**

*Ans :*

Voice is the most critical component of any communication system because it creates a personal connection between people. The ability to enhance voice clarity and ensure every nuance is heard and understood can make the difference between a successful sales pitch to an international customer or a frustrating exchange that ends in misunderstanding. If you are tasked with providing a quality user experience, this level of clarity where every word is heard and conversations flow naturally is the desired outcome the right conferencing system can help make a reality.

### 3.11 MOTIVATION

**Q31. Explain the importance of motivation in business communication.**

*Ans :* (Imp.)

Employee motivation is critical to maintaining productivity. There are several factors that influence motivation, including pay, career opportunities and positive relationships with co-workers. Business owners and managers also need to understand the role of communication in employee motivation, as it can sometimes be the most basic communication errors that lead to employee dissatisfaction. Facilitating effective communication can help improve employee motivation in several ways.

#### 1. Information Distribution

The company should distribute information that employees consider vital, such as changes in the company's business focus or planned changes in the workforce, unless that information is company confidential. For example, if employees inquire into the validity of a rumor that the company will be shutting down for an extra day during the winter holidays, the best response is for management to distribute accurate information immediately. This not only makes the employees feel respected by the company, it also helps combat rumors that can lead to morale problems.

#### 2. Relationships

A workplace operates on the effective relationships built between employees, managers, departments and all levels of the company. Clear and honest communication helps to encourage and strengthen those relationships, which can assist employees in reaching maximum productivity. For example, company managers can maintain a productive relationship with staff members by holding regular departmental meetings and sponsoring employee career development programs where management personnel monitor and assist in employees' progress. Maintaining strong workplace

relationships helps employees achieve high levels of productivity and supports staff motivation.

#### 3. Decision-Making

A company's decision-making process includes active communication throughout the organization. Employees should be allowed as many ways as possible to offer their ideas and opinions, and be part of the decision-making process. For example, a company suggestion box can be actively monitored by management and when an employee suggestion is used, that employee given credit in the monthly company newsletter. Open communication allows employees to be a part of company decision-making and participate in the company's success.

#### 4. Improvement

Skill set training programs with managers is the way in which most employees receive their career development assistance. If managers are not monitoring employee performance and developing training programs to improve productivity, then the skill sets of the employees begin to suffer. Communication between the employee and manager, as well as the employee and human resources, is critical in developing training programs that improve the employee's job skills and motivate her to succeed.

### 3.12 LEADERSHIP

**Q32. Explain the importance of leadership business communication.**

*Ans :* (Imp.)

A leader is someone who inspires positive, incremental change by empowering those around them to work toward common objectives. A leader's most powerful tool for doing so is communication.

Effective communication is vital to gain trust, align efforts in the pursuit of goals, and inspire positive change. When communication is lacking, important information can be misinterpreted,

causing relationships to suffer and, ultimately, creating barriers that hinder progress.

Essential Communication Skills for Leaders:

### 1. Active Listening

Effective leaders know when they need to talk and, more importantly, when they need to listen. Show that you care by asking for employees' opinions, ideas, and feedback. And when they do share, actively engage in the conversation pose questions, invite them to elaborate, and take notes.

It's important to stay in the moment and avoid interrupting. Keep your focus on the employee and what it is they're saying. To achieve that, you also need to eliminate any distractions, including constant pings on your cell phone or checking incoming emails.

### 2. Clarity

When communicating with employees, speak in specifics. Define the desired result of a project or strategic initiative and be clear about what you want to see achieved by the end of each milestone. If goals aren't being met, try simplifying your message further or ask how you can provide additional clarity or help.

The more clear you are, the less confusion there will be around priorities. Employees will know what they're working toward and feel more engaged in the process.

### 3. Open Body Language

Communication isn't just what you say; it's how you carry yourself. Ninety-three percent of communication's impact comes from nonverbal cues, according to executive coach Darlene Price.

To ensure you're conveying the right message, focus on your body language. If you're trying to inspire someone, talking with clenched fists and a furrowed brow isn't going to send the right message. Instead, make eye contact to establish interest and rapport and flash a genuine smile to convey warmth and trust.

### 4. Receiving and Implementing Feedback

Asking for feedback from your team can not only help you grow as a leader, but build trust among your colleagues. It's critical, though, that you don't just listen to the feedback. You also need to act on it.

## 3.13 CULTURE

### Q33. What is culture in communication?

*Ans :*

Communication is the process of exchanging information, and culture in communication refers to the effect of the cultural characteristics of communicators on this process. A culture is the collection of shared characteristics of a group of people, and it's comprised of habits, beliefs, and behavioral norms. While a person's culture can make them naturally efficient at communication, it can also reduce their efficacy. There are several advantages in learning about culture's role in communication, such as:

➤ **It helps you to identify the cultural basis of beliefs:** When communicating with your coworkers or supervisors, you may encounter beliefs that do not make sense to you in areas such as gender roles, clothing, communication, indulgence, trustworthiness, and loyalty. By learning about culture's role in communication, you can identify the cultural characteristics that have triggered these beliefs. Then, you can make informed decisions that can improve your communication, such as making your communication materials more understandable across specific cultures.

➤ **It helps you to identify cultural behaviors:** You're more likely to identify behaviors that emanate from a culture. This enables you to separate individual behaviors, which are unique to a person, from cultural behaviors, which are unique to a culture. Then, you can tailor your communication strategy to address the latter type.

- **It improves your skill set for working with multinationals:** Many businesses operate in countries with different cultures, so learning about how cultural characteristics impact communication can improve your qualifications for working in them.
- **It makes you a better communicator.** Based on your knowledge of culture's role in communication, you develop stronger communication strategies. Then, you become a better communicator.
- **It helps you to progress in your career.** By learning about how culture influences communication, you're more likely to take remedial action when faced with communication issues impacted by cultural differences. This can help you to impress your supervisor, get a promotion, and achieve your professional goals.

### 3.14 LANGUAGE DYNAMICS

**Q34. Explain the concept of language dynamics.**

*Ans :*

- Language dynamics is a rapidly growing field that focuses on all processes related to the evolution, emergence, change, competition and extinction of languages. One of the major outcomes from this field of research is that language can be viewed as a complex adaptive dynamical system that evolves through the process of self-organization and self-regulation. According to this viewpoint, a community of language users can be seen as a dynamical system that collectively solves the problem of developing a shared communication framework through the back-and-forth signaling between the participating individuals.
- group is interested in the interaction of the cognitive and socio-cultural factors that play a key role in language dynamics with a special focus on how a population develops a shared set of names (Naming Game), categories (Category Game), or rules (Rule Dynamics) from scratch. The basic framework is grounded in theories of Language Games, but frequently borrows concepts and methods from the areas of statistical physics and complex systems science. These areas have proven to be extremely powerful in providing various quantitative insights into language emergence and evolution.

## Short Question and Answers

### 1. Define presentation.

*Ans :*

Presentation can be defined as an activity of exhibiting something. It is a formal verbal communication that may consist of a speech given to a group of persons; the speech may be accompanied by live demonstration, often using audio-visual equipment. Presentation is used to present products, concepts, findings, reports, techniques, or, in general, any relevant information. Presentations are made with a definite purpose, which may be to sell a product, to demonstrate the working of a product already sold, to explain a new technique of performing a task, etc.

Most of the presentations involve business-related communication, wherein a prepared speech is delivered to a small audience on a specific subject related to the business activity of the organization. It could be a product, a technique, a report, etc. The speech needs to be precise, formal, to the point, short, and simple. The presentation should be effective in achieving its purpose. In today's business environment, presentations are very common; hence managers should be adept at making effective presentations, which require in-depth knowledge of the subject, confidence, oratorical skills, and an ability to present facts logically. A good presenter should be a good speaker.

### 2. Explain the styles of presentation.

*Ans :*

The various styles of oral presentation are,

#### 1. Manuscript

Certain presentations require verbal reading from the prepared manuscript. This is most commonly seen in the speeches of presidents and prime ministers who address the audience by directly reading the message from the manuscripts. This is done only to eliminate the threat of omitting or adding some words which may not be acceptable for the audience.

#### 2. Memorized

This is the more formal form of communication wherein the speaker memorizes the entire subject of the presentation and delivers it. Among the other styles of presentation, it is found to be most difficult as the speaker has to recall and remember the presentation by his own. A new speaker may not be able to maintain good eye contact with their audience thereby leaving a bad impact on them. For making the speech effective, presenter needs to improve his/her memory power and he must practise the topic of presentation until he become perfect.

#### 3. Impromptu

Impromptu speaking means talking on the spur of the moment, without advance planning.

##### Example

When a CEO suddenly asks the financial manager to get him the status of the financial statements, then the speech of a financial manager constitutes the example of a speaking impromptu.

During impromptu speaking, a specific individual is suddenly selected because of the following reasons,

- (i) Possession of vast technical knowledge
- (ii) Crucial in making important decisions.
- (iii) Good awareness about the company's policies, culture and objectives.

#### 4. Extemporaneous

In extemporaneous style, presentations are delivered extemporaneously instead of directly reading from the manuscript. The speaker spontaneously delivers the speech from the prepared notes in a natural way and grabs the attention of audience through good eye contact.

**3. Define negotiation.***Ans :*

The term 'Negotiation' actually means a discussion intended to produce an agreement. This discussion may encompass parties whose needs being different, come to an interface where they achieve a common solution.

We certainly find examples of day-to-day negotiations whenever we are in dire need of buying articles and goods for maintaining our living. A negotiating party may as well be a consumer at one end and the seller at the other end. A transaction is not carried out unless the wants and needs of the customer are not given certain taste of satisfaction, keeping in regard of the profit earned. In order to add to this agenda of transaction the key point that is fundamental is Negotiation.

The same maybe applied in case of managers, who make use of their excellent persuasive and negotiating skills to equip themselves to guide their employees towards joint problem solving and in point opportunity finding.

**Meaning**

Negotiation is the process of two individuals or groups reaching joint agreement about differing needs or ideas. Negotiation applies knowledge from the fields of communications, sales, marketing, psychology, sociology, politics, and conflict resolution.

Negotiations become an important aspect of business communication when resolving issues. Business negotiations can range from a worker's request for higher pay to discussions of an international business deal.

**4. What are the functions of non-verbal communication?***Ans :***1. Emphasize**

Gestures and facial expressions, for example, may serve to emphasize a particular point, We sometimes nod our heads to mean 'yes'. We smile to show happy state of mind. We wear suits for special functions or for a particular meeting which states about the

importance of the respective function or meeting.

**2. Substitute**

Non-verbal behaviors may be substituted for verbal message. For example, When our national anthem is played, we stand up and remain motionless. Such activity is to honor and salute our country.

**3. Providing Action**

Non verbal activities provide prompt action and make things understandable very quickly. Actually action speaks louder than words. When we are gloomy, it clearly tells about our mind which is disturbed. When we are inattentive, it shows that are thinking something else. When we pat any one, it means we hope confidence upon him or wishing any greeting.

**4. Control**

Non verbal behaviors may also be used to control the behavior of others. Silence controls an environment or a situation. For example, when we put finger against the mouth, it is a request for silence. Such nonverbal activity is to control the behavior of others. Also consider the activity of a traffic police, who uses his arms to control the vehicles of road. So, non verbal communication controls the behavior of others consciously.

**5. Importance of negotiation.***Ans :***1. Dynamic Nature of Business**

The dynamic nature of business refers to negotiate and renegotiate the skills of people in the organization during the entire duration of their careers. Mobility and flexibility are the two key factors in the dynamic nature of business. The role of people in the organization is to create possibilities, integrate interests with others and to identify the inevitability of competition both within and between companies. Managers should act as mode of negotiating opportunities.



**2. Interdependence**

The increasing interdependence of people within organizations in terms of laterally and hierarchically refers to people should identify the ways to integrate their interests and work together for both business units and functional areas.

**3. Competition**

As there is a cut-throat competition in the organization, companies need to be expert in competitive environments. The role of managers is not only advocating products and services but also identify the competition that is inevitable between companies and within a company. For a successful negotiation understanding competitive environment is a must.

**4. Information Age**

The information age acts as a source for providing both opportunities and challenges for the manager as negotiator.

**5. Globalization**

Globalization offers various challenges for different norms of communication. Managers should focus on developing negotiation skills that can be successfully employed with people belonging to different nationalities, backgrounds and style of communication. Negotiators' skills can be improved with negotiation skill to work effectively with different people across functional units, industries and cultures.

**6. Describe the process of negotiation.**

*Ans. :*

The basic stages of negotiation may be enlisted as:

**(a) Preparation**

The preparation for a negotiation may involve:

- Identifying what the needs are.
- Planning thoroughly.
- Identifying alternatives and prioritizing

issues (BATNA Best alternative to negotiated alternative).

- Establishing a settlement range (ZOPA-zone of possible agreement).
- Focusing on long-term goals and consequences.

**(b) Discussion**

The next stage involves further discussion of the issues with the members so as to choose the best strategies before the actual negotiation. This again involves the following:

- Being aware that "no" can be the opening position and the first offer is often above expectations.
- Being aware of the reluctant buyer or seller ploy.
- Revising strategies.
- Considering many options.

**(c) Proposal**

The proposal that is to be presented depends upon the existing needs of the presenter and revolves around a set of issues and alternatives that maybe a threat or opportunity. The proposal is designed keeping in view that it appeases the parties at the other end of negotiation table. As such, the ultimate goal being a Win-Win negotiation.

The few key points under this are:

- Increasing power by getting the other side to commit first,
- Adding credibility by getting agreements in writing.
- Being wary of splitting the difference.
- In handling an impasse, offering to set it aside momentarily.
- In handling a stalemate, alter one of the negotiating points.
- In handling a deadlock, bring in a third party.
- When asked for a concession, asking for a tradeoff.

- Being wary if the other party uses a "higher authority" as a rationale for not meeting negotiating points.
- Being aware of the "wise" tactics.

**(d) Agreement**

The agreement finally comprises of the accepted negotiated proposal that is in accordance with the norms of both the negotiating parties.

This agreement follows certain steps as under:

- Counter the other party's asking for more concessions at the end by addressing all details and communicating the fairness of the deal in closure.
- Do not expect the other party to follow through on verbal promises.
- Congratulate the other side.

**7. Define oral communication.**

*Ans :*

**Meaning**

Oral communication acts as a natural and indispensable activity of human beings. For becoming successful manager, one must master the skills of oral communication.

Oral communication is used to exchange the ideas, through oral words by making use of either face-to-face communication or through any mechanical or electrical device such as telephone etc.

**Definitions**

- (i) **According to Ricky W. Griffin**, "Oral communication takes place in face-to-face conversations, group discussions, telephone calls and other circumstances in which spoken word is used to express meaning."
- (ii) **According to Bovee and others**, "Oral communication expresses ideas through the spoken word."
- (iii) **According to S. K. Kapur**, "Oral communication takes place when spoken words are used to transfer information and understanding from one person to another."

**8. Describe various Principles of Oral Communication.**

*Ans :*

The principles of oral communication are discussed below:

**1. Clear pronunciation**

Clear pronunciation of message sender is the main factor of oral communication. If it is not clear, the goal of the message may not be achieved.

**2. Preparation**

Before communicating orally the speaker should take preparation both physically and mentally.

**3. Unity and integration**

The unity and integration of the speech of the message sender is a must for successful oral communication.

**4. Precision**

Precision is needed to make oral communication effective. The meaning of the words must be specific.

**5. Natural voice**

The speaker's voice must not be fluctuated at the time of oral communication. On the other hand artificial voice must be avoided.

**6. Planning**

Organized plan is a must for effective oral communication. The speaker should take proper plan for delivering speech.

**7. Simplicity**

The speaker should use simple and understandable words in oral communication. It should be easy and simple.

**9. Define meeting.**

*Ans :*

In a meeting, two or more people come together to discuss one or more topics, often in a formal setting. A meeting is a gathering of two or more people that has been convened for the purpose of achieving a common goal through

verbal interaction, such as sharing information or reaching agreement. Meetings may occur face-to-face or virtually, as mediated by communications technology, such as a telephone conference call, a skype conference call or a video conference.

One can distinguish a meeting from other gatherings, such as a chance encounter (not convened), a sports game or a concert (verbal interaction is incidental), a party or the company of friends (no common goal is to be achieved) and a demonstration (whose common goal is achieved mainly through the number of demonstrators present, not through verbal interaction).

Meeting planners and other meeting professionals may use the term "meeting" to denote an event booked at a hotel, convention center or any other venue dedicated to such gatherings. In this sense, the term "meeting" covers a lecture (one presentation), seminar (typically several presentations, small audience, one day), conference (mid-size, one or more days), congress (large, several days), exhibition or trade show (with manned stands being visited by passers-by), workshop (smaller, with active participants), training course, team-building session and kick-off event.

#### Definition

- (i) **According to One Merriam-Webster dictionary defines** "a meeting as an act or process of coming together" - for example an assembly for a common purpose.

#### 10. Define group Discussions.

*Ans :*

#### Meaning

"Group" is a collection of individuals who have regular contact and frequent interaction and who work together to achieve a common set of goals. "Discussion" is the process whereby two or more people exchange information or ideas in a face-to-face situation to achieve a goal. The goal,

or end product, maybe increased knowledge, agreement leading to action, disagreement leading to competition or resolution or perhaps only a clearing of the air or a continuation of the status-quo.

"Group Discussion", popularly labeled as GD, is a methodology used by an organization (company, institute, business school, etc.) to gauge whether the candidate has certain personality traits. GDs form an important part of the short-listing process for recruitment or admission in a company or institution. In this methodology, the group of candidates is given a topic or a situation, typically given some time to think about the same, and then asked to discuss it among themselves for a specific duration (which may vary from one organization to another). As in a football game, where you play like a team, passing the ball to each team member and aim for a common goal, GD is also based on teamwork, incorporating views of different team members to reach a common goal.

So, a group discussion refers to a communicative situation that allows its participants to share their views and opinions with other participants. It is a systematic exchange of information, views and opinions about a topic, problem, issue or situation among the members of a group who share some common objectives.

#### 11. Kinesics.

*Ans :*

Kinesics/body language is the analysis of physical movements of the body. It is the manner in which the body communicates without using words, i.e., through different movements by its parts. When people study kinesics, they particularly search for internal states of emotions which are expressed through different parts of the body and their movements.

Body language refers to those non-verbal signs which we use during communication. It is mental and physical ability of human non-verbal communication. It includes body postures, gestures, facial expressions and eye movements. Human beings subconsciously transmit and interpret such signals.

**For example,** a good boss, while scolding a subordinate for some serious mistake, will not show anger on his face, instead, his face will register a feeling of concern for the employee so that, the latter goes with the impression that the scolding was directed at improving him and making him more efficient in his work.

---

**12. Define Proxemics.**

*Ans :*

Proxemics refers to the study of how people utilise the physical space around them and what this utilization reflects about them. Sometimes, people create an invisible boundary between themselves and others; this space is known as personal feature space. Four feature space categories or zones are shown in figure.

---

**13. What is culture in communication?**

*Ans :*

Communication is the process of exchanging information, and culture in communication refers to the effect of the cultural characteristics of communicators on this process. A culture is the collection of shared characteristics of a group of people, and it's comprised of habits, beliefs, and behavioral norms. While a person's culture can make them naturally efficient at communication, it can also reduce their efficacy.

---

### *Choose the Correct Answers*

1. Non verbal communication is more [ a ]  
(a) Communicative (b) Laughing  
(c) Predictive (d) Solitary
2. Non verbal communication is more [ c ]  
(a) Solitary (b) Dependant  
(c) Independent (d) Collective
3. Verbal communication is more [ b ]  
(a) Aggressive (b) Dependent  
(c) Silent (d) Solitary
4. We essentially speak non verbally though our [ b ]  
(a) Gestures (b) Body language  
(c) Thinking (d) Attitudes
5. Silence speaks [ d ]  
(a) Contradictory (b) Silence  
(c) Self (d) Volumes
6. It is perhaps impossible to speak without the use of [ a ]  
(a) Gestures (b) Speech  
(c) Language (d) Silence
7. Negotiators are mentally [ c ]  
(a) Resistant (b) Weak  
(c) Tough (d) Name of the above
8. Negotiators need be [ a ]  
(a) Patient (b) Angry  
(c) Emotional (d) Head strong
9. To be a good negotiator, we need to be good [ d ]  
(a) Analysts (b) Doctors  
(c) Psychiatrists (d) Strategists
10. Negotiators find fun in [ c ]  
(a) Haggling (b) Chatting  
(c) Speaking (d) Silence

## *Fill in the blanks*

1. A message communicated through words is known as \_\_\_\_\_.
2. \_\_\_\_\_ is an important form of non-verbal communication.
3. Body language is most suitable in \_\_\_\_\_ communication.
4. A message communicated through symbols is known as \_\_\_\_\_.
5. \_\_\_\_\_ is a process of adjusting the parties view to achieve a desired outcome.
6. \_\_\_\_\_ approach is regarded as an ideal approach of negotiation.
7. \_\_\_\_\_ refers to the manner in which a person stands or sits or the manner in which he/she holds himself/herself.
8. \_\_\_\_\_ are behavioural acts which are directly linked with speech and are used to demonstrate the verbal message.
9. \_\_\_\_\_ is a universal gesture.
10. \_\_\_\_\_ approach is considered as destructive to the parties involved.

### **ANSWERS**

1. Verbal communication
2. Physical appearance
3. Face to face
4. Non-verbal communication
5. Negotiation
6. Win-win
7. Body posture
8. Illustrators
9. Smile
10. Lose-lose approach

## UNIT IV

Employment Communication- Interviews –Selection or Placement Interviews– Appraisal Interview- Exit Interview- Discipline Interviews- Writing CV/Resume– Teleconferencing- Videoconferencing- Social Media Communication - Dos & Don'ts of Social Media Communication.

### 4.1 INTERVIEWS

**Q1. Define interview. State the objectives of interview.**

*Ans :* (Imp.)

#### Meaning

Interview is considered as a face-to-face conversation between two people where one asks the questions and other is expected to answer them. The term interview is derived from a Latin word *videre* which means vision and middle French word *entrevue* which means to "see each other". During the interview, the questions are asked by the interviewer and the answers are given by the interviewee. The main purpose of conducting an interview is to gather information about each other.

#### Objectives

Main objectives of conducting interviews are as follows:

##### 1. Employment

Interviews are mainly conducted to provide jobs to the needy people according to their academic qualification and skills.

##### 2. Periodic Assessment

Some companies conduct periodic interviews in order to assess their employees.

##### 3. Finding Exit Reason

Many companies conduct exit interview to search out the reason for the exit of the employee from the company.

##### 4. Collecting Relevant Data

Interviews are also considered as a good

source of collecting information. Managers within the company conduct interviews to get information about the working conditions of the company, attitude and behaviour of the employees at the workplace, functions performed by the other members of the company, etc.

##### 5. Media Broadcasting

Interviews are often carried out by the journalist with various famous personalities or people whose viewpoints and ideas are required to be broadcasted.

##### 6. Interviews for Admission

Most of the schools, colleges and professional institutes prefer taking interviews of the candidates before giving admission to them in their institute.

##### 7. Interviews for Promotional Purpose

In various reality shows, celebrities are interviewed by selected audience as a part of the publicity.

**Q2. Explain the structure of interviews.**

*Ans :*

The structure of interview involves following stages:

##### 1. Opening or Beginning

Following points are included in the beginning of the interview:

- i) Introduction of both the parties.

- ii) Main aim of conducting interview should be made clear.
- iii) Making the atmosphere comfortable for the interviewee.
- iv) Continuing the interview by discussing matters frankly and by adopting flexible approach.

## 2. Middle Body

Following points are included in the middle part of the interview:

- i) Exchange of information among both the parties.
- ii) Ensure to carry on the discussion precisely.
- iii) Both the parties should listen to each other diligently and patiently.
- iv) Appropriate eye movements and eye contact between both the parties.
- v) Answering the asked questions carefully and confidently.
- vi) Ensuring that the entire agenda is covered.
- vii) If any kind of interruption is to be made, it should be polite.
- viii) In case, some point is not clear, clarification can be asked for.

## 3. Closing

While wrapping up the interview following points are included:

- i) Summarising the entire discussion.
- ii) Informing the decision made to the interviewee.
- iii) Wrapping up the interview with positive feedback rather than ending it up negatively and abruptly.
- iv) Exchanging gratitude or thanking each other.

## 4.2 SELECTION OR PLACEMENT INTERVIEWS

**Q3. Explain the communication skills required for placement interview.**

*Ans :*

### 1. Eye Contact

Eye contact of the candidate has a great impact on the interviewer. When more than one interviewer is sitting during the interview, rather than paying attention to any single observer, candidates should speak to all of them. This can be easily done through proper eye movement.

### 2. Voice-Clarity

Candidate should take care of his tone while expressing his views and feelings in front of the interviewers. The voice should be clear to all the members and must depict the firmness of the candidate.

### 3. Body Language

Body language is the reflector of candidate's attitude. Candidate must be careful about his body language and must not forget his basic manners at any cost.

### 4. Confidence

The candidate should be confident about his skills. The communication expertise of any individual is the best way to express his confidence level.

### 5. Speech

Every member of the panel observes each and every action of the candidate. Thus, the behaviour of the candidate, the language he speaks, and whatever he speaks, is deeply scrutinised by the interviewers.

### 6. Pitch and Tone of Voice

Depending upon the requirement of the job, pitch and voice tone varies. While interviewing a candidate for the job of an actor, he may be asked to act or read a script, whereas, for a salesperson post, candidate may be asked to show his skill to convince people by using his speaking abilities.



## 7. Listening Skills

Besides having good speaking skills, candidate should also be a good and attentive listener. Paying appropriate attention to what the interviewers say depicts the capability of an individual as a good listener.

## 8. Presence of Mind

Candidates should be mentally fit and present for the interview. In order to check the presence of mind of the candidate, interviewers often keep certain situation in front of them. How they handle or react to that situation reveals a lot about interviewee to the interviewer.

### Q4. Describe the various techniques of interview for selection (or) placement purpose.

*Ans :*

(Imp.)

There are various types of interviews, which are used for obtaining various kinds of information and to evaluate the candidate's skills, knowledge, etc., on a variety of bases. Employment interviews can be categorised into following types:

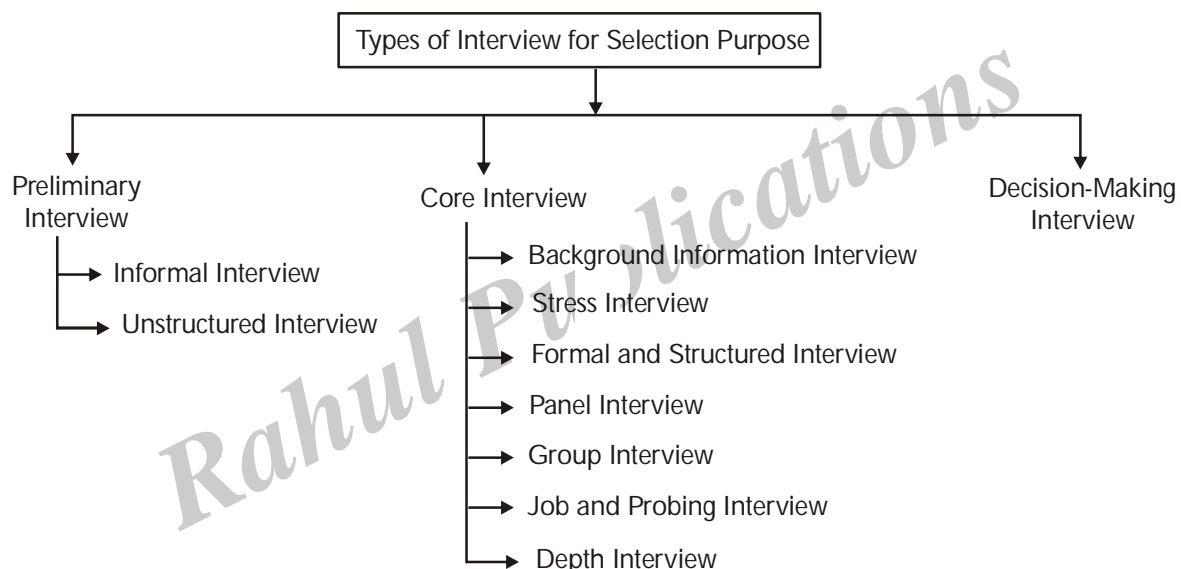


Fig.: Types of Interview for Selection Purpose

### 1. Preliminary Interview

Preliminary interview is a conversation between the candidate and the personnel manager regarding the basic aspects of the job such as job characteristics, working conditions, salary, other benefits, etc. This helps an organization in removing the useless people and helps the candidate to decide whether or not to accept the job. Preliminary interviews can be divided into following types:

- i) **Informal Interview:** An informal interview can be conducted at any place by HR personnel to obtain the fundamental and non-job related information.
- ii) **Unstructured Interview:** An unstructured interview provides freedom to the candidates so that they can reveal about their knowledge in various topics/fields, their background, expectations, interests, etc. Likewise, the interviewer is also allowed to share information on various topics enquired by the candidate.

## 2. Core Interview

Core interviews are generally a communication between the candidate and the line manager or experts on different areas of job knowledge, skills, talent, etc. Core interviews can be divided into following types:

**i) Background Information Interview:**

These interviews are aimed at gathering the information which cannot be obtained through the application form. It is also used to verify the information which is collected through the application form such as educational background, domicile, family, health, interests, hobbies, likes, dislikes, extracurricular activities, etc. of the applicant.

**ii) Stress Interview:** Stress interview is designed for evaluating the candidate's behaviour on the job and the survival level during the time of pressure or stress, i.e., his pressure handling capacity. In this kind of interview, the candidate is put to aggressive, apathetic or threatening situations, whose objective is to demoralise the candidate and check his ability to deal with difficult situations.

**iii) Formal and Structured Interview:**

Formal and structured interviews strictly follow all the formalities and procedures related to conducting of interview such as determination of value, time, a panel of interviewers, opening and closing, informing the candidates officially, etc. They are pre-planned and organized, based on job requirements.

**iv) Panel Interview:** Panel interviews include a panel of specialists to interview each and every candidate, evaluate their performance separately and to form a combined decision on the basis of evaluation by every specialist and by way of giving weightage to each factor.

**v) Group Interview:** Group interview is a special situation for interviewing a candidate where numerous candidates are called for interview at the same time.

For example, in cases, where there are a large number of candidates for interview on the same day, group interview facilitates the interviewers with a capability to evaluate a large number of candidates. It is also a time-saving tool for the organization. Group interview also provides an opportunity to evaluate the behaviour of a candidate in a group.

**vi) Job and Probing Interview:** Job and probing interviews are mainly designed for evaluating the candidate's knowledge with respect to the duties, functions, job methods, critical problems, ways to resolve those problems, etc.

**vii) Depth Interview:** Depth interviews are the type of interviews in which a candidate is evaluated mainly in the core areas of knowledge and skills of the job. Candidates are evaluated by the experts in their respective fields by putting up appropriate questions in order to obtain significant responses from them while initiating the discussion pertaining to some problematic areas of the job, and by asking them to describe even minute activities of the job performance.

## 3. Decision-Making Interview

Decision-making interview is another kind of interview taken by concerned department head. Generally, this kind of interview is conducted through informal discussion. The HR manager is also supposed to take an interview of the candidate in order to take his decision with respect to the salary, allowances, benefits, promotions, etc. The department head and the HR manager exchange their views; thereafter they mutually intimate the interview head about their decision. The head of interview board takes the final decision about the candidate's performance and his respective rank in the interview.

**Q5. Discuss the preparations which should be made by an interviewee to effectively encounter interview.**

*Ans :*

There are various tips for preparing interviewee for a job interview to effectively encounter:

- A) Before the interview
- B) On the day of interview,
- C) During the interview, and
- D) After the interview.

**(A) Before the Interview**

The candidate going for an interview can prepare himself in advance by following below mentioned strategies:

**1. Advance Preparation**

The candidate should do some homework before going to attend the interview. He should have information about the company, job profile, and other relevant details related to it. This information will help the candidate to be different from the crowd and enhance his chances to get selected.

**2. Role-Play**

The candidate can take help of someone (a friend or family member who is related to business) and ask him to play the role of interviewer. This helps in increasing the confidence level of the candidate as he can freely express his feelings and ideas in front of that person.

**3. Practice in Front of a Mirror or Video Camera**

Using mirror for practice or a video camera to record the role played by the candidate can help him to observe his weaknesses and rectify them before going for final interview.

**4. Assessment of Interviewing Skills**

Before going for an interview, the candidate should recognise his weaknesses and rectify them. He must possess skills that are required during the interview. Having too high or too

low voice tone, inappropriate body language, wrong facial expression, poor etiquettes, etc., may adversely affect the interview.

**5. Learn**

The candidate should thoroughly learn the answers of such questions which are commonly asked by the interviewer. The answers should be clear and to the point.

**6. Queries**

In case, the candidate has some queries, he must be aware about when and where to ask them. The questions should be asked politely at appropriate place and time.

**7. Realisation of Strengths**

The candidate should self-scrutinise himself before going for an interview as his qualification, experience and skills are his major strengths that help him to achieve his desired job.

**8. Practicing**

The candidate should be skilled in tailoring his answers as per the requirements of the job. This becomes easier if the candidate is already well aware about each and every detail of the company as well as the job he is applying for.

**9. Self-Appraisal**

Before leaving for the interview, the candidate should appraise his overall appearance.

**10. Appropriate Clothing**

Candidate should go for clothing which is suitable as per the demand of the job he is applying for. In most of the organizations, conservative clothing is given preference, but fashion and advertising industries often demand for stylish dressing style.

**11. Personal Appearance**

Personal appearance is again an important factor that influences an interview to a great extent. The candidates should have an appropriate dressing style and must groom themselves before going for any interview. Those who are unable to carry themselves properly may receive negative remarks from the interviewer.

**12. Research the Company**

The candidate should try to gather maximum information about the company and job position for which he wants to apply. This research work sometimes becomes very beneficial for the candidate.

**(B) On the Day of Interview**

On the interview day, candidate should take care of following points:

1. He should reach the destination on time or in fact, a bit early.
2. He should have his resume, application letter and samples of his previous work (if any).
3. During the interview, the candidate should carefully listen to questions asked by the interviewer and answer them confidently and briefly.
4. The main motto of candidate should be to show his positive points to the interviewer. Thus, he should be confident about his strengths.
5. The candidate should be careful about his communication skills. The interviewers give preference to facial expression than the words in the resume. Thus, the candidate should have that confidence on his face to support what actually he has written in his resume. Otherwise, the candidate may get rejected.
6. The candidate should give his answers by speaking effectively as this shows his self-confidence.
7. The interviewee should thoroughly check the interview invitation received before going for the interview as it mentions all the documents that may be required at the time of interview. Thus, it saves time of both the interviewer and the interviewee.
8. Candidates having detailed information about the company always leave a positive impact on the interviewer. The candidate can share his personal views and ideas about the company's planning, structure, profitability, etc., in order to impress the interviewer.

9. Carrying a pen and notepad is always beneficial. In case the candidate has to give the presentation, he should have the copy of it to be on safer side. Providing copies of data slides to the interview panel can become an additional point.

10. In case the candidate is having a mobile, it should be switched off or kept on silent mode before stepping into the interview room.

**(C) During the Interview**

During the interview, the main focus of both the parties is to gather all the possible information regarding each other. The interviewer tries to assess the suitability of the interviewee as per the requirement of the company and on the other hand, interviewee tries to evaluate the appropriateness of the job according to his personal requirement.

Most of the interviews are structured around following three stages:

**1. Introductory Stage**

Introductory stage includes greeting and a precise discussion about the purpose of the interview.

**2. Middle Stage**

The middle stage covers the question and answer part, i.e., few questions are asked by the interviewer and the interviewee is expected to answer them.

**3. Closing Stage**

In the closing stage, interviewee is presented with a chance to clarify any doubt or any questions that are running through his mind, or are left unanswered, and finally greeting each other before shutting down the interview.

**(D) After the Interview**

Once the interview is over, the candidate should:

**1. Thank the Interviewer**

Before leaving the interview room, the candidate should thank the interviewer. He can even write a short note to the interviewer in order to show his interest in the job with his name below it.

**2. Follow-Up**

In case, the candidate does not receive any response from the interviewer or the company, he should make a call and ask the time that may be taken for the final decision. The interest of the candidate in the job engraves his image in the mind of the interviewer, as a result of which he may get nominated for the future vacancies.

**3. Pull up the Socks**

Not getting selected does not show that the candidate is not a potential individual. Candidate should not get upset, but boost up his morale and pull his socks up for the next interview. More the interviews faced by the candidate, more polished he becomes. Candidate should focus on strengthening his positive points rather than thinking about the previous interview.

**Q6. State the advantages and disadvantages of interview.**

*Ans :*

(Imp.)

**Advantages**

Interview is advantageous for both employers and job seekers:

**1. Employers:** Advantages of interview for employers are as follows:

- i) **Provides Information about Job-Seeking Candidate:** An interview helps an employer in gathering complete information about the candidate looking for the job. An interview obtains information about an individual pertaining to his cultural and educational background, work experience, intelligence quotient, communication skills, personality type, interests, social behaviour, etc.
- ii) **Helps to Select the Right Candidate:** An interview facilitates face-to-face conversation of the interviewer with the candidates. Thus, an interviewer can take an accurate decision about the selection or rejection of the candidate. A personal interview

is the best option to be used by interviewers while selecting the right person for the right job.

**iii) Improves Goodwill of Employers:**

An interview acts as a public-relation tool. An interview must be administered properly in a congenial environment. The candidates called for interview should be dealt with dignity and respect. There should be an effort towards making the candidate feel happy about the employer, irrespective of being selected or rejected. This will enhance the employer's image. Thus, a good interview session always adds to the goodwill of the employer.

**iv) Helps in Promotions and Transfers:**

An interview helps an employer in assessing his staff for the purpose of promotions, transfers, etc.

**2. Job Seekers:** Advantages of interview for job seekers are as follows:**i) Provides Employment Opportunity:**

An interview helps the job seeker by providing an opportunity for employment. It aids a candidate in presenting and conveying his vision, beliefs and thoughts to the employer.

**ii) Helps Candidates to Accept or Reject the Job:**

An interview helps the candidate by providing information pertaining to the job and the employer. A candidate is, thus aware of the compensation, perks and allowances, working conditions, job security, chances of promotions and transfers, and other employment benefits, if any. An interview provides an opportunity to the candidate to clear all his/her doubts about the job. This also helps him in taking a sensible decision for his career regarding accepting or rejecting the job, if offered.

**iii) Helps Job Seekers to Increase Contacts:**

An interview gives an opportunity to the candidate to build contacts with the interviewer and other

candidates as well. So, in case, where a candidate is rejected in his very first effort of a job hunt, then these contacts perhaps can help him in succeeding efforts.

### Disadvantages

Disadvantages of interview are as follows:

#### 1. Expensive

Biggest disadvantage of interview is that it is expensive in terms of time and money.

#### 2. Subject to Bias and Personal Traits

Another disadvantage is that sometimes an interview gets affected negatively by the manner in which questions are asked by the interviewer, his way of interaction, false recording, and at the same time by the respondent's wrong perception, defective memories, lack of expression, etc.

#### 3. Ineffective in Some Areas

Face-to-face interviews are often incapable of gathering personal and financial information. Such kind of information may be obtained through mail questionnaires, especially if there is no compulsion to undersign it.

#### 4. Recording Complexities

An interview has a disadvantage as it causes the problem of recording information collected from the candidates. For this purpose, there is no proper facility. Note taking is supposed to be a distraction for both the interviewee and the interviewer as it interrupts the flow of conversation.

#### 5. Demands Skilled Interviewers

An interview requires a set of highly skilled interviewers, whose availability is limited and the time and cost spent on their training and development is also high.

#### 6. Subjective

Sometimes, there are chances of personal biasness in case of personal interview. This problem also may take place if the investigators are doing partiality and are trying to leak the possible answers to the candidates.

#### 7. Difficulty in Analysis

The results of an interview are very difficult to be analysed because of the subjective nature of the information as well as distortion in the communication.

### 4.3 APPRAISAL INTERVIEW

#### Q7. What is appraisal interview? Explain its importance and types.

Ans :

#### Meaning

Appraisal interview is a formal discussion process between an employee and his/her manager regarding performance and other aspects of job role. It is one of the best ways for an employee to increase productivity and change work habits. In appraisal interview, the employer and the employee discuss the performances of the individual and the key areas of improvement and how the employee can grow through a feedback mechanism.

#### Importance

An appraisal interview gives the employee the chance to shield himself/herself from poor evaluation by the manager. It also gives the manager an opportunity to spell out his/her reviews.

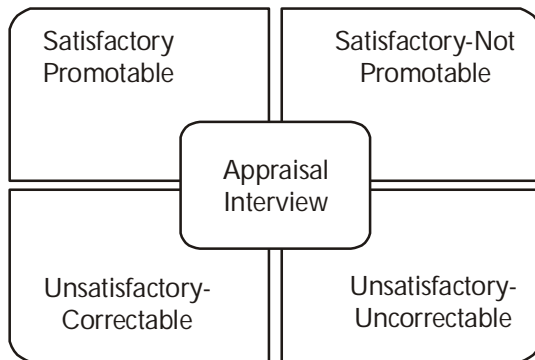
It helps the employees to determine whether there is a need for training if they lack in any particular skill and who will be promoted, demoted, retained or fired.

#### Types

##### 1. Satisfactory-Promotable

The employee's performance is satisfactory

and there is a promotion ahead. This interview's objective is to develop is to discuss the employee's career plans and to develop a specific action plan for the professional development that he/she needs to move up.



## 2. Satisfactory-Not promotable

The employee's performance is satisfactory but there is no possibility for promotion. This interview's objective is to motivate the employee enough so that the performance satisfactory.

## 3. Unsatisfactory-Correctable

The interview's objective is to find a way to correct the unsatisfactory performance.

## 4. Unsatisfactory-Uncorrectable

This interview is usually to warn the employee about his/her performance. The worst case would be that the employee is fired.

## Q8. State the guidelines for conducting appraisal interview.

*Ans :*

The following things should be kept in minds while conducting appraisal interviews:

### 1. Use of work data

Use of actual numbers like productivity reports, leaves, orders and so on.

## 2. Don't get personal

Try and avoid negative sentences that directly affects the employee. Compare the employee's performance with a standard not with other people.

## 3. Value employee's opinion

Encourage the employee to talk. Ask his/her opinion to improve the situation.

## 4. Don't tiptoe around

Make sure the employee gets to know what he/she is doing correctly or incorrectly. Advise the employee on how to improve things.

## 4.4 EXIT INTERVIEW

### Q9. Define exit interview. State the purpose of exist interview.

*Ans :* (Imp.)

#### Meaning

Exit interview is a human resource practice carried out by the organization to gain valuable feedback from the employee who is leaving the organization. It is a standard procedure to obtain insights on the company's strengths and weaknesses, as perceived by the leaving employee.

In an exit interview, an interviewer can be an HR representative, manager, owner or any other person like a third-party consultant. An interviewee is a person who is terminating his/her services in the organization.

#### Purpose

For companies, time is equivalent to money. Then why do they invest their ample time in carrying out exit interviews?

This is because such practice can set human resource benchmarks for the companies in the following ways:

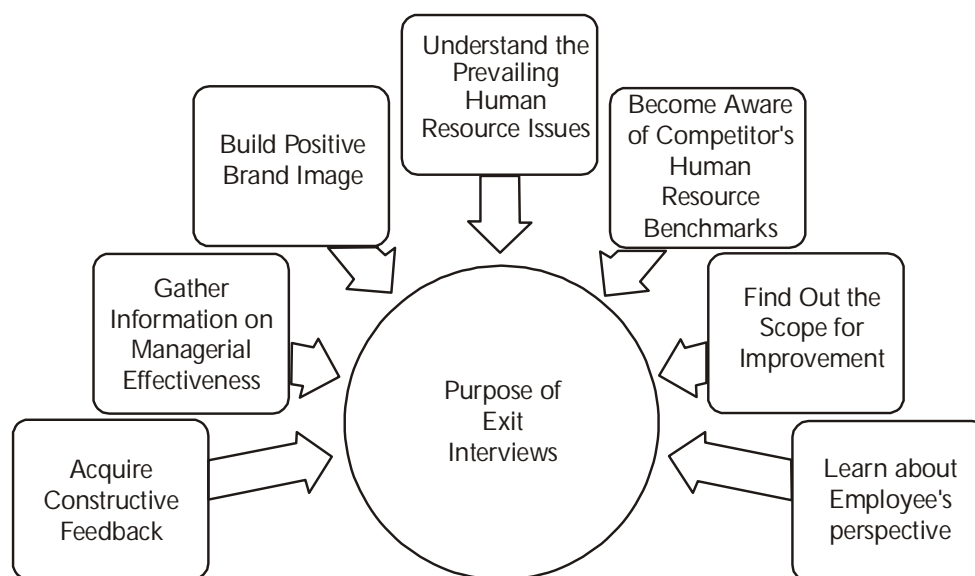


Fig.: Purpose of Exit Interviews

**(i) Acquire Constructive Feedback**

Exit interview is essential to know the unseen strengths and weaknesses of the company from the employee's perspective.

**(ii) Gather Information on Managerial Effectiveness**

It is a useful method for evaluating the manager's efficiency and leadership skills in the work environment.

**(iii) Build a Positive Brand Image**

When the employees can share their grievances within the company premises, they feel satisfied and speaks positively in public.

**(iv) Understand the Prevailing Human Resource Issues**

An exit interview can unfold many pages of the human resource management flaws prevailing in the company.

**(v) Become Aware of Competitor's Human Resource Benchmarks**

If the employee is about to join a competitive firm, the management can get the idea about the human resource standards and practices of the competitor.

**(vi) Find Out the Scope for Improvement**

The exiting employee can throw light upon the human resource shortcomings which have not been considered by the company yet.

**(vii) Learn about Employee's Perspective**

Every personnel has a different opinion about the company, the job, the people and the work environment. Since the employee would convey this impression to the outside world, the company must be aware of it.

**Q10. Write down the template of exit interview.**

*Ans :*

- Before organizing an exit interview, the management first needs to prepare itself. Some companies even conduct EIs of the involuntarily terminated personnel. The interview questionnaire must be modified according to the termination reason.



- The questions should be framed such that they have the potential of seeking maximum information. The sequence of questioning plays a significant role in engaging the employee and acquiring valuable feedback.
- Given below is a sample of employee exit form, which has been drafted by considering the above questions.

**EMPLOYEE EXIT INTERVIEW FORM**

Date: .....

Name: .....

Social Security Number: .....

Branch/Department: .....

Manager/Supervisor: .....

Date of Joining: .....

Leaving Date: .....

Starting Position: .....

Current Position:

We appreciate your presence for this exit interview session. We value your decision and your feedback is essential for us. Please answer the given questions genuinely. since the information provided by you will be presented to the management However, the individual's identity and response would be kept confidential by the HR department and not be revealed even to the management

Q. Why are you leaving the job?

Q. Were you satisfied with the job profile?

Q. Did you over intend a long-term association with the organization?

Q. How did you perceive your career goals in this company?

Q. What are your views about your manager or supervisor?

Q. What is your opinion about your team?

Q. Were you satisfied with your remuneration and other benefits?

Q. Was sufficient training provided to you?

Q. Do you think that the resources provided to you for task accomplishment, were adequate?

Q. What are the benefits offered by your new company?

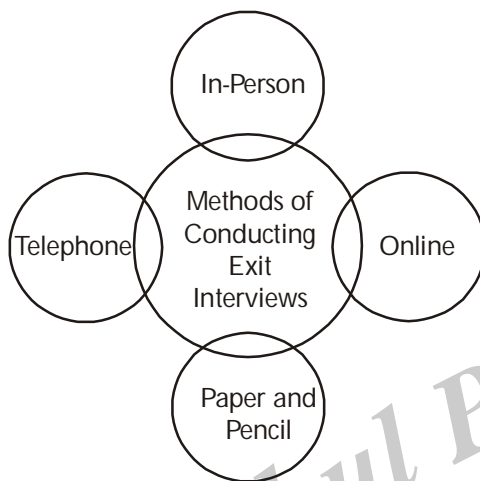
Q. According to you. What improvements shall we make to retain our valuable resources?

- An exit interview data is highly confidential in terms of an individual's identity. It should not be formally or informally disclosed among the staff or the management.

**Q11. What are the various methods of conducting exit interview?**

*Ans :*

- Exit interviews usually proceed through personal interaction; however, the company has other means too for such practice. Let us understand the four prominent ways of taking exit interviews.



- **In-Person:** This is a frequently used method of exit interviews where the interviewer engages in a one to one conversation with the interviewee (departing employee).
- This type of EI is carried out in the office premises itself. The interviewer has to enter the gathered information in the system physically.
- **Online:** This kind of exit interview is popular in the globally operating companies. The departing employee is asked to take the exit interview on the company's website.
- It provides authentic information and also facilitates automatic data-keeping through the information system.
- **Paper and Pencil:** On the leaving date, the EI form is manually presented or mailed to the leaving employee. It is an elaborated form with multiple questions.

- However, many times, employee hesitate in giving an honest review or even avoid submitting the form.
- **Telephone:** A representative from a third party or the HR team reaches out the leaving employee over a phone call to carry out the exit interview.
- However, it is an inefficient method due to excessive cost involved in it.

#### 4.5 DISCIPLINE INTERVIEWS

**Q12. What is discipline interview? Explain the purpose discipline interview.**

*Ans :*

When interview is conducted to improve the disciplinary condition of the employees or interviewees, it is called disciplinary interview. Sometimes in the organization, there may be some employees continuously violating the disciplinary rules of the organization and it becomes necessary to rectify their behaviors. It helps the indisciplined employees improve their morale, attitude and behavior.

**Purpose**

The purpose of a disciplinary interview, or a disciplinary action meeting, is to inform an employee of missteps, poor performance or workplace behavior that violates company policy. Several steps are necessary for an effective meeting, for which the outcome is positive change in job performance.

1. Obtain the employee's personnel file materials. Review the file documents for a better understanding of past performance and workplace behavior. Meet with the employee's supervisor about recent performance or behavioral issues. Prepare a report about the incident or behavior that is the basis for current disciplinary action and review it with the supervisor to ensure the circumstances are accurately summarized.
2. Determine whether the employee has demonstrated similar behavior in the past, who addressed the previous issues and how they were resolved. Ensure you have current disciplinary action forms and documentation

- about workplace policies. If the employee's behavior involves violation of a workplace policy, review your report and the appropriate workplace policy to determine the correct interpretation of policy. Prepare a draft disciplinary review form based on your summary and the supervisor's comments.
3. Schedule a time to meet with the employee and her supervisor. Give them ample time to prepare for the disciplinary interview. Briefly explain the reason for your meeting—employees aware of performance and behavior that slips below company expectations usually already know why they are being summoned to human resources. Nevertheless, inform the employee that the purpose of the meeting is to discuss recent matters concerning performance and workplace behavior.
  4. Assemble the file materials, disciplinary records and documentation. Make copies for the supervisor and the employee.
  5. Begin the meeting with an explanation about its purpose and the expected outcome. Review the employee's performance during the evaluation period, using past performance appraisals, disciplinary reviews, commendations and attendance records. Point out positive performance and behavior and explain why it is congruent with the company's philosophy.
  6. Provide the employee and supervisor with copies of the documents concerning current performance. Explain why you are concerned about changes in the employee's behavior. Compare the employee's performance or behavior to the appropriate workplace policies; explain violations of the workplace policies and the consequences. Tell the employee your version of the incidents or behavior and ask him to describe the incident or circumstances from his point of view.
  7. Explore reasons why there may be differences between the supervisor's perspective and the employee's point of view.
- Encourage dialogue between the employee and supervisor; consider that the employee-supervisor relationship may be an underlying reason for performance problems or behavioral issues. Observe their interaction and intervene whenever necessary to resolve any conflict or a breakdown in their communication.
8. Discuss whether the performance problem or behavioral issue is resolvable. Ask the employee about suggestions for improvement and engage the supervisor in the discussion. Determine if the employee and the supervisor share responsibility for improving the employee's work performance. For example, if the employee's poor performance is based on not having proper training or skills, enlist the supervisor's help in obtaining the resources necessary to help the employee improve. If the issue is behavioral, due to potential conflict between the employee and supervisor, determine the cause and recommend ways to resolve it.
  9. Provide the employee with a copy of the disciplinary action, and place a copy of the documentation in the personnel file. Inform the employee about company policy concerning disciplinary action and the length of time disciplinary action forms remain in an employee's file before they can be removed.
  10. Schedule a follow-up meeting with the supervisor and employee to discuss improvements and progress.

#### 4.6 WRITING CV/RESUME

**Q13. What do you mean by resume drafting? Explain different styles of resumes.**

**Ans :** **(Aug.-18)**

A resume is a self-marketing tool which summarizes the qualifications of an individual. The resume of an individual must very vividly indicates about one's work experience in the past and the future aims which one intends to do/achieve. The information present in the resume must be able to provide an answer to the question as to what should

be the reason for which the employer must appoint the individual. Resumes must not be in detail and vague, infact they must be brief and vivid in nature. This is due to the reason that the employers usually spends merely 20 to 30 seconds per resume in their first screening.

Eventhough majority of the candidates/job seekers makes use of a written resume, there are few who uses a videotape, a CD, a portfolio or an electronic resume. In reality all the job seekers are advised to make use of the written resume in order to secure a job.

The main objective of a resume is to attain a job interview. One out of ten job seekers gets a chance to attain/ attend the interview. If an individual's resume is better than that of their competitors both with respect to appearance/look and content, then that individual holds a greater chance of being getting selected for the interview. If an individual does not attend the interview they will not be hired/appointed.

### **Different Styles of Resumes**

There are primarily two types of traditional resumes,

1. Targeted resume and
2. General resume.

Both of these types can have chronological, functional or a combination arrangement.

#### **1. Targeted Resume**

A targeted resume is usually being drafted for a particular candidate or a job seeker. It is keyed and printed individually and consists of information which indicates and highlights the reason for the candidate being getting qualified and selected for the job.

Accomplishments, achievements and skills are included in the resume in order to emphasize upon and show the skills, qualifications and experience of an individual which are in accordance with the job requirement.

A targeted resume is powerful in nature and must be utilized for merely the solicited candidates. The resume can be easily prepared, personalized and updated using a word processing program.

#### **2. General Resume**

A general resume provides an overview or describes the qualifications which can be utilized for any related job of one's career objective and can be sent to even more than one employer at a time. This type of resume is usually used in case if the candidate is applying for the unsolicited jobs having the same features. For instance, if an individual desires to apply for the post of a manager or a managing director in various firms with same needs, then a general resume can be forwarded to all the prospective employers.

#### **Formats for Resumes**

There are basically three different formats of resumes,

- (i) Chronological
- (ii) Functional and
- (iii) Combination.

**(i) Chronological Format:** The chronological resume is also called as the traditional or traditional reverse chronological resume. A chronological resume would contain the information in each and every section which is organized by date including the latest information which is being listed out within all the sections. This type of chronological approach/method is being used in many different sections such as education, activities or community service or in any other area which consists of accumulated information.

Chronological resumes are greatly preferred as they provide the essential information in an organized order and also helps in making the resume comparisons. Besides this, these resumes also helps the employers to

recognize the gaps in the work experience as it basically focuses upon the dates of jobs, names and addresses of employees, job titles, responsibilities and so on.

- (ii) Functional Format:** The functional format offers information in such a format which focuses upon the qualifications which are being divided on the basis of skills and knowledge and the associated achievements - short divided on the basis of functions.

The experiences and the achievements of an individual are classified as function or skill headings according to the individual's career objectives. For instance, the headings which are being used for functions may consists of management, sales, advertising, communication and so on. This type of a format is creative in nature and is basically being used for the following positions advertising, designing or copy writing.

Besides this, it is also useful in focussing upon the strengths or the positive points which are already being provided in the resume. This is best suitable for those individuals who have been out of the job market for greater number of years, or who holds meagre work experience, or has done various jobs and needs to integrate all those in order to make the presentation precise and brief.

- (iii) Combination Format:** The combination resume is an integration of benefits of both chronological and the functional resumes. It is best suitable for those individuals who hold very meagre work experience or has just entered the job market.

**Q14. Write in detail about the contents of a resume.**

*Ans :* **(Imp.)**

The following are the essential contents of a resume,

1. Opening
2. Education
3. Experience
4. Activities, honors or special skills and
5. References.

The additional element which an individual add to their resume is work history or achievement. If the individuals possess if any.

Scanning a resume implies that the paper document is transformed to an electronic format for the purpose of computer storage and processing.

**1. Opening**

The opening of resume consists of heading, career objective, summary of qualification. The purpose of opening in the resume implies that the potential employers should get a brief introduction of an individuals in terms of name, education, interests, career-objectives etc.

**(a) Heading**

A resume heading consist of name, address, telephone number and e-mail address. These are essential elements because this information helps the employer to contact individuals.

The examples of resume headings are,

- (i) Lily croxton  
lily3@cox.net  
5421 Jamuna Bazaar  
Lasalle, IL 58634  
Telephone (713) 888-5114  
Fax (713) 444-5893.
- (ii) Lynette Macmillan  
2013 Church Street  
Claremont, CA 81522  
807.111.5339  
Macmillan@gmail.com

**(b) Career Objective**

Career objective helps employers in knowing the potential of the individuals. It is of two types specific objective and general objective. Specific objective is used for targeted position and general objective is used for a variety of positions in order to match-up with qualification and work-experience.

**(c) Summary of Qualification**

This element includes a brief abstract of your qualifications. The other titles of this element are qualifications summary key accomplishments, major achievements, selected achievements and summary of accomplishments. Summary qualification helps the employer to know whether the individual qualification fit the position requirements or not.

**Example:** General qualification.

- Having experience in handling customer calls and their issues.
- Youngest adjustor in company history
- Associate of commerce degree in business.
- GPA of 3.5 while working full time.

**2. Education**

This consist of providing recent qualification in a resume. Titles used for this element are education, educational qualification, educational background, specialized education, education and credentials, academic preparation, professional education, educational data and educational preparation.

**Examples**

- (i) Education  
Yale University of New York  
Bachelor of Commerce Degree, July 2004  
Business Administrator Major  
GPA: 3.58 (4.0 = A)
- (ii) Educational preparation  
Central Cambridge University, Cambridge

BS in Business Education, June 2003

Business Education Major and English Minor

GPA: 3.2 (Major)

**3. Experience**

Employers prefer experienced employees when compared to new graduates. It acts as an added advantage. Thus, this element should be highlighted. The individuals experience shows record of responsibility and accomplishments acts as a source for references and reflects your personality and personal preferences.

For each position, employees should maintain dates of employment, job title, employer and employer's location. It is important to mention most recent information first.

**4. Activities, Honors, Special Skills or Other Appropriate Titles**

These are the additional elements of resume. If the employees have potential skills or have participated in extra curricular activities during college, schools etc. These are the positive aspects of an employee.

**(a) Honors**

- (i) Outstanding employee in medicine 2004.
- (ii) Austin volunteer of the year award 2003.

**(b) Extracurricular Activities**

Coach, Round Rock Cross Country team  
2001 Business Manager, Longhorn Roundup  
2004 Secretary Treasurer, Phi Beta Lambda  
2005

**(c) Organization Memberships**

Administrative Management Association,  
2005-07.

AFS (American Field Service) club 2002-05  
(President 2005)

**(d) Special Skills**

Proficient in microsoft computer software,  
powerpoint, word, excel, access, front page.  
Speak German fluently.

**(e) Special Interests**

Tennis, photography, jogging, writing etc.

**(f) Interests**

Outdoor activities such as camping, softball and nature photography etc.

**5. References**

It is also one of the important aspect of job preparation. References are provided to know more about employees and generally includes college professors, co-workers or employer if the applying person knows etc.

Reference information facilitates potential employer who finds the employee qualifications of interest to pick up the phone, call and receive a favourable recommendation from a list of references provided.

**Q15. Explain an effective resume drafting.**

*Ans :* (Aug.-18, Imp.)

**Effective Resume Drafting**

The resumes must be drafted very carefully by taking ample time. Resume is regarded as the most significant/ crucial document which an individual would be ever drafting/ writing. Drafting an effective resume is not an easy task, it involves great thinking and lots of hardwork. Therefore, it can be said that drafting a resume is a worthwhile investment for the job-seekers/lookers.

The following steps must be kept in mind while drafting the resume,

1. Reorganize/remake the resume according to the job.
2. Keep the person in mind who is going to read the resume while drafting it.
3. Be brief.
4. Ignore repetitions.
5. Positive impression must be created.
6. Honesty must be maintained.
7. Final reading must be carried out.

Steps for an effective resume

**1. Reorganize the Resume**

The first and the foremost step in making an effective resume is to remake or reorganize it according to the needs of the job. This must be done because an employer would like to relate the resume with the position that is being offered.

**2. Keep the Reader of the Resume in Mind**

This step is quite essential to do because it would help in attracting the attention of the employer. Every resume must be capable enough of answering the query,

“What will be the reason for the employer to hire an individual in the organization?”.

Words like plan, monitor, enhance, administer, resolve, organize must be used in order to create a favourable impression.

**3. Be Brief**

The information which is being included in the resume must be brief, continuous and easy to understand one. The vital information must not be eliminated just in order to shorten the resume. If the resume excludes the vital information then it holds very meagre chances of getting selected for further assessment. Therefore, an individual must try to provide an evidence of one's competencies and capabilities. The detailed resumes would have a negative effect on its reader.

**4. Ignore Repetitions**

Making a resume short and at the same time making it effective is not an easy task. Thus, it is quite essential to make the text brief and yet detailed. It is quite obvious that the employers would be showing greater interest to go through the individual's achievements rather than going through the methods and approaches which the individuals have followed to achieve them.

**5. Create a Positive Impression**

Majority of the focus must be laid upon the strengths of an individual, their achievements and their future aspirations. One must not be scared to make/present oneself as good.

**6. Be Honest**

The capabilities, competencies, achievements, responsibilities, previous job's task everything from A to Z must be provided accurately without any manipulations.

**7. Give a Final Reading**

Before submitting a final resume a final reading must be given in order to make sure that the unwanted information is being excluded and the errors are reduced to a great extent. Thus, try to make it a flawless resume.

**4.7 TELECONFERENCING**

**Q16. Define teleconferencing. State its advantages and disadvantages.**

*Ans :*

Teleconferencing (also known as Multimedia Conference Services) refers to the exchange of ideas particularly in a group, where more than two persons interact from more than one location, through an electronic media. In simple terms, teleconferencing refers to a way of bringing people, who are sitting thousands of miles away, closer.

Teleconferencing comprises of live discussions between several individuals, who can simultaneously listen and see each other, while exchanging their ideas and information. Therefore, teleconferencing is also considered as an amalgamation of audio, video, and data conferencing (or sharing of ideas).

Though, for many years teleconferencing has remained the centre of attraction, yet, in recent past, it has acquired popularity because of recent developments in socio-economic scenarios, which has stressed upon the need of exchange of ideas among geographically distant people. Financial gains are evident in forms of lower travelling expenses, decreased security expenditures, and readily available personnel. And, social gains are visible in forms of rising prospects of technology and satisfied user base.

**Advantages**

Following are the advantages of teleconferencing:

**1. Reduces Travel**

The most evident advantage of teleconferencing is decreased travelling. It is possible for firms with many regional offices to exchange vital information, hold meetings with their employees or organise discussion forums without travelling from one place to another, with the help of teleconferencing.

**2. Saves Time**

As it reduces travelling, it evidently saves a lot of time. Executives are left with abundant time to accomplish their tasks as much of their time is saved through teleconferencing. Hence, the time saved due to reduced travelling enhances the efficiency.

**3. Streamlines Costs**

Teleconferencing is widely used by firms as an effective means of communication and an interactive tool during recessions or business decline stages, as it facilitates major savings in travelling and human resource funds. Thus, with teleconferencing, companies can streamline their costs and overheads.

**4. Enhances Productivity**

As it is possible to effectively communicate and share information with geographically distant people and to hold meetings and tactic discussions with them; hence, it is also possible to redress their grievances and other human concern issues. As a result, firms achieve better personnel employability, recognition of responsibilities and efficient utilisation of time, which ultimately enhance overall work productivity.



**Disadvantages**

Following are the disadvantages of teleconferencing:

**1. Lack of Body Language**

Through teleconferencing, a person cannot observe the body language of another person. It does not provide any hints or signs, needed for changing the topic during discussions.

**2. Lack of Eye Contact**

Another drawback of teleconferencing is inability to establish and maintain eye contact with the persons. It might happen that the one who is trying to avoid eye contact is lying or the one whose eyes are moving around is not interested in the discussion. Hence, such signs are entirely missing while interviewing the candidate or handling a sales call through teleconferencing.

**3. Disruptions**

The persons who are interacting through teleconferencing with the help of landlines, internet, mobiles or VOIP, might experience interruption in their discussions. It happens that the internet connection is disconnected or the call is ended all of a sudden, which significantly effects the sharing of information. During a teleconference session, usually most of the persons use mobiles while driving. Such people might experience noise disturbances (due to movements of other vehicles) or interruptions (when the participant moves to no-network areas).

**4. Impersonal**

Teleconferencing proves to be an impersonal way of holding meetings and discussions about the concerns of people, as it is done virtually, instead of face-to-face interaction. Under virtual interactions, it is difficult to establish bonding with the group members. Moreover, it might happen that participants fail to relate with each other, if their face-to-face interactions are continuously replaced by teleconferencing.

**4.8 VIDEO CONFERENCING**

**Q17. Define video conferencing. Explain different types of video conferencing.**

*Ans :* (Imp.)

**Meaning**

Video conference or video teleconference refers to a collection of communication technologies, which facilitates exchange of ideas between people from two or more different places, through video as well as audio transmissions. It is a kind of group communication and is also referred to as 'visual collaboration'.

In video conferencing, people from different places are brought closer to hold their meetings through audio and video transmissions. A video conference can be both simple and complex, depending upon the number of participants. A simple video conference consists of two individuals interacting through private offices (i.e. point to point), while, in a complex videoconference, there are multiple sites (i.e. multi points) with more than one participant in each sites. Through video conferencing, a person can share official papers, white boards, and visual displays along with audio-visual transmissions of the meetings. The interaction made through video conference is exactly like face-to face communication with real time transmission of the sound and pictures.

Different types of video conferencing are available depending upon the objectives of the communication and type of software installed in devices to be used. Earlier, video conferencing was quite a costly affair; however, in the recent times, it has become pretty economical (also free in many cases). The only requirement of video conferencing is high speed internet connectivity.

**Types**

Following are the three different kinds of video conferencing:

**1. Personal Video Conferencing**

Generally, personal video conferencing takes place between two individuals. However, there is always a possibility to involve more than two people from both the ends. The

minimum requirement for video conferencing between individuals is audio-video transmission along with an audio-visual device. The experience of video conferencing can be further improved by including some other features like instant messaging service and file transfer, which has become popular through Yahoo Instant Messenger, MSN Messenger, Skype, AOL Instant Messenger, etc.

## 2. Business Videoconferencing

The best option available for a firm, when it is not feasible to conduct in- person or face-to-face meeting, is videoconferencing as it is quite alike the actual business meeting or a teamwork. Hence, business videoconferencing is a virtual meeting or group discussion, held between businesspersons and professionals. It contains all the fundamental characteristics of personal videoconferencing, along with some additional ones, such as:

- i) Ability to involve many persons in a single video call,
- ii) Cooperation characteristics,
- iii) Document-sharing facilities,
- iv) Ability to give better presentation,
- v) Options to allow sharing of whiteboards,
- vi) Options to allow more bandwidth, and
- vii) Added expenses.

## 3. Web Videoconferencing

Web video conferencing is another type of video conferencing which is particularly meant for conducting real-time meetings or creating classroom like situations with audience and the host or presenter. Such type of web-conference is arranged through downloaded, web-based applications and the participants get connected with each other by using the same URL. The most commonly used web-

conference is Webinars, like webcasts, where the flow of video is unidirectional, i.e., from broadcaster to viewers. Though, there is always a space to add Q&A sessions, viewer's poll et Following can be a part of a web conference:

- i) Live or Streaming video,
- ii) Slide show presentations,
- iii) VoIP (Voice over Internet Protocol),
- iv) Meeting recordings,
- v) Web tours,
- vi) Whiteboards,
- vii) Polls and surveys,
- viii) Text chats, and
- ix) Screen sharing/application sharing/desktop sharing.

**Q18. State the advantages and disadvantages of video conferencing.**

*Ans :*

**(Imp.)**

### Advantages

Following are the merits of video conferencing:

1. It acts as an alternative of the physical face-to-face communication.
2. It enables live and real-time communication.
3. Through video conferencing, persons at diverse geographical locations can instantly see, hear, and share their knowledge and information with each other.
4. It is quite simple to organise meetings with branches situated in remote areas. Hence, video conferencing has enabled to overcome the obstructions of distance.
5. The firms are able to cut down travelling and lodging expenses, which previously occurred by sending personnel to different branches.

6. Since, there is always a possibility of arranging meetings by giving a short notice; hence, video conferencing saves a lot of time.
7. It offers flexibility to the employees, as they may choose to work from their home (or any other preferred location). Hence, amenities for arranging the meetings such as large board rooms are not required.

### Disadvantages

Following are the limitations of video conferencing:

#### 1. Technological Issues

Appropriate internet connection and appropriate devices are required to conduct a video conference. Besides, in absence of good web conference techniques and proper training, it might fail to attain the desired success. Moreover, high speed internet connectivity is the main requirement for video conferencing, which is often not available in many parts of the world.

#### 2. Problems Related To Appropriate Resources

In order to arrange web conference, it is quite essential to provide proper facilities and resources to the participants. Proper arrangements have to be made for giving a peaceful place with appropriate lighting and comfortable sitting, along with other essential items such as keyboards, microphones monitors, cameras, etc., for conducting a video conference.

#### 3. Expensive Technology

Video conferencing is quite expensive as it involves costly hardware, appropriate locations, overhead expenses, and auxiliary or supportive apparatus.

#### 4. Time Consuming

A lot of time is consumed in conducting a video conference in comparison with the communication through e-mail or telephone.

## 4.9 SOCIAL MEDIA COMMUNICATION

### Q19. Explain the importance of social media communication.

*Ans :*

Social Media is one of the most widely used communication and networking site allowing different types of people to join and share their personal feelings and other emotional states.

It helps to connect people online and social media marketing services is an online marketing service that helps to attract online customers with lucrative business leads. And it is playing an important role in business with the rewarding opportunity in various segments across the world.

### Reasons

#### 1. Attract Existing Customers

It allows creating a business page and invites existing customers of the company to join or follow them and keep themselves updated with the latest products or services introduced by the company.

#### 2. Easy Reputation Management

Blue-chip organizations also very much concern about the reputation of the company to sustain the goodwill of the company in the market. Interact with customers directly and resolve their grievances monitor negative comments and remove them with a positive approach.

Monitor every activity of online audience what they are saying about your company or what kind of perception they have about the brand name or about the whole organization with real-time update of each action.

**3. Show the Social Responsibility**

The motive of social media optimization services is not only to improve the web pages of a website or improve the brand image of the company but it also provides an opportunity to show the social responsibility of company towards the society or for the people engaged in the same field.

Companies can promote social events or other activities which socially inspire the audience and encourage them to participate and appreciate the whole reputation of the company.

**4. Generate Positive Business Leads**

Apart from social interaction, digital marketing companies providing social media marketing services also focus to generate leads to attract new business and increase the revenue. It also allows run online ads to promote the specific product or service with pay per click option as per the budget and need of the users.

Rahul Publications

## Short Question and Answers

### 1. Define interview.

*Ans :*

Interview is considered as a face-to-face conversation between two people where one asks the questions and other is expected to answer them. The term interview is derived from a Latin word *videre* which means vision and middle French word *entrevue* which means to "see each other". During the interview, the questions are asked by the interviewer and the answers are given by the interviewee. The main purpose of conducting an interview is to gather information about each other.

### 2. What is appraisal interview?

*Ans :*

Appraisal interview is a formal discussion process between an employee and his/her manager regarding performance and other aspects of job role. It is one of the best ways for an employee to increase productivity and change work habits. In appraisal interview, the employer and the employee discuss the performances of the individual and the key areas of improvement and how the employee can grow through a feedback mechanism.

### 3. Define exit interview.

*Ans :*

Exit interview is a human resource practice carried out by the organization to gain valuable feedback from the employee who is leaving the organization. It is a standard procedure to obtain insights on the company's strengths and weaknesses, as perceived by the leaving employee.

In an exit interview, an interviewer can be an HR representative, manager, owner or any other person like a third-party consultant. An interviewee is a person who is terminating his/her services in the organization.

### 4. State the purpose of exist interview.

*Ans :*

For companies, time is equivalent to money. Then why do they invest their ample time in carrying out exit interviews?

This is because such practice can set human resource benchmarks for the companies in the following ways:

#### (i) Acquire Constructive Feedback

Exit interview is essential to know the unseen strengths and weaknesses of the company from the employee's perspective.

#### (ii) Gather Information on Managerial Effectiveness

It is a useful method for evaluating the manager's efficiency and leadership skills in the work environment.

#### (iii) Build a Positive Brand Image

When the employees can share their grievances within the company premises, they feel satisfied and speaks positively in public.

#### (iv) Understand the Prevailing Human Resource Issues

An exit interview can unfold many pages of the human resource management flaws prevailing in the company.

#### (v) Become Aware of Competitor's Human Resource Benchmarks

If the employee is about to join a competitive firm, the management can get the idea about the human resource standards and practices of the competitor.

#### (vi) Find Out the Scope for Improvement

The exiting employee can throw light upon the human resource shortcomings which have not been considered by the company yet.

**(vii) Learn about Employee's Perspective**

Every personnel has a different opinion about the company, the job, the people and the work environment. Since the employee would convey this impression to the outside world, the company must be aware of it.

**5. What is discipline interview?**

*Ans :*

When interview is conducted to improve the disciplinary condition of the employees or interviewees, it is called disciplinary interview. Sometimes in the organization, there may be some employees continuously violating the disciplinary rules of the organization and it becomes necessary to rectify their behaviors. It helps the indisciplined employees improve their morale, attitude and behavior.

**6. What do you mean by resume drafting?**

*Ans :*

A resume is a self-marketing tool which summarizes the qualifications of an individual. The resume of an individual must very vividly indicate about one's work experience in the past and the future aims which one intends to do/achieve. The information present in the resume must be able to provide an answer to the question as to what should be the reason for which the employer must appoint the individual. Resumes must not be in detail and vague, infact they must be brief and vivid in nature. This is due to the reason that the employers usually spend merely 20 to 30 seconds per resume in their first screening.

Even though majority of the candidates/job seekers make use of a written resume, there are few who use a videotape, a CD, a portfolio or an electronic resume. In reality all the job seekers are advised to make use of the written resume in order to secure a job.

**7. Define teleconferencing.**

*Ans :*

Teleconferencing (also known as Multimedia Conference Services) refers to the exchange of ideas particularly in a group, where more than two persons interact from more than one location, through an electronic media. In simple terms, teleconferencing refers to a way of bringing people, who are sitting thousands of miles away, closer.

Teleconferencing comprises of live discussions between several individuals, who can simultaneously listen and see each other, while exchanging their ideas and information. Therefore, teleconferencing is also considered as an amalgamation of audio, video, and data conferencing (or sharing of ideas).

**8. Define video conferencing.**

*Ans :*

Video conference or video teleconference refers to a collection of communication technologies, which facilitates exchange of ideas between people from two or more different places, through video as well as audio transmissions. It is a kind of group communication and is also referred to as 'visual collaboration'.

In video conferencing, people from different places are brought closer to hold their meetings through audio and video transmissions. A video conference can be both simple and complex, depending upon the number of participants. A simple video conference consists of two individuals interacting through private offices (i.e. point to point), while, in a complex videoconference, there are multiple sites (i.e. multi points) with more than one participant in each site. Through video conferencing, a person can share official papers, white boards, and visual displays along with audio-visual transmissions of the meetings. The interaction made through video conference is exactly like face-to-face communication with real time transmission of the sound and pictures.

Different types of video conferencing are available depending upon the objectives of the communication and type of software installed in devices to be used. Earlier, video conferencing was quite a costly affair; however, in the recent times, it has become pretty economical (also free in many cases). The only requirement of video conferencing is high speed internet connectivity.

**9. Merits of video conferencing.**

*Ans :*

1. It acts as an alternative of the physical face-to-face communication.
2. It enables live and real-time communication.
3. Through video conferencing, persons at diverse geographical locations can instantly see, hear, and share their knowledge and information with each other.
4. It is quite simple to organise meetings with branches situated in remote areas. Hence, video conferencing has enabled to overcome the obstructions of distance.
5. The firms are able to cut down travelling and lodging expenses, which previously occurred by sending personnel to different branches.
6. Since, there is always a possibility of arranging meetings by giving a short notice; hence, video conferencing saves a lot of time.

**10. Limitations of video conferencing.**

*Ans :*

**1. Technological Issues**

Appropriate internet connection and appropriate devices are required to conduct a video conference. Besides, in absence of good web conference techniques and proper training, it might fail to attain the desired success. Moreover, high speed internet connectivity is the main requirement for video conferencing, which is often not available in many parts of the world.

**2. Problems Related To Appropriate Resources**

In order to arrange web conference, it is quite essential to provide proper facilities and resources to the participants. Proper arrangements have to be made for giving a peaceful place with appropriate lighting and comfortable sitting, along with other essential items such as keyboards, microphones monitors, cameras, etc., for conducting a video conference.

**3. Expensive Technology**

Video conferencing is quite expensive as it involves costly hardware, appropriate locations, overhead expenses, and auxiliary or supportive apparatus.

**4. Time Consuming**

A lot of time is consumed in conducting a video conference in comparison with the communication through e-mail or telephone.

**11. Social media communication.**

*Ans :*

Social Media is one of the most widely used communication and networking site allowing different types of people to join and share their personal feelings and other emotional states.

## Choose the Correct Answers

1. How many types of interviews are: [ b ]  
(a) Two (b) Three  
(c) Four (d) Five
2. Interview which are take on phone or video called cvouped: [ a ]  
(a) Telephone interview (b) Face to face interview  
(c) Interview (d) None
3. Which one is the type of semi-structural interview: [ b ]  
(a) Panel interview (b) Care study  
(c) On the spot (d) None
4. \_\_\_\_\_ is essentially a structured conversation: [ b ]  
(a) CV (b) Interview  
(c) Phone call (d) Bone of these
5. What is the important stage of interview: [ b ]  
(a) Semi stage (b) Beginning stage  
(c) Intermediate stage (d) Closing stage
6. A panel interview as known as \_\_\_\_\_. [ c ]  
(a) Panel interview (b) Face to face interview  
(c) Board interview (d) Group Interview
7. What are the successful strategies for interview: [ d ]  
(a) Personal rapport (b) Good eye contact  
(c) Clear idea of the key point (d) All of the above
8. In group interview the interviewer can judge the behavior of every candidate according to \_\_\_\_\_. [ a ]  
(a) Presentation (b) Intelligence  
(c) Both a and b (d) None
9. In telephone interview interviewer looks for \_\_\_\_\_. [ c ]  
(a) Intelligence (b) Substantial answer  
(c) Appearance (d) None
10. Each member of the panel rates each interview on such dimension \_\_\_\_\_. [ c ]  
(a) Motivattion (b) Presentation  
(c) Both a and b (d) None



11. Which two is the type of semi structured interview: [ d ]  
(a) In depth (b) On the spot  
(c) case study (d) Both a and c
12. Which of the following should not be a part of resume? [ a ]  
(a) Religious Affiliation (b) Employment history  
(c) Contact information (d) Education
13. Resume is a \_\_\_\_\_ word which means summary. [ a ]  
(a) French (b) German  
(c) Italian (d) American
14. The application letter and the resume perform: [ b ]  
(a) Two opposite tasks (b) Two different tasks  
(c) The same task (d) Overlapping task
15. A summary placed at the beginning of the cv acts as: [ d ]  
(a) Statement of objectives (b) Synopsis  
(c) Letter of recommendation (d) Preface
16. The resume type that showcases the job seekers qualification and the skills is \_\_\_\_\_. [ b ]  
(a) Reverse-chronological (b) Functional  
(c) Combination (d) Scan-able
17. The heading of a resume includes \_\_\_\_\_. [ a ]  
(a) Personal information name and address  
(b) Names of references  
(c) Title of most recent job  
(d) Career Objective
18. The best way to start a statement on your resume is with \_\_\_\_\_. [ d ]  
(a) I or My (b) A noun  
(c) An adjective (d) An active verb

## *Fill in the blanks*

1. \_\_\_\_\_ is considered as a face-to-face conversation between two people where one asks the questions and other is expected to answer them.
2. \_\_\_\_\_ interview is a conversation between the candidate and the personnel manager regarding the basic aspects of the job such as job characteristics.
3. \_\_\_\_\_ is a human resource practice carried out by the organization to gain valuable feedback from the employee who is leaving the organization.
4. A \_\_\_\_\_ is a self-marketing tool which summarizes the qualifications of an individual.
5. A \_\_\_\_\_ resume is usually being drafted for a particular candidate or a job seeker.
6. A \_\_\_\_\_ resume provides an overview or describes the qualifications which can be utilized for any related job of one's career objective and can be sent to even more than one employer at a time.
7. Teleconferencing also known as \_\_\_\_\_.
8. In \_\_\_\_\_ people from different places are brought closer to hold their meetings through audio and video transmissions.
9. \_\_\_\_\_ is one of the most widely used communication and networking site allowing different types of people to join and share their personal feelings and other emotional states.
10. In \_\_\_\_\_ people from different places are brought closer to hold their meetings through audio and video transmissions.

### **ANSWERS**

1. Interview
2. Preliminary
3. Exit interview
4. Resume
5. Targeted
6. General
7. Multimedia Conference Services
8. Video Conferencing
9. Social Media
10. Video Conference

## UNIT V

Business and social etiquette- Media Management-Media Relations-Press Release – Press Conference- Media Interviews-Investor Relations-Framework for managing Investor Relations-Managing Government Relations- Cross Cultural Communication.

### 5.1 BUSINESS ETIQUETTE

**Q1. Define etiquette state the need for etiquette.**

*Ans :*

#### Meaning

Etiquette in simpler words is defined as good behaviour which distinguishes human beings from animals.

Human Being is a social animal and it is really important for him to behave in an appropriate way. Etiquette refers to behaving in a socially responsible way.

#### Need

- Etiquette makes you a cultured individual who leaves his mark wherever he goes.
- Etiquette teaches you the way to talk, walk and most importantly behave in the society.
- Etiquette is essential for an everlasting first impression. The way you interact with your superiors, parents, fellow workers, friends speak a lot about your personality and upbringing.
- Etiquette enables the individuals to earn respect and appreciation in the society. No one would feel like talking to a person who does not know how to speak or behave in the society. Etiquette inculcates a feeling of trust and loyalty in the individuals. One becomes more responsible and mature. Etiquette helps individuals to value relationships.

**Q2. What is business etiquette? State its advantages and disadvantages.**

*Ans :*

(Imp.)

#### Meaning

Business etiquette is a set of rules that govern the way people interact with one another in business, with customers, suppliers, with inside or outside bodies. It is all about conveying the right image and behaving in an appropriate way.

#### Advantages

There are many direct and indirect aspects of etiquettes in business communication like - dressing sense and tone of voice is a form of etiquette. The way an individual presents himself/herself in a business environment can affect the internal and external image. The advantages of etiquette in business communication are as follows:

1. It provides a good and elaborate framework in which businessman can operate while communicating and collaborating. Good business etiquettes are a sign of professionalism. Giving respect to others can make a positive first impression and also helps in building trust among colleagues.
2. It becomes easier to work if both the business partners and their co-workers follow a well-understood code of etiquettes. They will be able to focus their energies on the task at hand instead of trying to understand their cultural differences.
3. Maintaining a code of business etiquettes is also important while dealing with culture of different countries. It becomes easier to reach a consensus when both the involved parties follow common business etiquettes.

4. Etiquettes also help in building and maintaining good public image with employees, partners, and clients. Talking to customers in a courteous manner makes them feel honoured and valued.

### Disadvantages

If one does not show business etiquettes in business communication, it may have following shortcomings:

1. Business dealings are also affected if one does not know how to greet properly as it creates a negative impression which may adversely affect the whole meeting.
2. One must wear formal dress and preferably a suit, otherwise it would be termed as unprofessionalism and incompetency. One must avoid casual and transparent clothes.
3. A person should be aware about nature and custom of different cultures otherwise he/she may fail as a business executive. An individual should be quite polite in his/her behaviour. Otherwise it may result in loss of business and spoil the image of the company.
4. When customs related to time and punctuality from the point of view of people of different countries is not followed, then one may not be able to have successful business dealings and be termed as incompetent. For example, Americans are easily offended if one does not value time. Similarly, Chinese value the quickness of their work and French are not too punctual.
5. Most of the business deals are finalised over dinner so one must know proper dining etiquettes as not knowing these may hurt the feelings of others and may seem impolite. If a person has poor table manners and dining etiquettes he/she may not be successful in business dealings and it may also offend someone's religious beliefs resulting in disaster for business dealings.

## 5.2 SOCIAL ETIQUETTE

**Q3. Explain the concept of social etiquette.**

*Ans :*

### Meaning

Social etiquette refers to the ethical behaviours of human beings that are morally accepted by society. It is also known as social norms. The alternative names of social etiquette are the social norm, social manner, unwritten social rule. Social etiquette can differ from society to society based on the environment of the community. For example, some etiquettes are admissible in society; however, the same etiquettes are offensive to another society. So, social etiquette gets followed differently in different social groups.

Social media etiquette refers to the ethical use of social media to communicate with other people and spread authentic information. Many people use social media to distribute fake and fabricated information that is unethical. People are not maintaining social media etiquette who indulge in spreading fake news on social media platforms. Social media etiquette sets rules and regulations for users to optimize these sites positively.

### Example

Praise publicly, and criticize privately.

There's rarely a reason to comment on someone's weight. Just say, "You look fantastic." When someone shows you a photo on their phone, don't swipe left or right. You never know what's next;

If a colleague tells you they have a doctors' appointment, don't ask what it's for; say, "I hope you're okay." Please don't put them in the uncomfortable position of having to tell you their personal illness. If they want you to know, they'll do so without your inquisitiveness;

Treat the cleaner with the same respect as the CEO. Nobody is impressed at how rude you can treat someone below you, but people will notice if you treat them with respect;

If they want to talk about losing weight, they will, If a person is speaking directly to you, staring at your phone is rude; Never advise until you're asked;

When meeting someone after a long time, unless they want to talk about it, don't ask them their age and salary;

Mind your business unless anything involves you directly – stay out of it;

Remove your sunglasses if you are talking to anyone in the street. It is a sign of respect. Moreso, eye contact is as important as your speech; and

Never talk about your riches in the midst of the poor. Similarly, don't talk about your children in the midst of the barren.

After reading a good message, try to say, "Thanks for the message."

Appreciation remains the easiest way of getting what you don't have.

These are the basic Social Norms and Social Etiquette that everyone needs to follow in society.

### 5.3 MEDIA MANAGEMENT

**Q4. Define media management. Explain the need and scope of media management.**

*Ans :*

#### Meaning

In present day scenario, Media has its own role in the social and economic development of the country. Development is a multi-facet programme. Media should try to focus on the important economic and social issues like- the level of economic growth, level of education, level of health services, degree of modernization, status of women, level of nutrition, distribution of goods and services and access to communication. Reporting of social and economic issues in time, opinion analysis, awareness programme, developing and advocating suggestive framework etc., should be done by the media in proper perspective.

#### Need

1. To report the policy and programmes of the government in the interest of society.
2. To ensure and inculcate ethical values in media system.
3. To broad base the coverage of different types of media.
4. To professionalize the media system in proper perspective.

#### Scope

Media management covers the following:

- (i) Regulatory framework of the media.
- (ii) Compliance of ethical values in reporting.
- (iii) Reporting of issues affecting society at large.
- (iv) Developing base for professionalisation of print and electronic media
- (v) Maintaining high standards of objectivity in criticism of government and other authorities.
- (vi) Developing process and procedures for reporting.

### 5.4 MEDIA RELATIONS

**Q5. What is media relations? Explain its significance.**

(OR)

**Media plays a dominant role in the process of communication. Discuss.**

*Ans :* (Oct.-21, June-18, Aug.-17)

These programs concentrate on building up good relations with print and broadcast media who are interested in the company. The efficient relationship manager creates a link with newspaper editors, T. V channel reports etc. The relationship should be honest, diligent, tactful and professional in nature. Examples of media programs are press release programs, press conferences etc.

#### Significance

Media relations play significant role in promoting effective communication between the

organization and public. Media is an effective means of public communication which either promotes or impedes the growth of the organization and its reputation. The firm's fame and growth has an important effect on the firm's stock market valuation and employee morale. It also influences the other aspects of the firm such as, recruiting efficient candidates, productivity, marketing and critical business operations.

Presently, the corporate sector has shifted its focus towards the maintenance of effective relations with media as it helps in reaching the public effectively. The main aim of the public relations manager of an organization is to build an effective media relations instead of spending more on expensive advertising campaigns as effective media relations can create greater value to organization than the expensive advertisements. The main objective of media relations is to build a clear and effective relation and between media and organizational sector.

Media acts as a gatekeeper to monitor and control the information which flows into the society. It maintains an effective balance between the good and bad information about the corporate sector. It targets the mass and specialized media for building communications with public. Media is considered as an intermediate audience while the final and targeted audience of media relations are consumers of media.

The media relations between the media and corporate sector is an important area of public relations. With the in-creased use of different types of media, there has been an increase in the importance of media relations in corporate sector to reach public through media. An effective media relation helps an organization to accomplish its marketing and corporate objectives along with a high concern for society.

**Q6. Explain different types of media used in business.**

*Ans :*

### 1. Television Commercials

Television commercials are considered the medium that has the leading media position as it reaches a very wide audience. Other benefits of television advertising are,

It is an audiovisual presentation that is made in colour. It is very simple to communicate the product attributes, features and values which to consumers are real benefits.

The usage of products in real-life situations can be easily portrayed. When customers see the usage, the products credibility increases.

On the other side, television advertising has certain definite disadvantages, which are:

1. Short time span-normally 30 seconds. During this exposure time, the creative aspects command attention, so much so that the product/brand name can be missed or go unnoticed.
2. There has also been an instance when a particular brand of sauce was so well presented, that sales of other products in the product line soared, but the advertised product failed to take off.
3. The plethora of ads that are bunched together in short breaks follow each other in rapid succession do not help in retention.
4. Today's remote-controlling viewers start surfing channels during these breaks and miss all the commercials.
5. Production costs are very high and so is time.

Having said this, it is also true that advertisements that are really well made and presented can create a lasting impact.

Remember the Gujarat loop milk ad that went "Doodh, Doodh, Doodh" or the egg promotion council ad that sang out "Sunday ho ya Monday, Roz Khao Ande"

### 2. Print Media

The print media permits the presentation of much detail which interested consumers can read and assimilate at leisure. The features, attributes and usage of the products can be simply communicated.

Daily newspapers, due to space restrictions, also suffer from clutter. In this scenario, the bigger ads get the reader's attention as compared to the smaller ads. Magazine ads have an advantage over newspaper ads for two reasons:

1. Thus have a shelf life ranging from one week to a whole month.
2. The consumers perception of high quality, highly priced magazines rubs off onto the products or services advertised in team.

Some studies on print ads have revealed that images, caption and body copy are the three most important elements and in that same sequence. The image is the attention getter with the caption strengthening the image and taking the reader to the body copy. The placement of these elements are critical. The brand name and logotype or emblem should be appropriately positioned.

### 3. Radio as an Advertising Media

The radio has the highest penetration and reach among all advertising media. Though it cannot portray visuals, the medium is well exploited by the use of sound, music and many other methods.

Production of radio spots and jingles are inexpensive and so is radio time. Another advantage is that one can target family small segments by using local stations or target the country as a whole. In India this gains significance for two important reasons:

1. The high illiteracy rate.
2. The different languages spoken.

When spots and jingles are made in different languages and aired in the proper areas, both these problems are overcome with one stroke, providing advertisers with a massive listenership.

Promotions on radio have known to increased sales for a wide spectrum of consumer items.

### 4. Other Media

- i) Outdoor:** Hoardings, posters, transit (trains, buses, autos) bus stops railways stations, CCTU (railway stations, airports), neon signs, glow signs, kiosks, amusement parks, exhibitions, balloons and sky writing. Point-of-sale, in-store danglers, streamers and promotional offers.
- ii) Direct Mail:** Printed material is posted directly to targeted consumers. Nowadays email is also being extensively used as a direct mail medium. Names and addresses or email

ids are purchased from direct mail specialist agencies who supply refined lists that meet the marketers requirements. Refinements are done across various categories like age, sex, income group, profession, residential area and even pin code.

Cable TV, web sites and video cassettes and CDs containing movies or songs.

### Q7. Explain the methods of building better relationship with media.

(OR)

**Suggest some important measures to make media relations more effective.**

(OR)

**Discuss the essential for building better with media.**

*Ans :* (Jan.-19, Aug.-18, Jan.-18)

### 1. Conducting Research for Targeting Media

For conducting a media research for a company, firstly the senior managers who carry out their operations with the members of the corporate communication department ascertain the objectives they have for a specific story. After setting the objectives, the company should examine the right place for writing the story. For this purpose, the corporate communications professionals examine their files for determining who covers their industry and company. This is very easy for some organizations as same reporters cover same area for a specific time period and have built relationships with the company. Few reporters who are from print journalism have interest in the story. If an organization maintains adequate records, then it can easily ascertain the reporters who cover the story and writes the balanced story, (code words for positive price). The communications professionals should ascertain the angle which the reporter has taken.

### 2. Responding to Media Calls

The organizations can enhance their media relations by responding to the media calls. Several firms are ready to spend significant amount of their money on advertising, but do not want to create a

media relations department with suitable personnel for handling incoming media calls. In many companies, media calls are usually answered by the individuals who cannot differentiate between significant and unimportant media calls. Due to this reason, many times an opportunity is lost as the wrong person fails to transfer the right message to the corporate communications department.

### 3. Preparing for Media Interviews

After the completion of research and analysis, the executive who is going to be interviewed must be well prepared for the actual meeting with the reporter. If the interview is done by phone, then the media relations professional must plan to sit in the interview.

### 4. Interview Tips

Mary Munter who is a US communication expert recommended, the following tips for preparing for a media interview,

- (i) The length of the answer should be short and should be given in 10 second sound bites.
- (ii) If the executive is not able to answer any question, then he/she should explain the reason for not giving the answer and should promise the reporter that he will get back to it.

### 5. Measuring Success

The extent of coverage which a company gets do not denotes whether it has achieved its communication objectives or not. Effective websites maintains the record of all the success and the way in which the key messages of the company are communicated.

### 6. Maintaining Ongoing Relationships

The most important element in media relations is to develop and maintain relationships with the media. It is very essential for a company to build and sustain close relationships with the media for increasing its coverage. The firms should make significant efforts for building long-term relationships with the right journalists for their industry. The media relations director must contact and meet the journalists frequently and must conduct annual meeting between key reporters and CEO. The more private and honoured are these meetings, the more are the chances of building long-term relationships.

### Q8. Explain the career building process.

*Ans :*

(Jan.-19)

The following are the four main steps involved in career building process of an employee,

1. Exploratory stage
2. Establishment stage
3. Maintenance stage and
4. Stage of decline.

#### 1. Exploratory Stage

The exploratory stage begins when a new employee joins the company. The employee finds it difficult to adapt the new environment. Thus, it takes time and through training for the employee to become adaptable to the environment and especially his job assignment.

At this point of time, the organization should assign a specific job and give him freedom in functioning. This enables the new employee to develop gradually to the organization's requirements. Employee should be allowed to select a specific job from a wide range of available jobs in the organization.

#### 2. Establishment Stage

Once the new entrant selects a specific job from several alternatives, he/she should be given with regular feedback on his performance. This will help the employee to understand his performance effectiveness and to overcome deficiencies. In this stage, the organization tries to retain employee and develop a sense of loyalty and commitment to the organization.

#### 3. Maintenance Stage

In maintenance stage, employees should try their best for self development as this is a mid-career stage for them to retain their established name and fame. Here, the responsibility of the organization is to renew and update the employee's skills to help them deal with changing environment and their mid-career crisis. In this stage, if the organization fails to develop a suitable career development programme, then there will be high employee turnover.



#### 4. Stage of Decline

At this stage, the organization prepares the employee for retirement and help them accept the reduced roles and responsibilities. Keeping in view the old age of employee, suitable development programmes should be developed where the employees can get mentally prepared for retirement rituals and can find themselves accommodative with society and family in the final stage of their life.

#### Q9. Examine the need and importance of maintaining sound investor relations.

*Ans :* (Jan.-18)

#### Need for Maintaining Sound Investor Relations

Investor relations is a financial as well as business communication function. The present day business environment is highly dynamic and competitive. There is an urgent need for firms to maintain excellent relations as investor. It plays a vital role in the successful and growth of any organization. The main objective of any investor relation program is to effectively place or position the firm for competing the investor's capital and maintain a professional and positive image in the eyes of the investors.

Organization need to maintain a transparent and honest relationship with investors to build a strong and efficient investor relation department. The investor relation department functions adds value to maintain a channel of clear communication between investors and the organization.

#### Importance of Maintaining Sound Investor Relations

The following points highlights the importance of maintaining sound investors relations,

1. A research study had found that many big investors who are passive with their portfolio allocation have become active and proactive with various organizational activities such as investor meetings, environmental issues, corporate social governance and so on. Thus it is important for organization to maintain pro active investor relationships.
2. The importance of good investor relationship can be understood from the fact that I.R (Investor Relations) teams had increased by 85% in the last few years.

3. In the present business scenario, activist investors have become more active than ever before. Thus it is important for today's organizations to maintain excellent investor relations and satisfy all types of investors:

### 5.5 PRESS RELEASE

#### Q10. What is press release. State the components of press of release.

*Ans :*

#### Meaning

A Press release is an announcement or summary of news to the press. A press release is similar to a news article, but it is not written by journalists. Instead, organizations or agencies representing organizations write and send press releases to news outlets. Journalists or editors may publish the press release as is, or they may use parts of it within a larger news story.

Press releases should be straightforward, written in the active voice, and follow any guidelines recommended by your target media outlet. Most publications use AP Style, and if you are new to journalistic writing, it might be helpful to peruse the fundamental concepts.

#### Components

Press releases should also include the following key components:

1. **Letterhead/Logo:** It's a good idea to place your organization's logo or letterhead at the top of your press release. This makes it easy for press staff to identify where the press release is coming from and it lends credibility to your news. Press release format is something you should consider when developing your brand standards. You will need to decide where and how big your logo should be placed, what size and type of font to use, margin widths, and line spacing to avoid variation in the way your press releases look.
2. **Contact Information:** Once the press staff read your release, they may want to reach out to you or your organization for further information. Include contact information of the person on your team who can most effectively field media calls and emails.

3. **"For Immediate Release":** Most of the time, you'll want your news to go public as soon as possible. In this case, you should include "For immediate release" toward the top of your document. This indicates to the press that there is no holding period for publication. If you decide to embargo, or request a stay of publication until a specific date, you must also indicate that as well.

4. **Headline and sub-headline:** A headline is the opportunity to grab the reader's attention. It should summarize what your news is about and encourage the reader keep reading. The sub-headline should describe the headline in more detail. Both are typically written in the subject-verb-object format and should be around 70 characters at most.

**For example:** Headline: County Health Department Launches Childhood Obesity Program  
Subhead: Community grant keeps kids on playgrounds, off couches

5. **Dateline:** The dateline includes the date as well as the city and state (see AP Style guide) where the press release is being issued, and it precedes the first paragraph of the release.
6. **Body:** The body is where the news story is written. The first paragraph should succinctly summarize the entire story, clearly articulating who, what, when, where, why, and how the story happened (or will happen). Subsequent paragraphs describe those same elements in further detail. Though there are ways to frame these details to provide a certain angle to the story, it is important to write facts only. The body is not a place for inserting opinions on an issue - this portion should be easy for media to publish directly.
7. **Quote:** Press releases should be fact-driven, but you will often want to include some formal opinion about the issues from your organization. A quote from an organizational representative (usually a director or lead on a project) is a good way to achieve this editorial edge. You may also consider including a quote from a third party who can add credibility to your story. This may be a content expert, a community leader, or a

constituent affected by your story. Make sure your titles are formatted properly, and don't let quotes overshadow the facts—instead use them to highlight and support the narrative you've written.

8. **Boilerplate:** The boilerplate is a few sentences at the end of your press release that describes your organization. This should be used consistently on press materials and written strategically, to properly reflect your organization.
9. This indicates the end of the press release so that the journalist or editor doesn't miss any information. If your release is longer than one page, insert "--more--" at the bottom of each page preceding the last.

#### Q11. Explain the characteristics of press release.

*Ans :*

- Press releases are quite short, typically consisting of a single page (between 350 and 500 words). Anything more than this is generally considered too long.
- All the important information about the press release (5W1H) must be provided in the first paragraph, and the details can be shared in the subsections of the press release. In terms of content hierarchy, the flow of a press release is like a reverse pyramid.
- Press releases are generally used to provide information about a particular subject or to make important announcements to a target audience.
- Press releases are not intended to serve as advertisements, and should be both objective and facts-based. Therefore, overtly subjective words or phrases should be meticulously avoided.
- Numerical data (statistics, figures, ratios, etc.) should also be prominently featured so as to attract the attention of readers and maximize exposure of the topics being presented.
- All relevant dates and contact information should be included in the press release. Editors and would-be publishers should

always know how to reach you if they require additional information.

- These simple-but-effective types of communication typically follow a standard press release format or press release template.
- Additional material (visuals, etc.) about the news or topic should be shared. It is important to note that the publication rate of news content supported by visuals is 45 percent higher than content without any images.

#### Q12. Explain the format of a press release.

*Ans :*

A press release conforms to an established format. Since journalists have to deal with so many everyday, they have set standards and expectations to which you must conform just to have your release read.

Journalistic writing has its own structure. In most narrative writing, you slowly develop and describe something and lead to a particular point or conclusion. But news writing gets straight to the point, and develops the story 'backwards.' The main, most newsworthy and important points are stated at the beginning, and the rest of the information is revealed from the most important to the least important. This is known as the '**inverted pyramid**' structure.

This is because reporters often do not have the time to read beyond the 3<sup>rd</sup> or 4<sup>th</sup> sentence. To be successful, the release must develop interest in the first couple of sentences so that the reader will continue reading the details and decide whether to publish it or to use the material.

The first paragraph, called the 'lead', always contains the main announcement. It must give information on what happened, where and when it happened, and who was involved, which are four of the basics of news. The lead sentence should be short and to the point, preferably not longer than 25 words. Read it out aloud. If you have to take a breath while reading, it is too long. Avoid starting with a quote, a question, or a long list of titles or organisations.

The second paragraph gives in detail, the significance of the news, where it occurred (or where

one can find it); when it happened (or will happen). This second 'informative' paragraph generally includes a quote. Quotes give a human touch and also authenticate the story, but they should be informative and not giving opinions. Press releases and news stories tend to be boring without a 'human interest' touch. Why and How must get covered in this paragraph.

The third, and generally, final paragraph sums up the release and gives information about the organisation. Keep your paragraphs short, a maximum of 4-5 lines.

Most press releases do not require photographs. Photographs are generally used in stories that reporters write. If you do need to include photographs, make sure that they are of high quality. Every photo you send must have a typed caption with appropriate identification information stuck to its back. Do not use a paper clip or staple to attach the photo to the press release; simply put the photo with the press release in an envelope.

Make sure that a translation of the press release in the local languages is prepared and sent to the local press. It is the local press that takes information about your company to the tea-shops.

#### Layout of a Press Release

A press release is printed out on letterhead stationery or on A4 size (8 1/2 inches by 11 inches) paper. If letterhead is not used, include the organisation's logo, and the name, address, and telephone number of the organisation, single-spaced, at the left margin of the page. This is the source of the press release.

Keep one-inch margins (you can use slightly smaller margins if it enables you to get the whole thing on one page). Use 12-point type in a basic font like Times Roman or Arial. Keep double-spacing between the lines to allow space for the editor's markings.

If you are sending it by mail or hand delivery, fold it with the copy side out, so that as soon as the editor opens it, he sees who it is from and what it is about.

The words Press Release are typed in all CAPS, in bold, in the centre across the top.

Contact information is given below this, at the left margin. Type the full name and telephone number, mobile number and email address of the contact person in your organisation who will give more information and details about the story. The contact person should be a responsible senior executive who can speak authoritatively on the subject. A reporter may want to contact your organisation for more information or confirmation of something.

**Date** on which the information is to be released must be given below this. If the press release is for Immediate Release, say so, at the left margin above the title, in all caps.

The next essential component is the **Headline** or **Title**. It should be in the centre, and in bold. It should be short and snappy, and capture the journalist's interest; for example's,

#### Press Release Checklist

- Company Letterhead, Name, Address, Phone number, Website address
- PRESS RELEASE in all caps, bold
- Contact person's name, telephone and mobile number, e-mail address
- Immediate Release or Release Date (all caps)
- Headline or title in Bold
- Body - City, Date — who, what, when, where, why and how
- Catchy text
- Sum it up
- Basic font, Double-spaced, Page numbers, and ###

#### 5.5.1 Press Conference

**Q13. Explain the concept of press conference.**

*Ans :*

A press conference is held on the initiative of the organisation, not of the media. It is a voluntary resenatation of information to the media, and the organisation decides what information to present, how to present it, and who will present it. Hence, it is hosted by the organisation.

All guests must be taken care of and given what they need for their work, besides refreshments.

#### Preparing for a Press Conference

Before planning a press conference, be very clear about your goals. A press conference can be held for several purposes such as,

- Announcing the opening of an important new venture
- Attracting more people to be interested and involved in your organisation's activity
- Demonstrating the strength of your organisation
- Getting publicity for your efforts and/or problems
- Getting widespread media coverage for your organisation and its activities
- Informing the media and the public about your side of a story which has been circulating widely
- Sending a message to a decision-maker about a need

Whatever your organisational goals are, you have to have something newsworthy to announce, reveal, or talk about at your press conference. Prepare a 7 to 10 minute presentation on the topic. Usually, two persons make presentations and then respond to reporters' questions.

To hold a press conference, you have to choose a time and a place. The best time for a press conference is considered to be 11.00 a.m. to 1.00 p.m. or 3.00 p.m. to 5.00 p.m. The location should be easily accessible to reporters and guests, and it should either have all facilities like microphone, projection equipment, or it should be easy to set them up.

Here is a list of the major steps for setting up a press conference

- Clearly state the reason for holding a press conference: it must be new information about something that has not been covered in the press so far, or an important new issue to be made known, or there may be an emergency.

- Clearly define what message you want to deliver through the media. Include information about how the issue is significant to the public, and indicate when you propose to take further steps or when further developments can be expected.
- Fix the location for the press conference. Set up technical assistance to reporters, such as phones, microphones, enough light, etc.
- Set the date and time. Usually, the best days of the week to get news coverage are Tuesday to Thursday. The best time for a press conference is 11.00 a.m. to 1.00 p.m. or 3.00 p.m. to 5.00 p.m.
- Send a press conference advisory to appropriate media at least a week before the press conference. Follow up with a phone call two days before the press conference to make sure that everyone has received the advisory. Send a SMS the day before to remind them about the event.
- Send invitations to any other guests such as associates, and friendly politicians you may want to have at the press conference.
- The persons who will make presentations must be well prepared; it is best for them to practice with a video camera or tape recorder. They must also be prepared with 30- second answers for radio or TV, and simple quotable, messages for press reporters. Prepare visual aids. Charts, big maps, pictures or other props can help to convey your message forcefully.
- Prepare a press kit; that is a packet of background materials such as fact sheets, charts, photographs. Written statements distributed to reporters and guests serve to reinforce the information. The press kit also helps reporters to produce their write-up.
- Make sure that the press kit is translated into the local language or languages, for the local press.
- Arrange for a photographer. It is possible that some newspaper may not be able to send their press photographer if they have another event to cover. Besides, the photographs will be a record of the event for the company.

(Photographs sent to a journalist by e-mail must always be in jpeg format with correct photo captions and information.)

- Everyone who will be at the press conference on behalf of the company must clearly understand their role in the event. Think through the entire conference step by step and consider how it will look to reporters. Be prepared for troublesome situations such as: opponents show up and heckle, a reporter asks a question that cannot be answered.
- Prepare a guest book for everyone to sign as they come in.
- If your organisation is an NCO, set up the press conference in a place which has a good backdrop that is relevant to the activity. It helps to send a message to people in authority who have the power to give you what you need.

### Running the Press Conference

The host should be at the location at least 15 minutes before the beginning of the conference. TV reporters may arrive early to set up their equipment. Everyone should be met at the door and asked to sign in the guest book.

Start the press conference on time; certainly not later than ten minutes after the scheduled time, to respect those who came on time.

The moderator/facilitator welcomes everyone and briefly introduces the speaker(s). The speakers' statements should not be longer than 7 to 10 minutes. After the speakers have finished, they invite questions.

When all information has been covered and important points have been made, the moderator should conclude the press conference before things drag out too long. Thank everyone for coming. Offer additional information they can get in your office. The speakers of the host organisation should make themselves available after the press conference has been concluded. Reporters may want to interview the speakers; let the press know that they are available.

Thank the reporters for keeping readers, viewers, and listeners informed about this issue.

### 5.6 MEDIA INTERVIEWS

**Q14. Explain the concept of media interviews.**

*Ans :*

Media interview may be for the print media or for radio or TV. For the radio, tone of voice is great importance; for the TV, personal appearance, body language, besides tone of voice are important. Sometimes, during a TV discussion, a manager from a company may be called upon to intervene by video connection. Often, business news or discussions or reports, have an expert from a company speaking in by video connection. Such appearances are valuable for image building for the individual as well for the company.

If an interview has been scheduled, you have to make good preparation for it. The Public Information Department has the responsibility to prepare you for the interview.

#### I) Before the Interview

- Discuss all interview requests and other media opportunities with the communications or public information office in your organisation.
- Get all details about the interview. How much time has been allotted? Will it be live or taped? If it is a TV or a radio interview, will listeners be able to call in with questions? Will it be a panel discussion or a one-on-one interview? If it is a print media interview, will a photographer be coming as well?
- Find out everything possible about the format of the programme, style of the publication and about the journalist.
- Develop three to five key messages. These are the main ideas you want to include in some way in every answer you give. The public information staff at your organisation can help you develop these messages.
- Anticipate questions and prepare answers ahead of time. It is important to stay on key messages during the interview.
- If your relations with the particular reporter or medium are good, it may be possible to find out some of the questions that are likely to be asked and what information you should collect.

- If possible, rehearse a simulated interview and get feedback from the company's public information officials.
- No matter what media interview it is, dress appropriately; the reporters are the most immediate audience and must be treated with respect and importance. It is better to dress conservatively and formally. (Solid neutral colours are the best; cameras do not respond well to high contrast or vivid colours such as black-and-white or bright red, or to small repeated patterns such as checks, pinstripes or herringbone.) For a TV interview, there will be a wireless microphone/transmitter; it is best to wear something with a pocket or belt to hold the transmitter.
- For beginners, it is useful to get to the interview location 15 minutes early to feel familiar and to practice your key messages.
- Being relaxed and focused helps to make the interview effective. It is good to keep in mind that you are the expert on the subject being discussed.

#### II) During the Interview

- Choose words carefully. Technical terms, uncommon or occupation-related acronyms or other specialist terms or concepts that are not known to the public should not be used. Simplify your explanations and use analogies to explain difficult, specialised concepts.
- Keep your answers brief. Two or three sentences is ideal length. When you have completed your answer and your message point, stop talking!
- Put life and enthusiasm into your answers. Viewers and readers respond more positively when you show you care about what you are saying and are enthusiastic about your subject.
- It makes a better impression if your answer follows the question after a few seconds of thoughtful pause. Use the pause to organise your thoughts.
- If a question is not clear to you, ask for clarification.

- It is immensely useful to be able to be quiet and still during any brief silence that may occur during the interview. Wait peacefully for the reporter to ask the next question. Reporters may use silence to make you feel uncomfortable and talk, or say things you do not want to say. It is best to stay quiet between questions. Do not fill in with chatter or "nervous talk"
- Anyone who reaches a high position, must be able to speak fluently. Be aware if you have picked up any bad conversational habits such as saying, "you know what I mean," "basically," and so on; avoid them. Also avoid non-fluency sounds such as "hmmm" or "er-er-er" unless they can create a positive special effect.
- Maintain eye contact with the reporter/interviewer. This makes you look confident and will hold the interviewer's/reporter's attention. Never look at the camera or lower your head to speak into the microphone.
- Avoid nodding your head. It can imply that you agree with what a reporter is saying. Also, avoid dramatic gestures or waving your arms while you speak. Exaggerated movements detract from a person's composure.
- Bring in one of your key messages in your answer to every question and take every opportunity to repeat them. Begin each answer with the most important points, and keep answers brief. You may have to answer the question put very briefly and then say something like: *"But, of course, the real issue is ..."*
- Speak in the first person, active voice: "I did this," rather than "This was done." Be polite, honest and friendly, but maintain a professional tone.
- If a reporter asks a question that you cannot or do not want to answer, never say "no comment;" it lowers your credibility. It is better to say something like, "I can't address that issue, but I can tell you ..." or "That's interesting, but the issue here is..." Emphasise what you can say and return to your message points.
- If the reporter asks a question to which you do not know the answer, admit it and promise to find out and convey the information before the deadline; and make sure you do it (credibility can be compromised by failure to get back).
- If a reporter uses negative words or inaccurate facts in a question, never repeat them. Simply correct the inaccuracies and repeat your appropriate message point.
- If the reporter asks hypothetical or irrelevant questions, do not answer them; instead, bridge to your message points.
- Never lose your cool or composure, no matter how strong the provocation. It is not professional. Listeners or viewers are likely to feel favourable to the interviewer than to you. You can deflect tough questions with a phrase like: *"That's rather unfair because ..."* Or you can use mild sarcasm: *"Well, that's a nice, friendly question."*
- Mention your company's name frequently.
- Remember you are representing your organisation. Never say anything that contradicts the organisation's policy or puts it in a negative light.
- Assume that everything you say is "on the record," even if the camera has been folded and the reporter's notebook has been put away. It is better not to make any comment which is not to be made public.
- Be enthusiastic and use the opportunity to convey your message and what you want to say.
- Make your final comment clear and concise; re-emphasise your main point. If you feel that you could not get in some important message, force it in at the end. You can say, "I think we missed a critical point here, which is....")
- At the end, thank the interviewer.
- If it is a live interview, when the interview is over, be sure that you can leave the scene without your exit being seen on screen or making a noise in the studio and, if you are wired up with a microphone, take it off before you leave your interview position.

- No doubt this requires a great deal of preparation and practice. Bear in mind that people are less likely to remember *what* you said, and more likely to remember *how* you sounded - so, be confident, enthusiastic and friendly.

### III) After the interview

- Follow up promptly with any additional information you promised to provide.
- Ask the reporter when the story will appear; if TV/Radio interview was taped, ask when it will be aired.
- Thank the reporter for featuring your program/topic.

## 5.7 INVESTORS RELATION

**Q15. Define investor relation. Explain the evolution of investor relations.**

*Ans :* (Oct.-21, Aug.-21, Feb.-20)

### Meaning

The National Investor Relations Institute (NIRI) of United States defined investor relations as "A strategic management responsibility using the disciplines of finance, communication and marketing to manage the content and flow of company information to financial and other constituencies to maximize relative valuation."

Investor relations is a financial as well as business communication function. Investors are interested in knowing the financial performance and non-financial information about the firms.

### Evolution

In India, the evolution of investor relation function started in 1956 with the enactment of Companies Act. The Companies Act made provisions for standard disclosure in public issues of capital specifically in the areas of company management and listed companies under the same management.

But the organizations which were following or obeying the Investors Security Act exercised it only in the letter of law. The activities which were compulsory such as organizing annual general meeting and posting the annual audits in national publications were followed as a statutory specification.

In 1990s, the high profile financial scams shocked the investor community and the government appointed new attentive and careful regulators for the capital market. The most famous scams that lasted in the public memory includes the scams in which the stock brokers Harshad Mehta, CR Bhansali and Ketan Mehta were involved.

In 1992, the SEBI Act focussed on protecting the interest of the investors for developing and controlling the securities market. SEBI advised the stock exchange to make changes in the listing agreement and assured that the listed companies give the annual statement to the stock exchanges and disclosed the differences in the funds in the offer documents and the actual utilization. This helped the shareholders to compare the guarantees and performance. Though the SEBI Act outlined the new reporting responsibilities, firms disclosed only the mandatory disclosure with an increase in the number of fraud practices, the government and SEBI governed the market intermediaries by circulating strict notifications, guidelines and circulars. This asserted in controlling the market and acted as an obstacle for the firms which were involved in unfair trade practices.

### 5.7.1 Frame work for Managing Investors relations

**Q16. Describe the frame work for Managing Investors relations.**

(OR)

**Explain the frame work for Managing Investors relations.**

*Ans :* (Oct.-21, Nov.-20, Feb.-20, Aug.-17)

The frameworks for the implementation of a successful IR program/for managing investor relations outline the way in which the IR function communicates with the investors directly and indirectly. The indirect communication is done with the help of intermediaries like analysts, media and rating agencies.

### 1. Types of Investors

The IR strategy of a firm must deal with the retail investors such as individual shareholders and institutional investors such as foreign institutional investors, mutual funds, insurance companies, endowment funds and banks. These constituencies have different requirements and makes use of different communication channels.



- (i) **Institutional Investors:** The holdings of institutional investors are more than the individuals. The institutional investors activity trade and significantly influences the stock price volatility. The block trading activities performed by the institutional investors may have a remarkable short term impact on the stock price performance of the company specifically small to medium sized firms.

IR departments could recognize and target many groups of institutional investors. Institutions can be divided into groups on the basis of portfolio turnover (i.e., high, medium and low) and investment styles (i.e., growth, value, income and index). IROs can communicate their message effectively to the suitable target audience by dividing the investors having same attributes into smaller constituencies.

IR professionals makes use of databases for collecting the information on institutional stock holdings, turnover rates and primary portfolio features for recognizing the institutions whose portfolio features match with the firm's price/earnings ratio, yield market capitalization and industry classification.

After identifying the institutions whose investing criteria coincides with its features, the firm should create a plan for attracting them to invest for long-term. IROs can contact these institutions in several ways either by making day to day phone calls and by conducting one-on-one meetings with the analysts. For conducting meetings with the representatives of huge influential institutions, the firm should build relationships with them.

## (ii) Individual Investors

Individual investors are not a massive and uniform constituency group like institutions. These investors hold the stock either directly or with the help of mutual funds, company stock plans or ESOPs. The institutional investors trade the securities activities for producing trading profits on an intra day basis.

In comparison to the institutions, the trading volume and the account of investors size is less. They need different types of information from the institutional investors.

It is very difficult to reach or contact the individuals when compared to institutions as they are many in number and are difficult to recognize. For communicating with individual investors, the companies make use of direct mail for affinity groups (such as current shareholders, employees, customers and suppliers), brokerage community for promoting their stock among the individuals and media and advertising for creating visibility. The internet has now become the most effective channel for giving important information about the firms to the investors.

## 2. Intermediaries

The investors become aware of the companies through media and the analyst community. The firms should make conference calls to the investors for giving information about their quarterly achievements, process conferences declaring annual financial results and face to face meetings for discussing company developments and strategy.

Reporters and analysts enquire and ask very difficult questions to the management and discloses the answers of the management to the investing public. So, the management must given sincere and honest answers and message which matches with the information which the company is communicating to the investors directly.

## (i) Media

Day by day, the corporate world is attracted by print, television and online media coverage. The hosts of business network news frequently discusses earning announcement on their programs and request the equity research analysts to come or arrive and comment on the development made by them within the firms. The media coverage of business may have a significant impact on the stock price of the company. Coordinating the media relations function with the IR department maximizer the access to media outlets and assures that all the groups sends same messages to the media. This is very helpful for a company's investor relations effort.

The companies having low visibility should acquire right type of media coverage for attracting investors and for creating an effective IR strategy. Due to the increasing impact of the financial media, few IR and PR consulting firms are conducting financial media relations programs to assist the firms to target the media strategically.

**(ii) Sell Side Analysts**

IR functions select the financial community with the help of buy-side and sell-side analysts. Buy-side analysts carry out their operations for money management firms such as mutual funds and research companies for their own institution's investment portfolios. Some of these analysts makes use of sell side research in their analysis and some analysts carry out proprietary analysis by making company visits and reviewing their own company financial. In the investor relations framework, buy side analysts comes under the institutional investor constituency group and are not considered as intermediaries.

Sell side analysts deal with the stocks within specific industries and produces comprehensive research reports which outlines buying, selling or holding suggestions. This research is offered to the clients of investment banks like DSP Merrill Lynch or retail brokerages like Motilal Oswal Securities Ltd, in India. Hence, sell side analysts act as an intermediaries between a company and the current and future investors.

The companies make use of same channels which they use for communicating with institutions for communicating with the analysts. For targeting many groups, the companies conducts one-on one meetings or lunches with the CEO and makes conference calls.

The IR professionals spends significant amount of time on phone and communicates with the analysts for enquiring or giving feedback on their models. Recently, sell side analysts was strongly criticized for continuously issuing buying suggestions on under performing stocks. The media increased the knowledge about the in-built conflicts which a sell- side analysts who is working for an investment bank faces.

Apart from buying or holding recommendations, the reports of the analyst also provides offer important information about the companies which assists the institutional investors in taking the investment decisions. Analysts is regarded as a significant conduct constituency for the IR strategy of the firm,

**(iii) Rating Agencies**

Ratings are the alphanumerical or alphabetical symbols which helps the investors to identify the

differences between the debt instruments based on their credit quantity. The credit rating symbolically denotes the present opinion about the ability of the issuer to deal with its debt obligation in a timely manner, in relation to the instrument which is rated. The main aim of rating is to guide the investors or creditors in ascertaining the risk involved in a debt instrument or credit obligation.

**5.8 MANAGING GOVERNMENT RELATIONS**

**Q17. Explain the communication framework for managing government relations.**

**(OR)**

**Discuss the ways and means of managing governing power.**

**Ans : (Aug.-21, Jan.-18, Aug.-17)**

The interference of the government in business affairs high. Due to the high interference, businesses have decided to focus on supporting their own position rather than fighting against the government regulation. Businesses have started serving their interests through effectively developed lobbying and negotiating strategies especially when consumer and community groups are arguing against them. Politicians try to attract these consumer and community groups.

**Government Relations Function Takes the Form**

In the late 60's and early 70's, in United States, government regulations on some industries have increased the cost of carrying out business.

"It has become compulsory to American business firm to follow the rules to their advantage in order to achieve success in Washington and this means playing Washington's game".

'Playing the game' became the function of firm's government relations or government affairs, department. This function focused mainly on favourable and unfavourable impacts of policy and policy changes, keeping track of changes in ideology and agendas on capital hill and correctly determining the upcoming trends. Through awareness regarding government and participation in formulating regulatory policy, business firms can more effectively follow government regulations and at the same time can get benefited out of the favourable opportunities offered by government regulation.

The decade of 90's was the most liberating decade since firms. The departments of government relations have increased their effectiveness levels by,

- Acquiring knowledge about the methods of other companies
- Hiring consultants
- Forming alliances
- Developing political action committees
- Building relationship with influential capital insiders
- Learning how to use media effectively and
- Arranging good support.

Business firms have succeeded in improving their impact than compared to Delhi's policy makers by applying business and marketing methods in politics and by integrating traditional organizational tools and innovative technology.

Apart from having strong internal department to handle government relations, most of the business firms today outsource some activities to outside groups as a part of "divide and conquer" strategy.

Microsoft has succeeded in building strong in-house government relations function.

### 5.9 CROSS CULTURAL COMMUNICATION

**Q18. Define cross cultural communication. Explain the factors affecting communication in cross cultural.**

*Ans :*

#### Meaning

Cross-cultural communication or inter-cultural communication can be defined as a subject that observes flow of (information between people from different cultural origins and backgrounds. Cross-cultural communication aims at understanding the various common and diverse methods through which people belonging to different cultures communicate with one another.

People from different countries interact with each other using distinct methods of communication. **For example,** In Sweden, people communicate in an impersonal, polite, direct terms and tend to avoid

fiery arguments and confrontations. However, in America, a direct and open type of communication and confrontation is preferred.

#### Definitions

- i) **According to Gudykunst and Kim,** intercultural communication is defined as "a transactional, symbolic process involving the attribution of meaning between people from different cultures".
- ii) **According to Jandt,** "Cross-cultural communication is comparing phenomena in diverse cultures".
- iii) **According to Bennett,** "Cross-cultural communication is the capacity to interpret verbal and non-verbal communication, and custom in cultural styles different from our own".

#### Factors Affecting Communication in Cross-Cultural Setting

There are various factors that affect the communication process when viewed from the cross-cultural setting.

These factors are as follows:

1. **Language:** The multiple use of various languages across different cultures acts as one of the major factors that affect cross-cultural communication. One cannot underestimate the significance of understanding the language differences in cross-cultural communication. Keeping in mind the language differences, businessmen involved in international business give importance to the services of language translators to counsel their clients of different cultures. There are three basic categories of language failures:
  - i) **Gross Translation Problems:** These problems occur in the form of errors whenever a translator is involved in translating one language to another. As these errors raise warning flags that alert the translator while translating, hence, they cause fewer conflicts between the business parties than other language problems. These flags also facilitate in eliminating the error as they help the business parties in analysing the

communication areas that lead to errors. Analysis of gross translation errors is rather time taking exercise. Moreover, they can be a symbol of disrespect to business parties in some cases.

- ii) **Slight Distinctions from Language to Language:** When the business parties do not have similar command level over a common language, then the slight distinctions which are critical to business negotiations also causes damage to the business dealings. These slight differences create misunderstandings and confusions between the parties. When non-native speakers communicate with native parties, the chances of slip-ups and confusions arises that may lead towards conflicts.

Along with the slight distinctions, the attitude towards the language and speaking accent also affects the cross-cultural communications. The loyalty or knowledge towards a particular nation or culture is also reflected through the language accent of the speaker.

- iii) **Variations Based on Culture among Speakers of the Same Language:** There exist slight cultural- based variations among the speakers of the same language from different cultures. The social deriving of language consists of various class distinctions and national preconceptions that affect the communication process. **For example,** some accents in US, linked with rural and urban areas, emphasise negative stereotypes in different areas of business, education, intelligence, etc., due to regional preconception and racism. Similarly, in England, different accents are linked with higher and lower class of societies. These accents are usually unknown to non-native speaker.

2. **Environment and Technology:** The environmental factors such as topography, climate, population, availability of resources, density, etc., contribute towards the existing conditions of people, country or culture along

with their histories. These climates and topography affects the designs and concepts of transportations, settlement, territorial organisation and logistics.

3. **Social Organisation and History:** Culture plays an important role in defining the social organisation of a business. The workplace is often affected by the social organisation and thus is linked with the history and background culture. The management of the company should not assume their own culture to be universal regarding sensitive areas like educational values, social class, religion bonds, political association, gender 'differences, nepotism, etc. These issues possess extensive implications for business practices.
4. **Conceptions of Authority:** The views of authority in a particular society shape the way in which a message is received and also significantly affect the environment of a business. This view of receiving any message is based on the relative ranks of the sender and the receiver. Thus, the process of business communications across cultures is affected by conceptions of authority.

**Q19. What are the problems and challenges in cross cultural communication.**

*Ans :*

(Imp.)

Emerging trends such as internationalisation, downsizing, acquisitions, mergers, joint ventures, etc., brings Mnajor transformations with them due to which many international businesses face new challenges with respect to their communication structures. Following are some obstacles to effective cross-cultural communication:

1. **Lack of Communication:** Undoubtedly, the chief contributor that leads to poor communication is lack of communication. Many businesses consider it as one of their major problems. Lack of communication does not only imply to the communication gap due to unsaid words, but also to inaccessible information. For example, lack of feedback to the staff members about their performances, withholding information regarding work expectations, etc., will develop a feeling of alienation in the staff members and they will feel separated from the management of the company.

The superiors and managers should not practice nepotism or should not be too selective for providing support and information. This can lead to groupism and develop feeling of jealousy among the employees. Rather, the superiors should evaluate all the employees on an equal scale, which will create cohesion among them. If a company is unable to establish a two way communication channel, then there will be lack of trust and respect among employees for the management. Generally, vertical communication is practised in most of the business structures, which runs in bottom to top format. Rather, the communication should take place in both the directions, i.e., bottom to up and top to bottom. Lack of communication creates an unhealthy environment within the company. Hence, all the superiors, managers and the top executives of the company should ensure two-way communication within the organisation.

2. **Language:** The following types of difficulties are faced by the businessmen when communicating in the cross-cultural environment:

- i) **Using Inappropriate Languages:** A language does not only carry's information, but the subliminal meanings, vocabulary, stress, tone, pitch, etc., can also be extracted from it. This reflects a person's intentions. Hidden meanings, inappropriate use of words, and concealed emotions affect the attitude and confidence of the employees in the cross-cultural setting. Use of inappropriate languages damages the relations among the organisational members and lowers the self-confidence of the employees.
- ii) **Foreign Language:** With the emerging trend of recruiting best talents from all over the world, the use of foreign languages is common among many businesses. Often businesses use more than fifty languages. However, the company should establish one common

language whether English, Spanish, German, etc., so that every piece of work related information can be understood by everyone. This will be beneficial for the company and for the employees. Also, the management should make sure that their selected language can easily be understood by everyone. Coaching and tuitions should be provided, if necessary.

3. **Culture:** Culture differs from one nation to another. Person belonging to one culture communicates in a specific language and has habits and values that differ from a person belonging to some other culture. This acts as an obstacle in cross-culture communications as international businesses with a diversified workforce face challenges like use of different languages, etiquettes, beliefs and values. Often different business practices are used by people belonging to different cultures. This issue can be eliminated if a cross-cultural consultant is hired by the business parties. This consultant will work as a bridge that will unite the culture differences and will help them in working as a team. He will also assist both the parties in managing the communication channel in a cohesive and productive manner.

4. **Organisation Culture:** The culture of an organisation can be explained in terms of its internal management practices. **For example,** a company is following an open system or a closed system culture. In a closed system, all the departments within the company are bound by the company's structure and communication patterns. In such systems, complete lack of interaction prevails between production and sales department of the company. It is essential for a company to follow an open culture system that encourages open communication and teamwork within the organisation. This type of system is more successful in mergers and acquisitions where two companies are required to work together to fulfil the terms of commitment. Apart from focusing on the strategic and financial aspect of the business, many international organisations are now

appreciating the role of communication in human resource management for resolving their business related problems.

5. **Different Attitudes toward Conflict:** Every business has a different attitude towards a conflict. Some deal with a positive thinking and some other take it as a negative business aspect. **For example,** many companies in USA prefer direct dealing with the conflicts that arise. Face-to face interactions and group meetings are encouraged so as to resolve the conflict. However, an open conflict is considered as an embarrassing or depreciating aspect in many eastern companies. They believe that these conflicts should be dealt quietly.

---

**Q20. Explain various guidelines for effective cross cultural communication.**

*Ans :*

**(Imp.)**

1. **Fluency of Host Country Language:** For managing the inter-cultural communication, the manager should learn the local language and should communicate with his subordinates and staff in that particular language. This will help the manager in gaining respect and acceptance from the employees.
2. **Learn to Neutralise Language Accents:** One should learn proper accent and pronunciation of the language along with the language itself. People often pronounce English words reflecting their own mother tongue.  
**For example,** persons fluent in Tamil, says Canara Bank as Kanara Bank, some Bengalis pronounce Ravindra as Rabindra, similarly some North Indian pronounce school as 'ischool', etc. These accents and pronunciations reflect the mother tongue of the person and can create confusions and misunderstandings.
3. **Awareness of Cross-Cultural Barriers:** A manager who wants to achieve effective cross-cultural communication should be aware about the cross-cultural barriers. As different cultures have different barriers and constraints, the manager should understand them and try to steer clear of them.  
**For example,** Privacy is given importance in British culture and one should not ask personal questions while interacting with British People. Likewise, Koreans do not support 'No' as the answer. They seek happiness and satisfaction from their visitors. Cross-culture barriers can be managed effectively with the help of proper feedback.
4. **Speak in Clear and Open Language:** For effective communication, the people dealing in international business should make use of appropriate words without any hesitation or being voluble. This can be achieved by minimum usage of idioms or analogues. Face to face communication and study of facial expressions are also necessary for an effective communication in a cross-cultural setting.
5. **Be Sensitive to Non-Verbal Communication:** For an effective cross-cultural communication, a manager should be sensitive and careful towards non-verbal communication as different signs have different meanings across different cultures.  
**For example,** an intense eye contact is accepted in Latin America and Middle East, which is not supported in Thai culture. Thais have a tendency to speak softly without using any gesture. People belonging to French culture display unusual contact behaviour between friends or relatives. Singaporeans give a smile for covering their embarrassment or anxiety.

## Short Question & Answers

### 1. Define investor relation.

*Ans :*

The National Investor Relations Institute (NIRI) of United States defined investor relations as "A strategic management responsibility using the disciplines of finance, communication and marketing to manage the content and flow of company information to financial and other constituencies to maximize relative valuation:

Investor relations is a financial as well as business communication function. Investors are interested in knowing the financial performance and non-financial information about the firms.

### 2. Managing Government Relations.

*Ans :*

The interference of the government in business affairs is high. Due to the high interference, businesses have decided to focus on supporting their own position rather than fighting against the government regulation. Businesses have started serving their interests through effectively developed lobbying and negotiating strategies especially when consumer and community groups are arguing against them. Politicians try to attract these consumer and community groups.

#### Government Relations Function Takes the Form

In the late 60's and early 70's, in United States, government regulations on some industries have increased the cost of carrying out business.

"It has become compulsory to American business firm to follow the rules to their advantage in order to achieve success in Washington and this means playing Washington's game".

'Playing the game' became the function of firm's government relations or government affairs department. This function focused mainly on favourable and unfavourable impacts of policy and policy changes, keeping track of changes in ideology and agendas on Capitol Hill and correctly determining the upcoming trends. Through awareness regarding government and participation in formulating regulatory policy, business firms can more effectively

follow government regulations and at the same time can get benefited out of the favourable opportunities offered by government regulation.

### 3. Significance of Media Relations

*Ans :*

Media relations play a significant role in promoting effective communication between the organization and public. Media is an effective means of public communication which either promotes or impedes the growth of the organization and its reputation. The firm's fame and growth has an important effect on the firm's stock market valuation and employee morale. It also influences the other aspects of the firm such as, recruiting efficient candidates, productivity, marketing and critical business operations.

Presently, the corporate sector has shifted its focus towards the maintenance of effective relations with media as it helps in reaching the public effectively. The main aim of the public relations manager of an organization is to build an effective media relations instead of spending more on expensive advertising campaigns as effective media relations can create greater value to organization than the expensive advertisements. The main objective of media relations is to build a clear and effective relation and between media and organizational sector.

Media acts as a gatekeeper to monitor and control the information which flows into the society. It maintains an effective balance between the good and bad information about the corporate sector. It targets the mass and specialized media for building communications with public. Media is considered as an intermediate audience while the final and targeted audience of media relations are consumers of media.

The media relations between the media and corporate sector is an important area of public relations. With the increased use of different types of media, there has been an increase in the importance of media relations in corporate sector to reach public through media. An effective media relation helps an organization to accomplish its marketing and corporate objectives along with a high concern for society.

**4. Define etiquette.**

*Ans :*

Etiquette in simpler words is defined as good behaviour which distinguishes human beings from animals.

Human Being is a social animal and it is really important for him to behave in an appropriate way. Etiquette refers to behaving in a socially responsible way.

---

**5. What is business etiquette.**

*Ans :*

Business etiquette is a set of rules that govern the way people interact with one another in business, with customers, suppliers, with inside or outside bodies. It is all about conveying the right image and behaving in an appropriate way.

---

**6. Advantages of etiquette**

*Ans :*

- i) It provides a good and elaborate framework in which businessman can operate while communicating and collaborating. Good business etiquettes are a sign of professionalism. Giving respect to others can make a positive first impression and also helps in building trust among colleagues.
  - ii) It becomes easier to work if both the business partners and their co-workers follow a well-understood code of etiquettes. They will be able to focus their energies on the task at hand instead of trying to understand their cultural differences.
  - iii) Maintaining a code of business etiquettes is also important while dealing with culture of different countries. It becomes easier to reach a consensus when both the involved parties follow common business etiquettes.
  - iv) Etiquettes also help in building and maintaining good public image with employees, partners, and clients.
- 

**7. Social etiquette.**

*Ans :*

Social etiquette refers to the ethical behaviours of human beings that are morally accepted by society. It is also known as social norms. The alternative names of social etiquette are the social norm, social manner, unwritten social rule. Social etiquette can differ from society to society based on the environment of the community. For example, some etiquettes are admissible in society; however, the same etiquettes are offensive to another society. So, social etiquette gets followed differently in different social groups.

Social media etiquette refers to the ethical use of social media to communicate with other people and spread authentic information. Many people use social media to distribute fake and fabricated information that is unethical. People are not maintaining social media etiquette who indulge in spreading fake news on social media platforms. Social media etiquette sets rules and regulations for users to optimize these sites positively.



**8. Define media management.**

*Ans :*

In present day scenario, Media has its own role in the social and economic development of the country. Development is a multi-facet programme. Media should try to focus on the important economic and social issues like- the level of economic growth, level of education, level of health services, degree of modernization, status of women, level of nutrition, distribution of goods and services and access to communication. Reporting of social and economic issues in time, opinion analysis, awareness programme, developing and advocating suggestive framework etc., should be done by the media in proper perspective.

---

**9. What is press release? State the components of press of release.**

*Ans :*

A Press release is an announcement or summary of news to the press. A press release is similar to a news article, but it is not written by journalists. Instead, organizations or agencies representing organizations write and send press releases to news outlets. Journalists or editors may publish the press release as is, or they may use parts of it within a larger news story.

Press releases should be straightforward, written in the active voice, and follow any guidelines recommended by your target media outlet. Most publications use AP Style, and if you are new to journalistic writing, it might be helpful to peruse the fundamental concepts.

---

**10. Explain the concept of press conference.**

*Ans :*

A press conference is held on the initiative of the organisation, not of the media. It is a voluntary presentation of information to the media, and the organisation decides what information to present, how to present it, and who will present it. Hence, it is hosted by the organisation.

All guests must be taken care of and given what they need for their work, besides refreshments.

---

**Q11. Media interviews.**

*Ans :*

Media interview may be for the print media or for radio or TV. For the radio, tone of voice is great importance; for the TV, personal appearance, body language, besides tone of voice are important. Sometimes, during a TV discussion, a manager from a company may be called upon to intervene by video connection. Often, business news or discussions or reports, have an expert from a company speaking in by video connection. Such appearances are valuable for image building for the individual as well for the company.

If an interview has been scheduled, you have to make good preparation for it. The Public Information Department has the responsibility to prepare you for the interview.

---

**Q12. Define cross cultural communication.**

*Ans :*

Cross-cultural communication or inter-cultural communication can be defined as a subject that observes flow of (information between people from different cultural origins and backgrounds. Cross-cultural communication aims at understanding the various common and diverse methods through which people belonging to different cultures communicate with one another.

People from different countries interact with each other using distinct methods of communication. **For example,** In Sweden, people communicate in an impersonal, polite, direct terms and tend to avoid fiery arguments and confrontations. However, in America, a direct and open type of communication and confrontation is preferred.

**Definitions**

- i) **According to Gudykunst and Kim,** intercultural communication is defined as “a transactional, symbolic process involving the attribution of meaning between people from different cultures”.
- ii) **According to Jandt,** “Cross-cultural communication is comparing phenomena in diverse cultures”.
- iii) **According to Bennett,** “Cross-cultural communication is the capacity to interpret verbal and non-verbal communication, and custom in cultural styles different from our own”.

Rahul Publications

## *Choose the Correct Answers*

1. NIRI stands for \_\_\_\_\_. [ a ]  
(a) National Investor Relations Institute (b) National Investors Returns Institute  
(c) National Institute of Relations Investor (d) Non-investor Relations Institute.
2. Investors show interest in knowing which information about the firms? [ c ]  
(a) Only financial information (b) Only non-financial information  
(c) Financial and non-financial information (d) None of the above.
3. In India, the evolution of investor relation function took place in which year? [ b ]  
(a) 1948 (b) 1956  
(c) 1984 (d) 1963.
4. Which type of investors hold the stock directly or with the help of mutual funds, company stock plans or ESOPs ? [ b ]  
(a) Institutional investors (b) Individuals investors  
(c) Both (a) and (b) (d) Group investors.
5. The block trading activities performed by which type of investors may have a remarkable short term impact on the stock price performance of the company. [ a ]  
(a) Institutional investors (b) Individual investors  
(c) Group investors (d) Organizational investors.
6. Which type of analysts carry out their operations for money management firms like mutual funds and research companies for their own institution's investment portfolios. [ c ]  
(a) Distribution-side analysts (b) Sell-side analysts  
(c) Buy-side analysts (d) Supply-side analysts.
7. PACs stands for, [ c ]  
(a) Political assurance commissions (b) Political action commissions  
(c) Political activity committees (d) Powerful action commissions
8. In the crises communication diagram, category 'A' audience are known as \_\_\_\_\_. [ a ]  
(a) Animated audience (b) Concerned audience  
(c) Antagonistic audience (d) Bemused audience
9. MIC stands for, [ b ]  
(a) Monopolies investigation committee (b) Monopolies inquiry commission  
(c) Monopoly inquiry committee (d) Monopoly inquiry company.
10. Which of the following came under the various acts envisaged for the welfare of workers. [ b ]  
(a) The employees provident fund act (b) The payment of gratuity act  
(c) The minimum wages act (d) All the above.

## *Fill in the blanks*

1. The \_\_\_\_\_ department is one among the very essential areas within any corporate communication function.
2. An \_\_\_\_\_ is a strategic management responsibility using the disciplines of finance, communication and marketing to manage the content and flow of company information to financial and other constituencies to maximize relative valuation.
3. SAT stands for \_\_\_\_\_.
4. Write the full form of IEPF \_\_\_\_\_.
5. DEA, DC A, SEBI and other exchanges created investor grievance chamber for settling the \_\_\_\_\_.
6. IR functions selects the financial community with the help of \_\_\_\_\_ and \_\_\_\_\_ analysts.
7. \_\_\_\_\_ analysts deal with the stocks within specific industries and produces comprehensive research reports.
8. \_\_\_\_\_ are the alphanumeric symbols which helps the investors to identify the differences between the debt instruments based on their credit quality.
9. \_\_\_\_\_ can be defined as a subject that observes flow of information between people from different cultural origins and backgrounds.
10. \_\_\_\_\_ in simpler words is defined as good behaviour which distinguishes human beings from animals.

### ANSWERS

1. Media relations
2. Investor relations
3. Securities appellate tribunal
4. Investor education and protection fund
5. Investor grievance
6. Buy-side, Sell-side
7. Sell-side
8. Ratings
9. Inter-cultural communication
10. Etiquette

FACULTY OF MANAGEMENT  
M.B.A I Year I - Semester (CBCS) Examination  
MODEL PAPER - I  
MANAGERIAL COMMUNICATION

Time : 3 Hours ]

[Max. Marks : 80

**PART - A (5 × 4 = 20 Marks)**

**[Short Answer type]**

**Note:** Answer **All** the Questions in not more than one page each

**ANSWERS**

- |                                   |                   |
|-----------------------------------|-------------------|
| 1. What is communication?         | (Unit-I, SQA-9)   |
| 2. Structure of business letters. | (Unit-II, SQA-6)  |
| 3. Define oral communication.     | (Unit-III, SQA-7) |
| 4. Define exit interview.         | (Unit-IV, SQA- 3) |
| 5. Define etiquette.              | (Unit-V, SQA-4)   |

**PART - B (5 × 12 = 60 Marks)**

**[Essay Answer type]**

**Note:** Answer **All** the Questions by using internal choice in not exceeding four pages each

- |  |                     |
|--|---------------------|
| 6. (a) Explain the process of communication.   | (Unit-I, Q.No.7)    |
| OR   |                     |
| (b) How barriers of communication can be overcome? Discuss?                                | (Unit-I, Q.No.12)   |
| 7. (a) Structure of Report is essential for good report. Explain.                          | (Unit-II, Q.No.21)  |
| OR   |                     |
| (b) Explain the format of sales letters and complaint letters in business.                 | (Unit-II, Q.No.10)  |
| 8. (a) Define negotiation. Explain the nature and styles of negotiation.                   | (Unit-III, Q.No.22) |
| OR   |                     |
| (b) What is managerial speech / Business speech? Discuss the types of managerial speeches. | (Unit-III, Q.No.19) |
| 9. (a) Describe the various techniques of interview for selection (or) placement purpose.  | (Unit-IV, Q.No.4)   |

OR

- (b) What do you mean by resume drafting? Explain different styles of resumes.

**(Unit-IV, Q.No.13)**

10. (a) What is business etiquette? State its advantages and disadvantages.

**(Unit-V, Q.No.2)**

OR

- (b) Explain the concept of media interviews.

**(Unit-V, Q.No.14)**

*Rahul Publications*

FACULTY OF MANAGEMENT  
M.B.A I Year I - Semester (CBCS) Examination  
MODEL PAPER - II  
MANAGERIAL COMMUNICATION

Time : 3 Hours ]

[Max. Marks : 80

**PART - A (5 × 4 = 20 Marks)**

**[Short Answer type]**

**Note:** Answer **All** the Questions in not more than one page each

**ANSWERS**

- |   |                   |
|---|-------------------|
| 1. Emotional or Psychological Barriers. | (Unit-I, SQA-10)  |
| 2. Define Business letters.             | (Unit-II, SQA-8)  |
| 3. Define meeting.                      | (Unit-III, SQA-9) |
| 4. What do you mean by resume drafting? | (Unit-IV, SQA-6)  |
| 5. Advantages of etiquette              | (Unit-V, SQA-6)   |

**PART - B (5 × 12 = 60 Marks)**

**[Essay Answer type]**

**Note:** Answer **All** the Questions by using internal choice in not exceeding four pages each

- |  |                     |
|--|---------------------|
| 6. (a) Explain various barriers of communication.                              | (Unit-I, Q.No.11)   |
| OR   |                     |
| (b) Explain the concept of receptive communications skills.                    | (Unit-I, Q.No.22)   |
| 7. (a) Explain different types of reports.                                     | (Unit-II, Q.No.19)  |
| OR   |                     |
| (b) Describe the structure of business letters.                                | (Unit-II, Q.No.8)   |
| 8. (a) Bringout the stages in conducting the negotiations.                     | (Unit-III, Q.No.24) |
| OR   |                     |
| (b) Explain the styles of presentation.  | (Unit-III, Q.No.12) |
| 9. (a) What is discipline interview? Explain the purpose discipline interview. | (Unit-IV, Q.No.12)  |

OR

- (b) Explain the importance of social media communication. **(Unit-IV, Q.No.19)**
10. (a) Media plays and dominant role in the process of communication. Discuss. **(Unit-V, Q.No.5)**

OR

- (b) Explain the frame work for Managing Investors relations. **(Unit-V, Q.No.16)**

*Rahul Publications*



FACULTY OF MANAGEMENT  
M.B.A I Year I - Semester (CBCS) Examination  
MODEL PAPER - III  
MANAGERIAL COMMUNICATION

Time : 3 Hours ]

[Max. Marks : 80

**PART - A (5 × 4 = 20 Marks)****[Short Answer type]****Note:** Answer **All** the Questions in not more than one page each**ANSWERS**

- |                                     |                   |
|-------------------------------------|-------------------|
| 1. Principles of Feedback.          | (Unit-I, SQA-7)   |
| 2. Define business Memos.           | (Unit-II, SQA-10) |
| 3. Define negotiation.              | (Unit-III, SQA-3) |
| 4. Define video conferencing.       | (Unit-IV, SQA-8)  |
| 5. Significance of Media Relations. | (Unit-V, SQA-3)   |

**PART - B (5 × 12 = 60 Marks)****[Essay Answer type]****Note:** Answer **All** the Questions by using internal choice in not exceeding four pages each

- |  |                     |
|--|---------------------|
| 6. (a) What are the different types of communication.                                    | (Unit-I, Q.No.9)    |
| OR   |                     |
| (b) What are the elements of good listening.   | (Unit-I, Q.No.28)   |
| 7. (a) Write a letter requesting to grant leave for three days.                          | (Unit-II, Q.No.11)  |
| OR   |                     |
| (b) Compare and contrast between routine business Reports and specific business reports. | (Unit-II, Q.No.20)  |
| 8. (a) What are the various approaches to negotiations?                                  | (Unit-III, Q.No.25) |
| OR   |                     |
| (b) Explain the steps involved in making presentation.                                   | (Unit-III, Q.No.8)  |
| 9. (a) What is appraisal interview? Explain its importance and types.                    | (Unit-IV, Q.No.7)   |

OR

- (b) Explain an effective resume drafting. **(Unit-IV, Q.No.15)**
10. (a) Explain the methods of building better relationship with media. **(Unit-V, Q.No.7)**

OR

- (b) Explain the communication framework for managing government relations. **(Unit-V, Q.No.17)**

*Rahul Publications*

**FACULTY OF MANAGEMENT**  
**M.B.A. I - Semester (CBCS) Examination**  
**August - 2021**  
**BUSINESS COMMUNICATION**

Time : 2 Hours]

[Max. Marks : 80

**PART – A (4 × 5 = 20 Marks)**

**Note : Answer any Four questions**

**ANSWERS**

- |                                |                   |
|--------------------------------|-------------------|
| 1. Types of Communication      | (Unit-I, SQA-1)   |
| 2. Semantic Barrier            | (Unit-I, SQA-2)   |
| 3. Composition of Presentation | (Unit-III, SQA-1) |
| 4. Special Reports             | (Unit-II, SQA-4)  |
| 5. Crisis Communication        | (Out of Syllabus) |

**PART – B (4 × 15 = 60 Marks)**

**Note: Answer any four questions.**

- |  |                         |
|--|-------------------------|
| 6. Define Listening? Explain the factors of a good listener?   | (Unit-I, Q.No. 23, 28)  |
| 7. Elaborate Feedback. Explain the principles of Feedback?   | (Unit-I, Q.No. 30, 32)  |
| 8. Verbal Vs/ Non-Verbal Communication - Explain?  | (Unit-I, Q.No. 21)      |
| 9. Negotiation is an Intellectual Process - Explain?   | (Unit-III, Q.No. 24)    |
| 10. Define Speech. Explain the principles and types of Speech?   | (Unit-III, Q.No. 19)    |
| 11. Explain :  | (Unit-III, Q.No. 19)    |
| (i) Informative Speech   |                         |
| (ii) Persuasive Speech   |                         |
| (iii) Special Occasion Speech  |                         |
| 12. Define Report. Elaborate on essentials of Good Report Writing?                                       | (Unit-II, Q.No. 17, 29) |
| 13. Write a letter requesting to grant leave for three days ?  | (Unit-II, Q.No. 11)     |
| 14. Focus on essentials of better Media Communication? Focus on Investor Relations?                      | (Unit-V, Q.No. 7, 15)   |
| 15. Describe different factors of managing and means of managing Government Relations and Communication? | (Unit-V, Q.No. 17)      |

**FACULTY OF MANAGEMENT**  
**M.B.A. I - Semester (CBCS) Examination**  
**November - 2020**  
**BUSINESS COMMUNICATION**

Time : 2 Hours]

[Max. Marks : 80

**PART – A (4 × 5 = 20 Marks)****Note : Answer any Four questions****ANSWERS**

- |                           |                   |
|---------------------------|-------------------|
| 1. Forms of Communication | (Unit-I, SQA-3)   |
| 2. Negotiation            | (Unit-III, SQA-3) |
| 3. Styles of Presentation | (Unit-III, SQA-2) |
| 4. Routine Reports        | (Unit-II, SQA-1)  |
| 5. NEWS                   | (Out of Syllabus) |

**PART – B (4 × 15 = 60 Marks)****Note: Answer any four questions.**

- |  |                                     |
|--|-------------------------------------|
| 6. Define communication. Explain the barriers of communication.                                | (Unit-I, Q.No. 1, 11)               |
| 7. Describe the process of communication. Focus on the types of communication.                 | (Unit-I, Q.No. 7, 9)                |
| 8. Define Negotiation. Explain the approaches of negotiation.                                  | (Unit-III, Q.No. 22, 25)            |
| 9. What are the types of communication? Focus on features of Non-Verbal Communication.         | (Unit-I, Q.No. 9)                   |
| 10. Define Presentation.   | (Unit-III, Q.No. 7)                 |
| 11. Explain :  |                                     |
| (i) Tone   | (Out of Syllabus)                   |
| (ii) Pitch   | (Out of Syllabus)                   |
| (iii) Voice  | (Unit-III, Q.No. 30)                |
| 12. Define Report. Explain the types of Report.  | (Unit-II, Q.No. 17, 19)             |
| 13. Structure of Report is essential for Good Report - Explain.                                | (Unit-II, Q.No. 21)                 |
| 14. Investor Relation is essential for Media Communication and Communication Crisis - Explain. | (Unit-V, Q.No. 16, Out of Syllabus) |
| 15. Describe the Do's and Do Not's Crisis Management.  | (Out of Syllabus)                   |

**FACULTY OF MANAGEMENT**  
**M.B.A. I - Semester (CBCS) Examination**  
**January / February - 2020**  
**BUSINESS COMMUNICATION**

Time : 3 Hours]

[Max. Marks : 80

**PART - A (5 × 4 = 20 Marks)****(Short Answer Type)****Note : Answer all the questions in not more than one page each.****ANSWERS**

- |  |                   |
|--|-------------------|
| 1. Elements of Good Listening            | (Unit-I, SQA-4)   |
| 2. Functions of Non-Verbal Communication | (Unit-III, SQA-4) |
| 3. Approaches to Business Message        | (Out of Syllabus) |
| 4. Essentials of Committee Report        | (Unit-II, SQA-2)  |
| 5. Investor Relations                    | (Unit-V, SQA-1)   |

**PART - B (5 × 12 = 60 Marks)****(Essay Answer Type)****Note: Answer all the questions by using internal choice in not exceeding four pages each**

- |  |                           |
|--|---------------------------|
| 6. (a) What is communication? What are the barriers to communication and how do you overcome them?   | (Unit-I, Q.No. 1, 11, 12) |
| OR   |                           |
| (b) What are the principles of feedback? Discuss the importance of feedback in business transactions | (Unit-I, Q.No. 31, 32)    |
| 7. (a) List out the essential characteristics of non-verbal communication.                           | (Unit-I, Q.No. 14)        |
| OR   |                           |
| (b) Explain the methods of making negotiation process effective.                                     | (Unit-III, Q.No. 25)      |
| 8. (a) What are the non-verbal dimension presentation?   | (Unit-III, Q.No. 11)      |
| OR   |                           |
| (b) Describe various techniques of structuring the team presentation.                                | (Unit-III, Q.No. 8)       |
| 9. (a) Compare and contrast between routine business reports and specific business.                  | (Unit-II, Q.No. 20)       |
| OR   |                           |
| (b) Explain the steps involved in writing corporate reports.   | (Out of Syllabus)         |
| 10. (a) Explain the framework for managing investor relations.                                       | (Unit-V, Q.No. 16)        |
| OR   |                           |
| (b) List out the Do's and Dont' in crisis communication.   | (Out of Syllabus)         |

FACULTY OF MANAGEMENT  
M.B.A (CBCS) I- Semester Examination  
January - 2019  
**BUSINESS COMMUNICATIONS**

Time : 3 Hours]

[Max. Marks : 80

**Note : Answer all the questions in not more than one page each.**

**SECTION - A - (5 × 4 = 20 Marks)**

**[Short Answer Type]**

**ANSWERS**

- |                                |                   |
|--------------------------------|-------------------|
| 1. Importance of feed back     | (Unit-I, SAQ-5)   |
| 2. Significance of negotiation | (Unit-III, SAQ-5) |
| 3. Audience analysis           | (Out of Syllabus) |
| 4. Structure of reports        | (Unit-II, SAQ-5)  |
| 5. Crisis Communication.       | (Out of Syllabus) |

**SECTION - B - (5 × 12 = 60 Marks)**

**[Essay Answer Type]**

**Note : Answer all the questions by using internal choice in not exceeding four pages each.**

- |   |                        |
|---|------------------------|
| 6. (a) Explain the importance and benefits of effective communication.              | (Unit-I, Q.No. 5, 6)   |
| <b>OR</b>   |                        |
| (b) What is listening? How do you improve the listening competence?                 | (Unit-I, Q.No. 23, 29) |
| 7. (a) Discuss the functions of non-verbal communication.                           | (Unit-III, Q.No. 21)   |
| <b>OR</b>   |                        |
| (b) Bring out the stages in conducting the negotiations.                            | (Unit-III, Q.No. 24)   |
| 8. (a) Explain the process of planning and delivering effective presentation.       | (Unit-III, Q.No. 8)    |
| <b>OR</b>   |                        |
| (b) Explain briefly various methods of speaking.                                    | (Out of Syllabus)      |
| 9. (a) Discuss different types of reports.  | (Unit-II, Q.No. 19)    |
| <b>OR</b>   |                        |
| (b) List out the aspects that should be placed in resume to make it more effective. | (Unit-IV, Q.No. 13)    |
| 10. (a) Discuss the essentials for building better relations with media.            | (Unit-V, Q.No. 7)      |
| <b>OR</b>   |                        |
| (b) Explain the career building process.  | (Unit-V, Q.No. 8)      |

FACULTY OF MANAGEMENT  
M.B.A I - Semester (CBCS) Examination  
July/August - 2018  
BUSINESS COMMUNICATION

Time : 3 Hours ]

[Max. Marks : 80

**Note :** Answer all the questions from Part-A and Part-B.

Each question carries 4 marks in Part-A and 12 marks in Part-B.

**PART - A (5 × 4 = 20 Marks)****[Short Answer type]****ANSWERS**

- |                                  |                   |
|----------------------------------|-------------------|
| 1. Dyadic Communication          | (Unit-I, SQA-6)   |
| 2. Importance of Negotiation     | (Unit-III, SQA-5) |
| 3. Speaking from Impromptu       | (Out of Syllabus) |
| 4. Components of Business Letter | (Unit-II, SQA-6)  |
| 5. Crisis Communication          | (Out of Syllabus) |

**PART - B (5 × 12 = 60 Marks)****[Essay Answer type]**

- |  |                          |
|--|--------------------------|
| 6. (a) What is Communication? Discuss the importance and benefits of effective communication.            | (Unit-I, Q.No. 1, 5, 6)  |
| OR   |                          |
| (b) What is Listening? How do you make the listening effective?  | (Unit-I, Q.No. 23, 29)   |
| 7. (a) Describe the functions of non-verbal communication.   | (Unit-III, Q.No. 21)     |
| OR   |                          |
| (b) What is negotiation and explain the stages in conducting the negotiations.                           | (Unit-III, Q.No. 22, 24) |
| 8. (a) Explain the process of planning and delivering effective presentation.                            | (Unit-III, Q.No. 8)      |
| OR   |                          |
| (b) Discuss briefly various methods of speaking.   | (Out of Syllabus)        |
| 9. (a) Write brief note on different types of reports.   | (Unit-II, Q.No. 19)      |
| OR   |                          |
| (b) What are Resumes? What aspects should be placed in resume to make it more effective?                 | (Unit-IV, Q.No. 13)      |
| 10. (a) Discuss the essentials for building better relations with media.                                 | (Unit-V, Q.No. 7)        |
| OR   |                          |
| (b) What is crisis communication? Explain measures to be adopted to make crisis communication effective. | (Out of Syllabus)        |

FACULTY OF MANAGEMENT  
**M.B.A I - Semester (CBCS) Examination**  
**May/June - 2018**  
**BUSINESS COMMUNICATION**

Time : 3 Hours ]

[Max. Marks : 80

**Note :** Answer all the questions from Part-A and Part-B.

Each question carries 4 marks in Part-A and 12 marks in Part-B.

**PART - A (5 × 4 = 20 Marks)****[Short Answer type]****ANSWERS**

- |                               |                   |
|-------------------------------|-------------------|
| 1. Elements of good listening | (Unit-I, SQA-4)   |
| 2. Principles of Feedback     | (Unit-I, SQA-7)   |
| 3. Persuasive speaking        | (Out of Syllabus) |
| 4. Structure of Report        | (Unit-II, SQA-5)  |
| 5. Crisis Communication       | (Out of Syllabus) |

**PART - B (5 × 12 = 60 Marks)****[Essay Answer type]**

- |  |                          |
|--|--------------------------|
| 6. (a) Define 'Communication'. What are the different types of communication?  | (Unit-I, Q.No. 1, 9)     |
| OR   |                          |
| (b) Identify various barriers of communication. How can they be overcome?  | (Unit-I, Q.No. 11, 12)   |
| 7. (a) What is negotiation and write about various approaches to negotiation?  | (Unit-III, Q.No. 22, 25) |
| OR   |                          |
| (b) What are the types of Non-verbal Communication?  | (Unit-I, Q.No. 18)       |
| 8. (a) "Effective speaking plays a vital role in influencing the audience in the process of communication". Discuss. | (Out of Syllabus)        |
| OR   |                          |
| (b) Write in detail about effective presentation strategies.   | (Unit-III, Q.No. 13)     |
| 9. (a) What is meant by a report? What are the different types of Reports?   | (Unit-II, Q.No. 17, 19)  |
| OR   |                          |
| (b) What is a Business letter? Prepare a model of business letter of your choice.                                    | (Unit-II, Q.No. 6, 8)    |
| 10. (a) "Media plays a dominant role in the process of communication". Discuss.                                      | (Unit-V, Q.No. 5)        |
| OR   |                          |
| (b) Explain the do's and don'ts of crisis communication.   | (Out of Syllabus)        |



FACULTY OF MANAGEMENT  
M.B.A (CBCS) I- Semester Examination  
January - 2018  
BUSINESS COMMUNICATIONS

Time : 3 Hours]

[Max. Marks : 80

**Note : Answer all the questions****SECTION - A - (5 × 4 = 20 Marks)****[Short Answer Type]****ANSWERS**

- |                                      |                   |
|--------------------------------------|-------------------|
| 1. Types of Communication            | (Unit-I, SQA-1)   |
| 2. Process of Conducting Negotiation | (Unit-III, SQA-6) |
| 3. Persuasive Speaking               | (Out of Syllabus) |
| 4. Negotiation                       | (Unit-III, SQA-3) |
| 5. Managing Govt. Relations.         | (Unit-V, SQA-2)   |

**SECTION - B - (5 × 12 = 60 Marks)****[Essay Answer Type]****Note : Answer all the questions by using internal choice in not exceeding four pages each.**

- |  |                       |
|--|-----------------------|
| 6. (a) What is meant by communication? What are the different barriers of communication?                             | (Unit-I, Q.No. 1, 11) |
| OR   |                       |
| (b) "Listening plays a vital role in the success of communication process". Discuss.                                 | (Unit-I, Q.No. 25)    |
| 7. (a) What is non-verbal communication? What are its characteristics?   | (Unit-I, Q.No. 17)    |
| OR   |                       |
| (b) Outline the steps in negotiation process.  | (Unit-III, Q.No. 24)  |
| 8. (a) How do you make presentation more effective? Briefly write some strategies of presentation.                   | (Unit-III, Q.No. 13)  |
| OR   |                       |
| (b) What are the non-verbal dimensions of presentations?   | (Unit-III, Q.No. 11)  |
| 9. (a) Outline the essentials of good report writing.  | (Unit-II, Q.No. 29)   |
| OR   |                       |
| (b) What are the essential elements of a good?   | (Wrong Question)      |
| 10. (a) Suggest some important measures to make media relations more effective.                                      | (Unit-V, Q.No. 7)     |
| OR   |                       |
| (b) Examine the need and importance of maintaining sound investor relations in the present day business environment. | (Unit-V, Q.No. 9)     |

**FACULTY OF MANAGEMENT**  
**M.B.A. I - Semester (CBCS) Examination**  
**July / August - 2017**  
**BUSINESS COMMUNICATION**

Time : 3 Hours]

[Max. Marks : 80

**Note : Answer all the questions from Part-A and Part-B**  
**Each question carries 4 marks in Part-A and 12 marks in Part-B**

**PART - A (5 × 4 = 20 Marks)**  
**(Short Answer Type)**

**ANSWERS**

- |  |                   |
|--|-------------------|
| 1. What is spasmodic listening?                        | (Unit-I, SQA-8)   |
| 2. What are the functions of non-verbal communication? | (Unit-III, SQA-4) |
| 3. What do you mean by audience analysis?              | (Out of Syllabus) |
| 4. What are the essentials of a good report?           | (Unit-II, SQA-3)  |
| 5. Explain the importance of media relations.          | (Unit-V, SQA-3)   |

**PART - B (5 × 12 = 60 Marks)**  
**(Essay Answer Type)**

**Note: Answer all the questions by using internal choice in not exceeding four pages each**

- |  |                          |
|--|--------------------------|
| 6. (a) Explain the process of communication.                                     | (Unit-I, Q.No. 7)        |
| OR   |                          |
| (b) Discuss the importance and principles of feedback.                           | (Unit-I, Q.No. 31, 32)   |
| 7. (a) Explain the characteristics of non-verbal communication.                  | (Unit-I, Q.No. 17)       |
| OR   |                          |
| (b) Define negotiation and explain the procedure for conducting the negotiation. | (Unit-III, Q.No. 22, 23) |
| 8. (a) Explain the various types of speeches.                                    | (Out of Syllabus)        |
| OR   |                          |
| (b) Describe various dimensions of non-verbal presentation.                      | (Unit-III, Q.No. 11)     |
| 9. (a) Give a brief note on different types of reports.                          | (Unit-II, Q.No. 19)      |
| OR   |                          |
| (b) Define business letter. Explain the significance of business letters.        | (Unit-II, Q.No. 6)       |
| 10. (a) Discuss the frame work for managing healthy investor relations.          | (Unit-V, Q.No. 16)       |
| OR   |                          |
| (b) Discuss the means and ways of managing governing power.                      | (Unit-V, Q.No. 17)       |