

CONTENTS

	Page No.
UNIT I	
Lesson 1 Business Communication and its Scope for Management	7
Lesson 2 Media and Modes of Communication	24
Lesson 3 Barriers to Communication	39
Lesson 4 Principles of Effective Communication	53
UNIT II	
Lesson 5 Business Correspondence- Letters	65
Lesson 6 Enquiries, Complaints and Sales Promotion Letters	83
UNIT III	
Lesson 7 Report Writing	99
Lesson 8 Research Reports	125
UNIT IV	
Lesson 9 Non Verbal Communication	143
Lesson 10 Dyadic Communication and Telephonic Conversation	168
UNIT V	
Lesson 11 Conducting Meetings, Seminars and Conferences	177
Lesson 12 Speech-Oral Presentation	199
Lesson 13 Group Discussions	217
Model Question Paper	227

COMPENSATION MANAGEMENT

SYLLABUS

UNIT I

Communication - Meaning and significance for management - Types of communication
- Media-Barriers to communication - Principles of effective communication.

UNIT II

Correspondence - Norms for Business letters - Letter for different kinds of situations -
Personalized standard letters , enquiries , customers complaints , collection letters - sales
promotion letters.

UNIT III

Report writing - Structure of reports - long & short reports - formal & informal reports
- writing research reports, technical reports - norms for including exhibits & appendices.

UNIT IV

Non-verbal communication - personal appearance, posture - body language - use of
charts , diagrams & tables - audio visual aids for communication - Dyadic Communication:
face to face communication - telephonic conversation.

UNIT V

Conducting Meetings : Procedure - preparing Agenda , minutes and resolutions - conducting
seminars and conferences:- Procedure of Regulating speech - evaluating oral presentation
- Group Discussion: Drafting speech.

UNIT I

LESSON

1

BUSINESS COMMUNICATION AND ITS SCOPE FOR MANAGEMENT

CONTENTS

- 1.0 Aims and Objectives
- 1.1 Introduction
- 1.2 Defining Communication
- 1.3 Nature of Communication
- 1.4 Classification of Communication
- 1.5 Objectives/Purpose of Communication
- 1.6 Scope of Communication
- 1.7 Importance and Functions of Communication
- 1.8 Evaluation of Communication Effectiveness
- 1.9 Organizational Communication
 - 1.9.1 Information to be Communicated in an Organisation
 - 1.9.2 Importance of Communication in Management
- 1.10 Let us Sum up
- 1.11 Lesson End Activities
- 1.12 Keywords
- 1.13 Questions for Discussion
- 1.14 Suggested Readings

1.0 AIMS AND OBJECTIVES

After studying this lesson, you should be able to:

- Understand the meaning and definition of business communication.
- Be able to know the objectives of communication
- Know the relevance of communication in an organisation and in management
- Understand the functions and importance of communication
- Know the scope of communication

1.1 INTRODUCTION

Communication means to create a common understanding. Communication is an important aspect of human behavior. It stands for natural activity of all human beings to convey opinions, feelings, information, and ideas to others through words (written or spoken), body language, or signs. Communication is an integral part of life. From birth till death every living being is communicating in his or her own way, be it birds, animals, trees or human beings.

The word **Business stands for any economic activity undertaken with a view to earn profit**. The communication undertaken in the process of this activity is termed as business communication. From the very inception of the idea of the Business, to run the day to day activities of the Business, communication is involved. It includes oral, written, formal, informal, upward, downward, lateral, diagonal, inward outwards as well as non verbal communication.

Communication is the most vital ingredient of an organization. In fact, an organization cannot be conceived of without communication. An organization is a group of persons constituted to achieve certain specific objectives. The achievement of these objectives largely depends upon a proper co-ordination and integration of human effort in an organization. The people working in an organization are interrelated; their activities are also interrelated because all activities are performed only to achieve the organizational objectives. Co-ordination and integration of various human activities are possible only if there is an effective system of communication in the organization which provides for exchange of information and sharing of various ideas. The more effective the system of communication, the better is the relation between workers and the management.

It is communication which gives life to the organization; so, it is rightly known as **the life blood of an organization**

1.2 DEFINING COMMUNICATION

The term communication has been derived from the Latin word 'communis' that means 'common' and thus, if a person effects communication, he establishes a common ground of understanding. Literally, communication means to inform, to tell, to show, or to spread information. Thus, it may be interpreted as an interchange of thought or information to bring about understanding and confidence for good industrial relations. It brings about unity of purpose, interest, and efforts in an organisation.

Definitions: There are a number of definitions of the term communication. A few of them are being reproduced below:

“Communication is the sum of all things, one person does when he wants to create understanding in the minds of another. It involves a systematic and continuous process of telling, listening and understanding.”

– *Allen Louis*

Communication has been defined “As the transfer of information from one person to another whether or not it elicits confidence.”

– *Koontz and O’ Donell*

“Communication is an exchange of facts, ideas, opinions or emotions by two or more persons.”

– *George Terry*

Communication is defined as “the process of passing information and understanding from one person to another, it is essentially a bridge of meaning between people. By using the bridge of meaning a person can safely cross the river of misunderstanding.”

– **Keith Davis**

Effective communication is “purposive interchange, resulting in workable understanding and agreement between the sender and receiver of a message”.

– **George Vardman**

“Communication is interchange of thoughts, opinions, or information, by speech, writing, or signs”.

– **Robert Anderson**

Communication is the process by which information is passed between individuals and/or organizations by means of previously agreed symbols.

– **Peter Little**

Communication is any behaviour that results in an exchange of meaning.

– **The American Management Association**

Communication may be broadly defined as the process of meaningful interaction among human beings. More specifically, it is the process by which meanings are perceived and understandings are reached among human beings.

– **D.E. McFarland**

1.3 NATURE OF COMMUNICATION

The analysis of the above definitions implies that communication has the following characteristics, which define the nature of Communication

1. **It is process:** The term process has been defined as an identifiable flow of interrelated events moving over time towards some goal or an end. Accordingly, communication is a process in which there are some identifiable inter-related events which starts with the sender. Then it moves by encoding messages, through some channel till the receiver receives the message and ends with the feedback.
2. **It is inevitable:** Communication is essential physically, socially and psychologically. If an individual is provided all physical comforts but is not allowed to read, write, speak and listen, he will become mentally retarded.
3. **Meaning Based:** communication is meaning-based. As has been very succinctly said by a specialist, “The most immediate need for communication is to be able to refer to things in the real world, that is, to be able to name things, states, events, attributes, using words”. In addition, we must be able to link words together so as to make meaningful sentences and language. Hence, there is a need to be clear-headed about what we want to say.
4. **Communication is intentional as well as unintentional:** While some communication is intended, that is, it is purposely done, much of the communication may be unintentional, that is, we might convey, in many ways, even what we don't wish to communicate.
5. **Communication is systematic:** Every component of Communication is affected by the other. The one who sends the message, the message itself as well as the receiver of the message; all are interrelated and affected by each other.

6. ***A two-way traffic:*** A significant aspect of communication is involvement of at least two people, i.e., a sender and a receiver. In fact, one person cannot communicate to himself. A receiver must complete the communication act. There is no communication, until the message sent by the sender is being received by the receiver. A personnel director may send hundreds of memos and warning letters to employees, but communication is not complete unless it is received and read by them. Since communication is an exchange of views, opinions, directions etc., it is a two-way traffic. The “two way” can be understood in many ways. It is not just the sender is involved in communication, but the receiver, is also equally involved in the process. In another way, Communication is both ways, upward as well as downward, in an organization. Messages, directives, opinions, etc., are sent to lower levels in the hierarchy of management. Likewise, grievances, complaints, opinions, feelings, points of view etc., are communicated upward along the line, i.e., from workers (lower level) to management (higher level). *George Terry has rightly remarked, “Simply talking or writing, without regard to the recipients’ response, is conducive to misunderstanding.”* Thus, communication should be both ways.
7. ***Communication is a social process:*** Human being is a social animal. He cannot live in isolation. Communication is a process which helps the human being to interact and socialize. Hence, it is a social process.
8. ***Dynamic Process:*** Dynamic means “ever changing”. Communication is not a constant, one time event. It is a dynamic process, which is changing all the time.
9. ***Continuous Process:*** Communication is a continuous process. More often than not, it is repeated to achieve the desired results. It is an ongoing process, in which one interaction is followed by the other.
10. ***Communication is both interaction and transaction:*** The participants of communication exchange ideas and information and also influence each other in the process. They share and exchange both thoughts and meanings.
11. ***It is spiraling process:*** Communication between the receiver and the sender usually does not start at the same level or grow at the same rate. It is due to difference in abilities of the sender as well as the receiver. Moreover, noise and time have an impact on it. As a result, Communication takes a spiral shape before it is completed and reaches the receiver the same level and space.
12. ***It is contextual:*** Communication happens with reference to a context. The same words would mean different things if they are said in different contexts. Hence, meaning may differ in different situations.
13. ***Needs proper understanding:*** There may be numerous media of communication but the main purpose of conveying the message is to create a proper understanding of the message in the mind of the other party. For this purpose, it should be clearly and concisely worded.
14. ***Leads achievement of the organizational objective:*** Effective communication does this by creating the sense of object orientation in the organization.
15. ***Dispels misunderstanding:*** In this sense, it provides clear understanding between persons and thus builds a bridge of camaraderie among people.
16. ***It has four specific skills:*** Communication has four specific skills. They are reading, writing, speaking and listening. Their brief sketch is shown in the following Exhibit.

Exhibit: Communication Skills

Skills	Activeness	Related to	Sender/Receiver Mode
Reading	Passive	Written	Receiver
Writing	Active	Written	Sender
Speaking	Active	Oral	Sender
Listening	Passive	Oral	Receiver

15. ***It is all pervasive:*** Irrespective of the type and size of the organization, communication is inevitable. It is important at all levels. It exists everywhere in an organization. With communication, it is possible to delegate authority, to coordinate activities, and to take managerial decisions.
16. ***It shares thoughts and ideas, which produce response:*** Thoughts and ideas, which do not produce response, do not come under the Preview of communication.
17. ***It is the lifeblood of the business:*** No business organization and no civilized society can exist, survive and grow without the existence of an effective communication network. Through communication, people working in an organization get activated and involved in performing variety of roles for achieving organizational goals. Various mode of communication are used for people outside the organization to know the existence, products, profit and progress of the organization.

Check Your Progress 1

Fill in the blanks:

1. Communication is derived from Latin word
2. The four specific skills of Communication are,
.....,,
3. Communication is the of business.

1.4 CLASSIFICATION OF COMMUNICATION

We classify communication according to the number of persons (receivers) to whom the message is addressed:

1. ***Intrapersonal Communication:*** It is talking to oneself in one's own mind. Examples are soliloquies or asides in dramatic works.
2. ***Interpersonal Communication:*** It is the exchange of messages between two persons. For example, a conversation, dialogue, or an interview in which two persons interact (others may also be present as audience). An author communicates interpersonally with his reader, who is always present as a silent audience in the author's mind while he writes. A letter too is an example of interpersonal communication between the writer and the person to whom it is written.
3. ***Group Communication:*** It can be among small or large groups, like an organization, club or classroom, in which all individuals retain their individual identity.
4. ***Mass Communication:*** It occurs when the message is sent to large groups of people, for example, by newspaper, radio, or television. In this process, each person becomes a faceless individual with almost no opportunity for personal response or feedback.

Communication can also be classified on the basis of the medium employed:

1. **Verbal Communication:** It means communicating with words, written or spoken. Verbal communication consists of speaking, listening, writing, reading, and thinking. It may further be classified as Oral or Written Communication.
2. **Non-verbal communication:** It includes using of pictures, signs, gestures, and facial expressions for exchanging information between persons. It is done through sign language, action language, or object language. Non-verbal communication flows through all acts of speaking or writing. It is a wordless message conveyed through gestures (sign), movements (action language), and object language (pictures/clothes) and so on. Further non-verbal communication can be identified by personal space (proxemics), sense of smell (olfactics) and time (chronemics).
3. **Meta Communication:** Here the speaker's choice of words unintentionally communicates something more than what the actual words state. For example, a flattering remark like "I've never seen you so smartly dressed" could also mean that the regular attire of the listener needed improvement.
4. **Formal Communication:** A formal channel of communication can be defined as a means of communication that is formally controlled by managers or people occupying positions in an organization. The communication flows through formal channels, that is, officially recognized positions along the line in the organization. This ensures that the information flows orderly, timely, and accurately. Any information, decision, memo, reminder etc. will follow this path.
5. **Informal Communication:** Side by side with the formal channel of communication every organization has an equally effective channel of communication that is the informal channel. It is not officially sanctioned, and quite often it is even discouraged or looked down upon. But, then, it is very much there, and has been given the name 'grapevine' precisely because it runs in all directions-horizontal, vertical, diagonal. As the management experts put it, "*it flows around water coolers, down hallways, through lunch rooms, and wherever people get together in groups*".
6. **Downward Communication:** The Communication that flows from Top to Bottom is known as downward communication. Any organization has an inbuilt hierarchical system, and in that, in the first instance, communication invariably flows downwards.
7. **Upward Communication:** The Communication that flows from bottom to top, which is from lower hierarchical level to higher level, is called Upward Communication. The main function of upward communication is to supply information to the upper levels about what is happening at the lower levels. It is just the reverse of the previous dimension
8. **Lateral Communication:** When communication takes place between two or more persons who are subordinates working under the same person, or those who are working on the same level, it is called lateral or horizontal communication. A good example of this kind of communication is that between functional managers. It is necessary for the reviewing of the activities assigned to various subordinates having identical positions
9. **Diagonal Communication:** Diagonal or Crosswise communication includes flow of information among persons at different levels who have no direct reporting relationships. As an example, the Communication between the Training Supervisor and Marketing Manager, regarding the Training of a few employees of Marketing Department, is Diagonal Communication. This kind of communication is used to speed up information flow, to improve understanding, and to coordinate efforts for the achievement of organizational objectives.

Check Your Progress 2

Define the following:

1. Mass Communication
2. Verbal Communication

.....

.....

.....

.....

1.5 OBJECTIVES/PURPOSE OF COMMUNICATION

An objective is something that we want to attain or accomplish by our efforts; it is the purpose with which we undertake an activity. When we speak or write to our friends, we may not have a specific purpose, except to keep in touch, to be friendly; when we chat with a group of friends, we simply want to socialize, be friendly, or express ourselves. But in an official or business situation, when we speak, listen or write to customers, or to our subordinates or our superiors, we have a specific purpose or objective; we want to accomplish something. Communication could have many objectives depending on the context and persons involved. Communication within a family, in a classroom, in a theatre, in a seminar, in a boardroom and in the organisation has different objectives. The objectives depend upon the purpose to be achieved.

The objectives of business communication would include the following:

- **To inform:** This is the foremost objective of communication. Information is power. The information needs within and outside the organization can be met through communication
- **To persuade:** Businesses work through persuasion. It is important to persuade employees to work efficiently, to persuade customers to buy our product and so on. The objective of communication may be to persuade.
- **To educate:** To disseminate knowledge and develop skills and attitudes among people working in the organization may be another objective of communication.
- **To train:** Communication is an integral part of any training programme. Training is required to achieve proficiency in specific skills. Instruction, demonstration, practice and discussion during training require communication as an integral part.
- **To motivate:** High level of morale and motivation are a must to ensure high levels of productivity and efficiency on a sustainable basis. Communication provides a means to keep motivation levels high.
- **To integrate:** Large business organizations have different business units, departments and territorial divisions, pursuing different targets. Communication provides the means for an integrated approach in pursuing organizational goals.
- **To relate:** Good business relations are a must for the continued success of any business organisation. Communication provides the means for building and nurturing mutually beneficial relationships.

- **To entertain:** Whatever be the nature of business, there is always a time for entertainment. Communication facilitates social bonding and brings lighter moments that help in entertainment and relieving tension.

The objectives of communication are dynamic and ever-changing. Some of the common objectives of official communication are to get or give information, to ask for or give instructions or advice or suggestions, to make requests, to persuade other people to agree with us. Sometimes, we communicate with the intention of complaining, or warning; but unfortunately, we do this angrily and get into arguments. If we learn to complain and warn in an acceptable and constructive manner, our serious intention can be conveyed quite effectively without damaging relationships. In order to caution, counsel, clarify, apprise, evaluate, reprimand, organize and numerous such objectives, we make use of communication.

1.6 SCOPE OF COMMUNICATION

Communication has unlimited scope. The scope of Communication can be understood under two headings:

1. External Dimension
2. Internal Dimension

External Dimension: External dimension regarding communication have a bigger arena. It includes building relations with external agencies and stakeholders. Effective communication can establish a healthy external organizational climate in which there is trust, cooperation, collaboration, innovation and commitment. Self involvement of people in various activities is inculcated to create vibrant and congenial atmosphere. Likewise, depending upon how an organization looks after its advertisements, publicity and public relations function, public image and goodwill of the organization is created through effective communication.

Internal Dimension: A lot of communication takes place within the organization. In an organization, starting from formulating corporate vision, mission policy objectives, taking goals to their implementation, communication plays a significant role. For formulating policies, top management needs to obtain information and views of the middle and lower level management through various forms. Especially for the appropriate implementation of the top management policies and plans, it is only communication which facilitates proper understanding of the policies in the right spirit. Public relations, as a management function, solely depend on right communication. There are different functions to be performed by various functional departments to keep the organization running. Within each department and across different departments, functional heads have to communicate to their subordinates by giving job-related instructions, suggestions, advice and orders. For obtaining and giving cooperation to other departments, exchange of information plays a key role.

When we look at each functional department, the scope of communication further becomes clear. For example, in the case of human resources department, the HR manager needs to take care of communication to avoid grievance, dissatisfaction, and industrial unrest in the entire organization. Communication skill is essential for manager to design right advertisement copies, conducting effective interviews, arranging better training programmers etc.

In addition to external and internal dimensions, the scope of communication may be looked into as follows:

- Includes oral and non-verbal communication.
- Interpersonal, intrapersonal and mass communication.
- Covers only human communication.
- Covers four skills- reading, writing, speaking and listening.

Check Your Progress 3

What do you understand by the term external dimension of communication?

.....
.....

1.7 IMPORTANCE AND FUNCTIONS OF COMMUNICATION

Communication plays a vital role in every walk of life. According to Luthans, some estimates of the extent of its use to go up to about three –fourths of an active human being's life, and even higher proportions of a typical manager's time. The world is changing fast and with it, every organization is becoming more and more sophisticated. So, communication has first of all to be given due recognition as an integral part of process change. Whenever a change in the direction of technology, structures or objectives takes place, it becomes easier with the help of communication.

The **importance** of communication can be judged from the **functions** performed by it. Following are the important functions of communication:

1. **Information Sharing:** The main purpose of communication is to transmit information for a source to target individuals or groups. Various type of information is transmitted in the organisation: policies and rules, and changes and development in the organisation etc. There may be need for fast diffusion of some information in the organisation, e.g., special rewards and awards given, settlements with the union, and major changes in the organisation.
2. **Feedback:** There is a need to give feedback to the employees on their achievements, to the department on their performance, and to the higher management on the fulfillment of goals; and, difficulties encountered in the communication of feedback helps in taking corrective measures and making necessary adjustments, and it motivates people in developing challenging and realistic plans.
3. **Influence:** information is power. One purpose of communication is to influence people. The manager communicates to create a good environment, right attitudes, and congenial working relationship. All these are examples of influencing.
4. **Problem-solving:** In many cases communications aim to solving problems. Communication between the management and the unions on some issues (negotiation) is aimed at finding solutions for a problem and to evolve a consensus.
5. **Assists in decision-making:** The most important function of every manager is decision-making. In order to make accurate and appropriate decision, a manager needs to obtain information available in various channels of communication. Here

the way decision is communicated will have an impact upon the outcomes of the organization in terms of cooperation and support of the people to achieve organizational goals. For arriving at a decision several kinds of communication are needed, e. g., exchange of information, views, and available alternative etc., communication helps a great deal in decision –making.

6. ***Facilitating change:*** The effectiveness of a change introduced in an organisation depends to a large extent on the clarity and spontaneity of the communication. Communication between the managers and employees helps in recognising the difficulties in the planned change, and in taking corrective action.
7. ***Group building:*** Communication helps in building relationships. If communication breaks down the group may disintegrate. Communication provides the necessary lubrication for the proper functioning of a group.
8. ***Gate keeping:*** Communication helps to build linkages of the organisation with the outside world. The organisation can use its environment to increase its effectiveness.
9. ***Conveying the right message:*** The main object of communication is to convey the right message to the right person, i.e., to the person for whom it is meant. The message conveyed should be well understood and accepted by the receiver in the right perspective. In other words, it should carry the same meaning which has been conveyed so that it may be translated in to action effectively.
10. ***Helps in Co-ordination of Effort:*** Communication is an effective tool for co-coordinating the activities of different persons engaged in running a business. Co-ordination without communication is a remote possibility. In organizations, there exist a lot of differences, which are many a times formally created by an organization through departments, divisions, delegation, decentralization, authority and power. Through various effective communication mechanisms like letters, circulars, meetings conferences, telephone, cellular phones etc., these differences are minimised and activities are properly coordinated to achieve organizational goals. The individuals or groups come to know what others are doing and what is expected from only through communication.
11. ***Good industrial Relations:*** communication develops good industrial relations as it conveys the feelings, ideas, opinions and viewpoints of one party two the other parties. The two parties –the management and the subordinates come closer through communication. They understand each other and dispel any misunderstanding. Thus, it promotes cooperation and good industrial relations.
12. ***Development of managerial skills:*** Communication helps managers to understand human behaviour at work. Communication of facts, ideas, opinions, information, feelings etc., add value to the knowledge of managers about various happenings, in the organization and behaviour of people. Thus, communication is a process of learning.
13. ***Ensuring Effectiveness of policies:*** The organisation formulates policies and programmes to guide the work force. This should be conveyed properly to those who are really responsible for the execution of work to achieve the organisation objectives. Only effective communication can translate the policies in to action. Effectiveness of the policies can be judged from the success which surely depends upon an effective communication system.
14. ***Motivating People:*** If people working in organizations are not regularly informed about their management's expectations, plans and policies with respect to their future career and growth, promotion and welfare measures, they feel frustrated

and de-motivated. Through various communication devices, managers declare rewards and incentives to motivate employees.

15. **Performance feedback:** People working in an organization need to know how well they are performing and what needs to be done to achieve and exceed the standards set by management? Through measures like letter of appreciation or suggestion, the subordinates are given a feedback about the performance status.
16. **Job instruction:** Managers need to communicate to their subordinates the job instructions in terms of requirements of the job from time to time. Failure on the part of managers in communicating these instructions may lead to confusion, wastage and inefficiency in an organization.
17. **Controlling people:** Every organization has its own rules, regulations and procedures framed by the management in order to perform various activities to regulate the behavior of people. Therefore an organization issues notices, circulars, letters etc. to communicate the existing or changed rules, regulations and procedures. The management information system is well –known as a control mechanism. Information is transmitted to ensure that plans are being carried out according to the original design. Communication helps in ensuring such control.
18. **Useful as grapevine:** Informal communication or grapevine in organizations, sometimes leading to rumours, is often used by employees to create misunderstanding. But sometimes management also takes the help of this route to assess the impact and reaction of employee before introducing proposed policy changes in the organization.
19. **Emotive function:** Communication facilitates the expression of feelings and satisfaction. It also enables the people to express their dissatisfaction and unhappiness through words or in writing to release their tension and frustration. That is why in organizations there exist grievance resolution machinery and often managers and supervisors are trained how to handle employees' emotional problems and grievances.

1.8 EVALUATION OF COMMUNICATION EFFECTIVENESS

Communication is not an end in itself; rather it is a means to attain other ends or goals. Hence, it has to be effective to be able to attain these goals or objectives. Communication effectiveness can be examined in relation to the following criteria:

1. **Fidelity of Communication:** the distortion free quality of a message is called fidelity. An effective person gets the message across to others with minimal possibilities of misunderstanding.
2. **Economy:** In an effective communication a minimum of energy time, symbols and cues are used to encode message without losing its fidelity and impact.
3. **Congruence:** An effective communication integrates both verbal and non-verbal cues.
4. **Influence:** The most important criterion of effectiveness is the influence that the communicator is able to exercise over the receiver of the communication. Influence means the communicator achieve the results he intended.
5. **Relationship Building:** An effective communication contributes to the building of trust and better relationship between the source and the target.

1.9 ORGANIZATIONAL COMMUNICATION

Communication is the passing of information and understanding from one person to another at the same level or at different levels. It is the process by which the management reaches others in managing its work. Since managers work through others, all of their managerial functions pass through the bottleneck of communication. One person can initiate the process but he alone cannot complete it. It is completed only when it is received by others. The effectiveness of management largely depends upon the effectiveness of communication. It is communication which gives life to the organization; so, it can be the life blood of an organization. The communication system serves as the vehicle by which an organisation is embedded in its environment. It not only integrates the various sub-units of an organisation but also, in a systematic sense, serves as an elaborate set of interconnected channels designed to sift and analyse information important from the environment. It also exports processed information to the environment.

The roles of communication become more critical as the organisation grows in its size, complexity and sophistication. So, the system should be adjusted according to the needs of the organisation from time to time.

Communication is the nervous system of an organisation. It keeps the members of the organisation informed about the internal and external happenings relevant to a task and of interest to the organisation. It co-ordinates the efforts of the members towards achieving organizational objectives. It is the process of influencing the action of a person or a group. It is the process of meaningful interaction among human beings to initiate, execute, accomplish, or prevent certain actions. **Communication is, thus, the life blood of an organisation.** Without communication, an organisation is lifeless and its very existence is in danger.

1.9.1 Information to be Communicated in an Organisation

To reduce the chances of disinformation by the grapevine, an organisation keeps all its employees informed about a number of facts of the organization. The content of the information is generally a mixture of fact, opinion, attitudes, and interpretation.

Broadly, all business communications can be divided into five types of information:

1. **Statutory Information:** The information, such as terms and conditions of service, is to be communicated to all employees as a statutory requirement.
2. **Regular work-situation:** The information regarding normal work situation has to be regularly communicated through routine formal briefing sessions or through informal chat sessions between the manager and the group members (his/her colleagues)
3. **Major policy or operational change information:** Any major change in the organisation policy or work, which is going to affect everyone or a large number of employees, has to be communicated to all by calling special meetings or by issuing notices to be read by all.
4. **Information Bulletin:** To keep people informed about events and happenings taking place in the organisation, periodic information in the form of a newsletter is communicated to all employees of the company. This information creates in employees a sense of involvement in the working of the organisation.
5. **Communication by Expectancy:** Information of critical changes should be carefully and gradually communicated to those who are going to be directly affected by the decision. Before the decision is taken and implemented, the people concerned must

be mentally prepared for the event. Involving their representative or head in the very process of decision making can do this. This process is to create expectancy in the receivers who would be less shocked by negative communication and its eventuality.

Check Your Progress 4

What do you understand by the communication by expectancy?

.....
.....

1.9.2 Importance of Communication in Management

Communication skills constitute an important aspect of effective management. Managing is a complex process. In simple terms, it can be described as the organization of capital, labour, and material to achieve production and distribution of particular goods or services.

First, the management fixes its objectives-what to do and form its policy on how to do it. Then there has to be a system through which the production and distribution processes can be guided, coordinated, and controlled to ensure that the management operations are led and coordinated and the results feed back.

Managing is a unified, organized, and cooperative system committed to the achievement of common goals. The sense of unity of purpose and commitment to a single organisational goal can be developed only through the inspiring and persuasive power of communication. To be able to do so, a manager needs to have communication skills of a high order to structure the information, according to its negative/ affirmative nature and to sue words and tones according to purpose of the communication. The manager should be able to create a desired relationship with audience/ workers to produce the needed response.

For training and development programmes, communication also plays a vital role. For appraising employees, performance standard also require to be properly and clearly communicated so that employee understand what he needs to do, and subsequently employees also need feedback about their performance. In case the HR manager fails to properly communicate the performance outcome result, it will cause emotional problems, dissatisfaction, and low morale among employees. Communications is also essential for explaining disciplinary rules and procedures and their proper implementation. A human resources managers need to have good negotiation skills to arrive at an agreement during the collective bargaining process overcome obstacles, which may arise in the negotiation process. It is also required for fostering effective participative and collaborative work culture in the organization. Problems, suggestions opinions and recommendations of employees are transmitted through communication in an organization. Communication has direct link with motivation, morale, absenteeism and productivity of the employees. A leader's failure or success depends upon how well he communicates his plans, vision and ideas to his followers.

Thus, a whole lot of strategies, verbal, of effective communication form an important part of management as a discipline.

Some Important Functions of Managing

The functions of managing which includes planning, organizing, instructing, coordinating and controlling requires the support/action of communication.

1. **Forecasting and Planning:** Each function depends on effective communication for its success. For example, if the management fails to communicate its objectives, policies, programmes, procedures, and budgetary provisions to the concerned people at the proper time, an organization would fail to run in an organized and targeted manner.
2. **Organising:** Organising, as a management function, determines the formal and informal relationships within the organization and outside it. These relationships are developed and maintained through inter-personal communication.
3. **Instructing:** The function of instructing wholly depends upon interpersonal exchange of information regarding products, processes, and targets for its success.
4. **Coordinating:** Coordinating as a manager's function is, perhaps, the most demanding of all functions. It requires excellent communication skills to ensure that all efforts are directed toward the achievement of a single organisational goal. To see that diverse activities are unified into single whole, the manager should be able to relate with all people formally and socially.
5. **Controlling:** Finally for controlling, the manager should have competence to receive information and respond quickly

Hence, an active communication system is vital for the good health of an organization. If there is a continuous sharing of ideas and interactive meetings between the management and workers, the overall atmosphere of understanding and goodwill would prevail in the workplace. If decision-making is transparent, employees would understand reasons for those decisions and accept and implement them even if they affect them adversely.

Why Managers need Communication Skills

To a large extent, the success of an organization depends upon the atmosphere in which there is a free flow of information upward, downward and horizontal. At the workplace, we primarily think of getting things done. For this, instructions and guidelines, supervision and monitoring and periodic reporting are usually, considered enough. But, if we wish to achieve more than the set task, a real involvement of all the employees from the highest to the lowest levels is to be secured by allowing every level of worker/ employee to suggest/ offer ideas, views, and experiences. Such a system of communication can be evolved and established within the organization only by the manager. In fact, the manager functions as a point of intersection of all communication channels. One of the important concerns of the manager is to organise and ensure an effective information system across the organisation.

As analysed by Henry Mintzberg of Michigan Institute of Technology, managers need effective communication skills to perform the following inter-related roles-

- Interpersonal
- Informational
- Decisional

The interpersonal role makes the manager act as a figurehead leader, and liaison officer. The informational role makes the manager monitor, disseminator, and spokesperson. In the decisional role the manager functions as entrepreneur, trouble shooter, resource allocator and negotiator.

1. **Interpersonal role:** It is necessary to ensure the effective operation of the organization's system and to maintain proper relationships within the organization

and with the outside clients suppliers, and other functions. If interpersonal communications are effective, internal systems run smoothly. For example, personnel functions within the organization require that as a manager you inspire confidence, win support and guide your workers. You a role-model for others. Develop the skill of patient listening. Act subordinates. Creates an atmosphere of mutual understanding and goodwill within the organization by transparent sharing of its objectives, missions and problems

2. **Informational role:** If the internal information system is effective, systems such as stock control, personnel functions financial systems, and quality control operate smoothly. Shortcomings and problems can be quickly identified and remedial action taken immediately. Proper maintenance of product and service standards can be ensured through timely monitoring and instructing. Through effective, interactive and informational communication, and a strong feedback system, the high morale and satisfaction of workers can be secured.
3. **Decisional role:** Decision- making is based upon receiving and interpreting all relevant and necessary information. Without having necessary information, decisions may turn out to be unrealistic and based on guesswork. Managers need to possess the skill of receiving relevant and latest information correctly and accurately to be able to take decisions and act rationally, fairly and to the satisfaction of all concerned.

All these functions require the manager to handle people and situations with the knowledge of human needs.

Exhibit: Communication needs in different jobs

Job Title	Communication Skills
Secretary	Must be proficient and writing skills
Finance Associate/Finance	Must be able to communicate clearly to client and others
Product Manager	Develop and communicate Product Strategies
Sales Representative	Excellent oral communication and follow up skills, ability to draft proposals.
Personal Manager	General knowledge of proposal Preparation: good oral/ written Communication skills
Production Manager	Ability to write, ability to read, Listening to grievance, ability to Conduct interviews.
Contracts Administrator	Ability to communicate Precisely to employees working under his supervision

1.10 LET US SUM UP

Communication is defined as “the process of passing information and understanding from one person to another, it is essentially a bridge of meaning between people”

All communication is essentially sharing of information or some message.

Communication is the most important of our social activities.

We can classify communication as interpersonal, intrapersonal, group communication, Meta communication, upward, downward, lateral, diagonal, formal, informal, oral, written or non verbal communication.

Reading, writing, speaking and listening are the four skills of communication

The objective of communication may to inform, to persuade, to train, to motivate, to educate, to relate, to reprimand, to rectify and so on.

The scope of Communication covers the internal and external dimensions of communication.

The importance of Communication can be gauged from the functions it performs

Communication is the lifeblood of an organisation.

Communication facilitates all the functions of management including planning, organising, instructing, coordinating and controlling.

1.11 LESSON END ACTIVITIES

1. Explain with examples how communication can facilitate change in an organization?
2. Communication can perform the function of Gate keeping of an organisation. Elucidate.

1.12 KEYWORDS

Communication: “Communication is the sum of all things, one person does when he wants to create understanding in the minds of another. It involves a systematic and continuous process of telling, listening and understanding.”

Classification of Communication: We can classify communication as interpersonal, intrapersonal, group communication, Meta communication, upward, downward, lateral, diagonal, formal, informal, oral, written or non verbal communication.

Four skills of Communication: Reading, Writing, speaking and Listening are the four skills of communication.

1.13 QUESTIONS FOR DISCUSSION

1. Define Communication. How can you classify Communication?
2. What are the four Communication skills? Which one is the most important? Why?
3. Explain Upward and Downward Communication.
4. What are the functions of Communication?
5. Give the distinct features of Communication.
6. Management is the art of getting things done through others. What role does communication play in this?
7. Give the importance of Business Communication.
8. Communication is the lifeblood of an organisation. Elaborate the statement with suitable examples.
9. What is the scope of business communication?
10. Write a note on the nature and scope of communication.
11. Briefly explain the objectives/ purpose of Communication.

Check Your Progress: Model Answers

CYP 1

1. Communis
2. Reading, Writing, Speaking and Listening
3. Lifeblood

CYP 2

1. It occurs when the message is sent to large groups of people, for example, by newspaper, radio, or television. In this process, each person becomes a faceless individual with almost no opportunity for personal response or feedback.
2. It means communicating with words, written or spoken. Verbal communication consists of speaking, listening, writing, reading, and thinking. It may further be classified as Oral or Written Communication.

CYP 3

External dimension regarding communication have a bigger arena .It includes building relations with external agencies and stakeholders. Effective communication can establish a healthy external organizational climate in which there is trust, cooperation, collaboration, innovation and commitment.

CYP 4

Information of critical changes should be carefully and gradually communicated to those who are going to be directly affected by the decision. Before the decision is taken and implemented, the people concerned must be mentally prepared for the event. Involving their representative or head in the very process of decision making can do this. This process is to create expectancy in the receivers who would be less shocked by negative communication and its eventuality.

1.14 SUGGESTED READINGS

Sehgal M.K., Khetarpal Vandana, *Business Communication*, Excel Books

Urmila Rai and S.M. Rai, *Business Communication*, Himalaya Publishing House

P.D. Chaturvedi, Mukesh Chaturvedi, *Business Communication, Concepts, Cases and Applications*, Pearson Education

Bowman, Joel and Branchaw, *Business Communication: From Process to Product*, Dryden Press

Courtland Bovee and John Thill, *Business Communication Today*, Random House, New York

LESSON

2

MEDIA AND MODES OF COMMUNICATION

CONTENTS

- 2.0 Aims and Objectives
- 2.1 Introduction
- 2.2 Choice of Medium
- 2.3 Modes of Communication
 - 2.3.1 Conventional Modes
 - 2.3.2 Electronic Modes
- 2.4 Media of Mass Communication
 - 2.4.1 Newspapers and Magazines
 - 2.4.2 Notice Board
 - 2.4.3 Hoardings and Bill Boards
 - 2.4.4 Radio
 - 2.4.5 Television
 - 2.4.6 Film
 - 2.4.7 Internet
- 2.5 Let us Sum up
- 2.6 Lesson End Activity
- 2.7 Keywords
- 2.8 Questions for Discussion
- 2.9 Suggested Readings

2.0 AIMS AND OBJECTIVES

After studying this lesson, you should be able to:

- Know about the various media and modes of communication
- Learn the ability to choose the right medium for transfer of information
- Know about the latest modes like internet and email

2.1 INTRODUCTION

Medium is the means of transmitting a message. Some media carry written words and/or pictures/graphics and other media carry the voice. Electronic media can carry both voice and words.

The message can be transmitted by any suitable medium. Each medium has its own characteristics which are advantageous in one situation and disadvantageous in another situation. Each medium makes a different kind of impression and impact on the receiver.

2.2 CHOICE OF MEDIUM

The medium of communication is selected keeping in view the following Considerations:

1. **Type of Audience:** If the audience we want to reach is educated, then the written form of communication may be used, but in case of uneducated audience, pictures, symbols or voice may be more suitable. Similarly, depending upon who is the receiver, the medium of communication is selected.
2. **Need for Secrecy:** If confidentiality is required for the message to be transmitted, it can not be sent by media like telex or fax, even if the message is urgent. The choice of the media will definitely be influenced by the requirement of secrecy.
3. **Need for Accuracy:** Need for accuracy in transmission is not the same for all the messages. The alphabetical data may not need as much accuracy as the numerical data does, so the selection of media to send such data must be done with due consideration.
4. **Need for Reliability:** Need for reliability of the medium is an important factor. Sending a message by hand delivery is more reliable than ordinary mail; Similarly, registered post is more reliable than ordinary mail.
5. **Speed/ Time Considerations:** The pressure of time and the distance between the sender and the receiver influence the choice of the medium. Media like telephone, telex, fax and email are the fastest in this case.
6. **Cost of the Medium:** Cost of the medium, keeping in view its urgency and relative importance is one major factor to be considered. If the message is not very urgent or important, low cost media, like ordinary post, etc. may be chosen.
7. **Availability of a Medium:** A particular medium should be available to the sender as well as the receiver for the message to be transmitted. The sender can send the message through telephone only if the receiver has this facility available.
8. **Feedback Capacity:** For some messages, immediate feedback is required. In such a case, that medium should be chosen, which has the capacity for immediate feedback, like the telephone.
9. **Availability of a Printed (hard copy) for record:** If a printed copy of the message is require for record, then the message can not be transmitted by oral or vocal mediums like telephone. In this case, letter, e mail or fax may be suitable.
10. **Requirement of the Situation:** Sometimes, a particular situation may create the need for a particular medium of transmission. For example, to offer a formal note of thanks or to officially congratulate somebody, a written communication may be more suitable.

11. ***Intensity and complexity of the message:*** Many messages have an emotional content, or may be complex in nature or carry an intense result with them. Care has to be taken while choosing the medium for such messages.

2.3 MODES OF COMMUNICATION

2.3.1 Conventional Modes

Media which have been in use for a long time and depend on traditional carriers are called conventional modes. These include the following mediums:

1. Postal mail
2. Courier
3. Hand Delivery
4. Telegraph
5. Telex

Mail

The postal service uses rail, road and air transport, and is usually a government-owned network with links with all other countries. Various types of mail services are available: Ordinary Mail, Registered Mail which may include A.D. (Acknowledgement Due), Quick Mail Service (QMS), Express Delivery, Under Certificate of Posting.

Speed post a special service offered by the post office, it ensures delivery of letters and parcels on the same day with in the city, with 24 hours to certain cities in the country and with in 48 hours to cities in other countries. This service is not available in all cities.

The post office now offers electronic media for new services like hybrid mail in some cities.

Courier

Courier services are private; they collect and deliver packets door -to -door at any time during the day. Though the cost is high, this is a very quick service for the delivery of letters and parcels. Courier services are limited to the cities where they maintain their network. Their door -to -door service is a great advantage.

Courier companies are recognized as commercial companies. Courier services are the modernized, sophisticated form of the messenger or runner of the old days before the postal service.

Hand Delivery

Written messages and documents and parcels can be delivered within the city by an organization's delivery boys. The effectiveness and speed of this method depends on the organization's own system of messengers. It requires a number of employees for out door work, and may be expensive; but it ensures prompt delivery is necessary for the record, as the messenger can bring back a signed copy, or an official receipt or a signature in the sender's peon book.

Telegraph

Telegraph is government -owned network in most countries; it has links with all other countries. It works by transmitting sounds in the Morse code. Telegrams can be sent 'ordinary' or 'express'. There is also facility for reply -paid telegrams; you can send a

telegram and pay for the other party's reply telegram at your telegraph office. This facility is used to impress upon the receiver that immediate reply is expected.

The telegraph office registers special telegraphic addresses for companies, on application. This address is only one word; the only addition needed is the pin code number. Organizations which receive and send a large number of telegrams thus save expenditure for themselves and their correspondents. The telegraphic address can also be used as signature of the organization in telegrams.

A telegram is used for external communication for contacting customers, suppliers, traveling salesmen, branches, office etc. A telegram gives an impression of urgency, and therefore gets immediate response. It is used when there is an urgent message to be conveyed or urgent action is required.

This medium's importance has been substantially reduced by fax and mobile phones in large cities, but it has an excellent network which reaches even remote parts of country where the modern media have not yet reached. Hence, it will continue to be used for a long time.

Telex

Telex (short form of Teleprinter Exchange) is a world -wide teletype service providing instantaneous communication through a direct dial Teleprinter -to -teleprinter system. Messages can be sent and received 24 hours a day.

The system of direct dial teleprinter exchange was introduced in 1958; within ten years it had more than 25,000 subscribers. It enabled subscribers to send message and data directly to each other.

Telex connection is got through the Post Office; each subscriber has an identification code for connection.

The teleprinter has a key board for typing message and a transmitter/receiver for sending and receiving messages. The machine is fitted with a roll of a paper, and message can be type out continuously. When a message is type on the sender's machine, the same message gets typed at the same time on the receiver's machine also.

The advantage of this machine is that it automatically types out received message even if the machine is not attended; the sender and the receiver can carry on a two-way "dialogue" by typing out in turn.

Telex messages are paid for on the basis of the time taken from transmission and the distance; the charge begins as soon as the connection is made. Telex users have developed a language of contractions and abbreviations for saving time.

Telex has an excellent international network and installation of good machines in good working condition. Recent developments have made it possible to use a computer instead of a teleprinter for transmission of telex. As technologies coverage, the of teleprinters may become outdated. As telex connects the two communicates in real time, it is not subject to problems like viruses.

It is used mainly by organizations like railways, ports, stock exchange, banks etc. which need constant international communication. Telex messages are relayed on a screen in newspaper office, share markets, air ports, railway stations and places where moment - to-moment information has to be conveyed to many people.

Check Your Progress 1

1. What are Conventional modes of Communication.

.....
.....

2. What do you understand by Telex.

.....
.....

2.3.2 Electronic Modes

These are media which transmit signals instantly from any source to any destination in the world by modern electronic technology.

1. Telephone
2. Intercom
3. Cell Phone
4. Fax
5. e-Mail
6. e-Conferencing
7. Tele-Conferencing
8. Internet
9. Computer Networks - LAN, WAN, MAN

Telephone

This form of electronic communication has been around for nearly a century. It is the most useful and universal medium of oral communication with a person who is not present at the same place as the sender. The telephone instrument has evolved, over the years, into very sophisticated forms with many new facilities.

STD (Subscriber Trunk Dialling) allows a user to make call to a number in another city directly, without having to call the operator at the telephone exchange. This service is available to almost all cities in the country. Every city has code number which you dial before dialling the personal telephone number. The code number for Mumbai is 022.

ISD (International Subscriber Dialling) allows the user to call a number to any of the major cities of the world, without calling the operator at the telephone exchange. Every country has an international code number which you dial before dialling the required city code and personal telephone number. The code for India is 091.

STD and ISD facilities can be locked with a number code on telephones attached to electronic exchanges. On other telephones, you may have to pay a fee and/or deposit to get the facilities activated. These facilities have made the telephone an instrument for instant communication to any part of the world.

Technological advancement has made the telephone instrument so sophisticated that it is able to provide a number of services. An answering machine can take a message if you cannot answer it. Caller identity device attached to the telephone can show the number from which the incoming call is being made.

Intercom

The intercom is an internal telephone system which allows communication between persons in different parts of a building. It eliminates the need for visiting another part of the office and the need for a peon to carry written notes and messages. Information can be passed quickly from one person to another in the office. Some intercom instruments have facility to broadcast messages to the entire office over all the internal lines or a particular location on one line.

Cellular Phone

The cellular phone is based on a combination of the old radio technology and emerging telecommunication technology. Cellular or mobile phones have some of the characteristics of the home phones but there are several differences. There are some boundaries to cellular coverage outside metropolitan areas and away from major highways.

Air times is charged by the minute on calls made from and received by the cellular phone; a fraction of a minute is rounded off to the next higher minute. Calls made are charged from the time the "send" button is pressed.

When a cellular call is placed, a radio signal travels from the phone to a receiver/transmitter within a cell. A cell is a geographic area ranging from less than a quarter mile to 20 miles in diameter, and contains a fixed radio signal receiver/transmitter. The size of a cell depends on the population and the terrain. As a person making or receiving a call with a cellular phone move from one cell to another, the call is automatically passed from one cell to the other. A receiver/transmitter within the cell relays the call to a mobile transmitter switching office (MTSO) using the home telephone lines. The MTSO is connected to the local telephone company which routes the call to the destination. The call process takes less than half a second.

Cellular phone instruments have facilities for storage of numbers, record of missed calls (calls which were not answered), for receiving text messages, and for receiving information given by the network about the weather, about conditions on the road, and other vital news needed while traveling. The mobile has freed many managers from the confines of their offices as they can be in touch with the office from wherever they are. It has become possible to contact persons who are traveling or are out in the open. A manager talking business on his mobile while relaxing on a beach may be a depressing sight, but then, he might not have been relaxing on the beach at all but for the mobile, which allows him to stay in touch.

Fax

The facsimile machine is a device for transmitting copies of printed images over telephone lines. The machine is connected to the telephone through a modem (modulator - demodulator). The sender has to dial the receiver's fax number, insert the documents into the machine and press the start button.

The receiving machine decrypts the signals and uses its in-built printer to produce an exact photocopy of the original page. The cost of the printout is borne by the receiver.

Fax permits quick exchange of information and documents between offices and organization and individuals. Important decisions and instructions can be quickly conveyed to branches and other offices.

Fax is used only for documents which are not confidential. The machine puts a printout which is open and can be seen by any one. However, you can arrange (by telephone talk) to be alone with the machine, when a confidential message is being sent.

The printout contains the time, date and the fax number of the sender's machine. The sender gets a confirmation printout showing the receiver's fax number, the date and the time of transmission and the number of pages transmitted.

Sometimes the received copy is not clear. It is customary to telephone the receiver to make sure that the fax has been received. The fax machine can be set to function as a telephone or as a voice mail answering machine) by pressing relevant buttons. It can also make one or two photo copies of a document.

Fax can sent through a computer provide the required software and a modem are installed and a telephone line is connected to it. Very recent models of computer have an in built modem, and software for fax is included as a part of windows. Fax though a computer can transmit only messages which have been created on the computer; it cannot transmit a document as it is, as the fax machine can.

Faxes have been available for many years and are popular in business offices; newer fax machines are digital, allowing communication via computer, and are much faster than the old ones.

e-mail

Electronic mail requires a computer, a telephone line and a modem (if a modem is not in-built in the computer). The connection is given by the VSNL, the MTNL and other email and internet Service Providers (ISP) like Satyam. E.mail is the most frequently used application of the internet.

Name and address on e.mail: In order to send an e.mail, you must know the recipient's "name," that is, computer I.D. and address. This has the form: someone @someplace; "someone" could be the person's real name like geeta or it may be a world/letters chosen by the person, like goverma or gmd3 or anything else; "someplace" is the address of the computer and network on which the person has an account, like hotmail.com, yahoo.com, vsnl.com or giasbm01.vsnl.net.in or mailcity.com. You can find people's e.mail addresses by checking sites like Bigfoot, Who Where, and InfoSpace, Four11.com or Netscape's e.mail directories.

How e.mail is different from fax: In the 1980s faxing became a popular way to send letters and documents without the delays of regular mail (nick-named snail mail). Email has the immediacy of a fax and is much more efficient and economical.

Fax, like telephoning, sets up a temporary circuit between the origin and the destination of the call, for which you have to pay regular phone rates. Email uses "packet switching" technology which makes efficient use a network of permanently open lines; there is no additional cost in sending e.mail even long distances and you do not need STD or ISD connection to send e-mail to any country in the world.

e-mail does not have incremental costs once an organization has paid the fee for network access. Besides issues of speed and cost, fax only sends a "photo" of the document, while e.mail provides the recipient with text which can be edited by using any word processing program.

Different email programs: Earlier, Hot mail was the only free e.mail service on the internet. Now there are many web-based e.mail services. Every search engine provides the internet user with an e.mail service. Yahoo! Mail, Excite Post, Altavista E.mail, MailCity (from Lycos), RediffMail, Satyam Online mail, etc. are some of the popular free email services.

These services are web-based and do not require any special software; they can be used with any web browser. They can be accessed from anywhere in the world through the internet. They have an address book facility; you can enter your list of names, address, telephone numbers and e.mail addresses in your address book and you have a diary which you access from anywhere in the world.

Setting up a free e.mail account is easy; open the relevant page of the search engine (or any program that gives e.mail services); you will be guided by instructions on the screen; you have to fill in the details that are required by the form which appears on the screen and click on the "submit" button at the end. You have to make up the ID name you want (can be your own name or initials or anything you like) and the password you want, and enter them. You have to remember your password and enter it each time you want to check your mail. You can have an e. mail account even if you do not have a computer or an Internet account; you can set up an account and access it by renting Internet time in a cyber café.

Using e-mail for conferencing: An important capability of e.mail is its ability to create ongoing electronic conference. It work like this: if people interested in a particular topic (like new HR practices, or women's studies or Shakespeare or anything) find that there is interest in an on going conference someone with a networked computer in an organization can set up and manage a "list" (using a software program like "listserv" or majordomo or mailserv).

Interested person subscribe to the conference. Every time someone sends in a contribution to the discussion, it is automatically distributed to the entire person on the list as an email message. Yet is does not make demands on your time because you can send in your response at any time at your convenience.

Besides the facility to join conference e.mail provides other ways to interact with writer of articles or owner of web sites. Almost every websites gives an e.mail address for any visitor/reader to send back comments and reactions.

Advantages and shortcomings of using e-mail: Email makes information more accessible and permits faster procedures in an organization.

Conventions of developed by e.mail users allows the exchange of brief, efficient messages of information or instruction; the messages presume knowledge of previous communication, and do not waste time on references or on social niceties.

e-mail has contributed to relationship building since it is easier to keep in touch; a message or a few jokes or interesting anecdotes, of bites of information can be distributed to a large number of persons across the word in a few strokes.

e-mail respect the receiver's time; the message need not be attended to and answered at once as with the telephone. Although in speed of transmission email comes close to the telephone, it does not demand instant reply; there is time to think before replying. By sending a reply by e.mail you can shoe that you have replied promptly and yet avoid the personal contact of the telephone.

Efficiency of the email depends on the user's regularity in checking mail; you can not know how often or at what time the receiver checks the e.mail box. The message could lie there for days if the person does not check the e.mail regularly.

Issues of confidentiality and security pose the greatest problem; many organizations restrict access to the e.mail and the internet because of security risks and the possibilities of abuse.

It is worth considering what kind of messages should not got by e.mail. You would not expect to get a firing from the boss or give a firing to your subordinate by email; a scolding may be carried by telephone and a warning by a memo; neither is proper by email; a scolding may be carried by telephone and the warming by a memo; neither is proper by e.mail. But congratulatory and other social goodwill messages are actually made easy by e.mail which offers various free electronic greeting cards which can be sent.

Check Your Progress 2

Fill in the blanks:

1. is a means of transmitting the message.
2. Modes of Communication may be or
3. A telegraph may be or
4. The latest electronic media of communication is

Teleconferencing

Teleconferencing can be defined in several ways but most people agree that it can be defined simply as "bringing people together without having to spend time and money on travel."

Teleconferencing is a rapidly developing technology that has changed the way companies do business.

There are three types of teleconferencing: (a) audio teleconferencing (b) audio graphics teleconferencing (c) video teleconferencing.

Audio teleconferencing provides the interactive element of the telephone; it is the most frequently used most productive and inexpensive medium. It is also called "phone meeting"; it does not need any special equipment other than the ordinary telephone.

The main factors for its wide spread acceptances are:

- Easy to use -everyone can use a telephone
- Easily available -telephones are available anywhere
- Easy to participate from any telephone line in the world
- Takes only a few minutes to set up a conference call
- Costs little

Audio graphics teleconferencing provides the facility to move text, computer -generated image, photographs and large files over ordinary telephone lines (like the Internet). It is not as expensive as video conferencing but still requires going to the location that has the equipment or investing in the equipment.

Internet

The Internet is a world-wide collection of computer networks that co -operate with one another by using a common software standard. It conveys data through satellite links and telephone wires. There is no single owner or central authority that operates or controls the Internet. But the internet is bound by few rules and oversees the system and protocols involved. But the internet is bound by few rules and does not answer to any single organization.

The speed of the internet has changed the way people receive information. The size, scope and design of the Internet enable users to:

- Connect easily through an ordinary personal computer and local telephone line;
- Exchange electronic mail with friends, colleagues, customers (with internet accounts) and also attach files which are on their computer;
- Share business and research data among colleagues;

- Request and provide help with problem and questions;
- Post information for others to access, and update the information regularly;
- Publicize and market goods and services;
- Gather valuable feedback and suggestions from customers and business partners;
- Access multimedia information which includes photographic images, sounds, and video;
- Join group discussions on any subject;
- Subscribe to mail lists on topics of interest and receive views expressed by members of the group on the topic.

Since the Internet consists of not one but multiple data systems, which were developed independently, it allows users to access a variety of services. The most important and popular ones are:

- e-mail for exchange of electronic mail;
- Internet Relay Chat (IRC) for sending private and public messages to other users and real time (that is, your messages appears on the recipient's computer screen as soon as you type it);
- USENET newsgroups for posting and answering messages on public "bulletin board";
- File Transfer Protocol (FTP) for storing and retrieving data files on large computer systems;
- CU-SeeMe, a video conferencing system which allows users to send and receive sound and pictures simultaneously over the internet.

Over the following 20 years, the network developed and became useful for academic institutions, scientists, and government bodies for research. It enabled distant and unrelated organizations to share information and contact to one another's data bases and computing system.

The nature of the Internet changed dramatically in 1992. A new computer program called NCSA Mosaic was developed at the National Center for Supercomputing Applications (NCSA) at the University of Illinois. This was the first Web browser.

With the browser it was easier to access the different web site, and soon the Web sites began to include video files and sound files.

In India, VSNL began to give Internet connections in 1995. The growth in India has been astonishing in the last one year. The expansion of the Internet has coincided with the coming of powerful yet reasonably priced personal computers and easy to use graphical operating systems. For those who do not own a computer, there are cyber cafes and other commercial centers that rent internet facilities by the hour.

Computer Networks

The computer is a versatile electronic instrument which can combine various media functions. The trend of technology is towards convergence of various technologies so that the computer will become the single multi-task equipment for all kinds of transmission.

Computer software development is rapidly making the computer take over more and more tasks and functions both in business and at home.

The word processor help in the preparation of letters, reports, meeting agenda, by guiding you through the steps of the layout. It ensures that the document is neatly laid out in a few commands. It enables you to prepare a circular and personalize it for several persons and addresses by mail merge.

Electronic mail, voice mail, Video conferencing, and multimedia facility are forms of communication to be transmitted. Fax and telex can also be sent through the computer.

The use of Accounting software in many offices is that account books do not have to be written manually. Various financial reports can be prepared with in a short time by using the accounting software packages.

Software programs are being written for almost all activities in business. You should keep a close watch on the advertisements that announce new programs.

A computer technology is the fastest growing field; advances are made rapidly, and users can upgrade their equipment and buy the latest software for more advanced tasks.

Check Your Progress 3

1. What is teleconferencing?
.....
.....
2. What are the different types of teleconferencing?
.....
.....

2.4 MEDIA OF MASS COMMUNICATION

Mass communication is communication from many to many. The messages are prepared by teams (as in newspapers, radio, TV, Cinema) and reach a large number of people all over the world. The distance between the sender and the audience is very massive.

Modes of Mass Communication:

1. Newspapers/Magazines
2. Notice board
3. Hoardings and bill boards
4. Radio
5. Television
6. Film
7. Internet

2.4.1 Newspapers and Magazines

Newspapers and magazines are the most common means of mass communication. These media of mass communication are used by business houses for inviting tenders, for recruitment information and other public notices and advertisements.

2.4.2 Notice Board

Notice board and bulletin board are media for public communication within the organization. A notice board is placed at a location where it can be seen by persons for whom it is meant. Notice Boards need care and attention. They must be attractively laid out. Overlapping and overcrowded Notice Boards give a very poor appearance and make it very difficult to read. An up to date notice board, which is neatly laid out gives a good impression about the organisation.

2.4.3 Hoardings and Bill Boards

These are meant for mass communication like advertisements. They are used for displaying posters conveying simple ideas. They usually have a short message in large letters and also include pictures. Location of the boards is important; they are usually placed high up and can be seen from a distance. Most recently, hoardings made up of flex are commonly used. They are lighted up at night and make the roads look more attractive.

2.4.4 Radio

The radio is a medium of mass oral communication. News, notices, advertisements and entertainment programmes are transmitted to the general public by radio. Like other means of mass media, it allows only one way communication. Radio was mostly a tool of communication for rural areas; but recently, with the renewal of FM and bands like Radio Mirchi, Red FM, etc, it has once again become popular in cities.

2.4.5 Television

Television is a powerful medium of communication. It is the audio visual medium. Its ability to transmit live events as they are going on makes it the most powerful medium for mass communication. With teleconferencing, television can transmit things happening at more than one place at once. A news reader in Mumbai can take the audience to a view of what is happening in Australia or hold a live discussion with a reporter in New Zealand. With the advent of Cable TV and a variety of channels at the disposal of the viewer, TV, known as the Small Screen, has become the most utilized channel for advertisement, news and entertainment.

2.4.6 Film

Film is also a very powerful medium of communication. It is the audio visual medium which combines all possible forms: written, oral, non verbal, visual or auditory. A film can be shown in the Cinema theatre or projected on a small screen in a room with a film projector or transmitted through Television. It can also be viewed on computer monitor through CD or internet. The film is a highly versatile medium and can be used for many purposes and adapted to different conditions. This is one medium through which even the uneducated public can be influenced.

2.4.7 Internet

This is the most recent of all the Mediums and is most popularly used in today's globalised scenario. Though, its use is still limited to the educated and computer friendly class of people. The website addresses to be visited are publicized through other media like magazines and newspapers. Internet is still in the process of being most widely used and a media for mass communication.

Check Your Progress 4

Fill in the blanks:

1. is a rapidly developing technology that has changed the way companies do business.
2. Internet conveys data through and
3. are the most common means of mass communication.
4. use to store and retrieve data files on large computer systems.

2.5 LET US SUM UP

Communication media available to business people have mushroomed in the past few years. One can select from the traditional oral and written channels, like courier, hand delivery, postal mail, telegraph and from the new electronic media, including Telephone, Cellular phone, Fax, Email, etc. People who need to communicate will have to keep up with the technology of communication, which is developing rapidly, to bring communicating parties closer to each other. Some older channels and media may become outdated as new methods become available. Selection of medium can make a difference between effective and ineffective communication. Every medium has limitations, which filter out parts of the message. Every medium influences the receiver's perceptions of the sender's intentions. It is said the Medium is the Message on the message.

2.6 LESSON END ACTIVITY

Students can work in groups of 5 - 7 each. Each group should be given one item (just name) for sale. For example, a pen, a computer, a soap, etc. Each group has to prepare a radio advertisement, a TV ad and a Poster (Hoarding) for their item. Each group gets 25 minutes for preparation, at the end of which a display round can be held and the best advertisement can be chosen. Objective: Enhance the expressions of students, besides making them aware of the requirements of different modes of communication.

2.7 KEYWORDS

Mass Communication: Mass Communication is communication from many to many.

Notice Board: Notice Board and bulletin board are media for public communication within the organization.

Teleconferencing: Teleconferencing is a rapidly developing technology that has changed the way companies do business.

Facsimile Machine: The facsimile machine is a device for transmitting copies of printed images over telephone lines.

2.8 QUESTIONS FOR DISCUSSION

1. What are the Conventional Modes of Communication?
2. What are the factors influencing the Choice of a particular medium of Communication?

3. Explain the media of mass communication.
4. Choice of the medium influences the perceptions of the receiver and intentions of the sender. Comment.
5. Internet, if wisely used, can become the most powerful tool of mass communication as well as personal communication. Explain.

Check Your Progress: Model Answers

CYP 1

1. Media which have been in use for a long time and depend on traditional carriers are called conventional modes. These include the following mediums:
 - (1) Postal mail
 - (2) Courier
 - (3) Hand Delivery
 - (4) Telegraph
 - (5) Telex
2. Telex (short form of Teleprinter Exchange) is a world -wide teletype service providing instantaneous communication through a direct dial Teleprinter -to -teleprinter system. Messages can be sent and received 24 hours a day.

CYP 2

1. Medium
2. Conventional, Electronic
3. Ordinary, Express
4. Electronic Mail (email)

CYP 3

1. Teleconferencing can be defined in several ways but most people agree that it can be defined simply as "bringing people together without having to spend time and money on travel."
2. There are three types of teleconferencing: (a) audio teleconferencing (b) audio graphics teleconferencing (c) video teleconferencing.

CYP 4

1. Teleconferencing
2. satellite links, telephone wires
3. Newspapers and magazines
4. File Transfer Protocol (FTP)

2.9 SUGGESTED READINGS

Sehgal M.K., Khetarpal Vandana, *Business Communication*, Excel Books

Urmila Rai and S.M. Rai, *Business Communication*, Himalaya Publishing House

P.D. Chaturvedi, Mukesh Chaturvedi, *Business Communication, Concepts, Cases and Applications*, Pearson Education

Bowman, Joel and Branchaw, *Business Communication: From Process to Product*, Dryden Press

Courtland Bovee and John Thill, *Business Communication Today*, Random House, New York

LESSON

3

BARRIERS TO COMMUNICATION

CONTENTS

- 3.0 Aims and Objectives
- 3.1 Introduction
- 3.2 Categorisation of Barriers
 - 3.2.1 Semantic Barriers
 - 3.2.2 Organizational Barriers
 - 3.2.3 Interpersonal Barriers (Relating to Superior-subordinate)
 - 3.2.4 Individual / Psycho-sociological Barriers
 - 3.2.5 Cross - Cultural/ Geographic Barriers
 - 3.2.6 Physical Barriers/ Channel and Media Barriers
- 3.3 Technical Aspects in Communication Barriers
- 3.4 Overcoming the Barriers in Communication
 - 3.4.1 Measures to Overcome Barriers in Communication
- 3.5 Let us Sum up
- 3.6 Lesson End Activity
- 3.7 Keywords
- 3.8 Questions for Discussion
- 3.9 Suggested Readings

3.0 AIMS AND OBJECTIVES

After studying this lesson, you should be able to:

- Realise the Existence of Pitfalls or Barriers in Communication
- Know the principal barriers in Communication
- Understand some basic facts about Language, Personality , Relationship, Culture, etc, which act as Barriers to Communication
- Know how to overcome the Barriers and make Communication effective.

3.1 INTRODUCTION

Communication is the process of transfer of ideas and expressions from one person to another. It is the way of self expression. The information to be communicated should be clear and accurate. If an individual sends the message, and the other one receives it and interprets it in the same way as the sender had intended to express, the process of communication is said to be complete and successful. However, Communication is not always successful. Certain barriers in communication affect the clarity, accuracy and effectiveness of the message. These barriers hamper the growth of communication and relegate it to the status of a conversation where feedback is not expected. If either the speaker or the listener has problems in adjusting his frequency with the co-interactants, barriers would automatically be erected.

Several things can prevent the message from reaching the intended recipient or from having the desired effect on the recipient. There may be some fault in the communication system which may prevent the message from reaching. Some of these defects are in the mechanical devices used for transmitting, that is, the medium; some are in the tools we use for communicating, that is, language or other symbols used for encoding; Some are related to the sender or the receiver.

3.2 CATEGORISATION OF BARRIERS

The Barriers or negative forces may affect the effectiveness of communication by acting upon any or all of the basic elements of communication process and sender/receiver/channel.

As the barriers to communication influence the major variables in the communication process, they may be categorized on various bases. Though the list of Barriers is exhaustive and there are many ways in which the Barriers can be categorized, one of the oldest categorization of barriers is stated below:

1. **Semantic barriers:** Different people assign different meanings to one specific message. This is due to the problems with meaning, significance, and the sending and reception of the meaning and content of the message.
2. **Organizational barriers:** This type of barrier develops due to the problems with physical distance between members with respect to their functional specialization of tasks, power, authority and status relationship, values held, and ownership of information.
3. **Interpersonal barriers:** These barriers also develop in the process of communication. They are based upon the relationships, values held, and attitudes of the participants in the process of communication.
4. **Individual barriers:** These are also called psycho-sociological barriers. The problem of this barrier arises due to differences in individual competencies to think and act, which would include physical ailments or handicaps. It is also because of individual skills in receiving and transmitting information, which would include poor listening and improper reading skills and adverse psychological conditions.
5. **Cross Cultural (geographic) barriers:** Culture is a shared set of values and attributes of a group. The communication barriers are also seen because of time, geographic locations, and the effects of time upon reception of the message and other cross cultural factors.

6. **Physical Barriers/Channel and media barriers:** The effectiveness and accuracy of communication is also affected by the physical barriers like distance, noise or channel and the media used in the process. In this category, problems that confront the media used in the process. In this category, problems that confront the issue of how best to communicate a message are included. (For example, it is best to transmit a message face to face rather than in writing).
7. **Technological barriers:** They are barriers which arise due to technological advancements in the field of communication. Technology generates lot of information, which is beyond the capacity of the recipient. Further, the media advancements on account of technological process increase the barriers.

The ideas and message have to reach from the transmitter to receive in the same sense. If it does not happen, it is on account of barriers in communication.

Some of these barriers can be explained as follows:

3.2.1 Semantic Barriers

"Semantics" is the science of meaning. It is contrasted with phonetics, the science of sounds. This barrier is related to the process of coding and decoding the message. There are various disruptions in understanding of the meanings of the words and information exchanged in the communication process. Various types of semantic gaps found in day-to-day use of people are as follows:

- (a) **Words having similar pronunciation but multiple meaning:** Sometimes, in our conversation we use several words, which have the same pronunciation but are having many meanings. The words may be homophones and thus there may arise difficulty in getting to the right meaning of the message.

For example: sight, site, cite.

In verbal communication, a particular word may have a variety of meanings. For example, the English word 'round' has 110 different meanings. (As adjective 23, as noun 42, as verb 16, as preposition 13 and as adverb 13.)

- (b) **Badly expressed message:** Lack of clarity and precision make the message badly expressed. Lack of coherence, awkward sentence structure, jargons etc. are common faults, which lead to such messages.
- (c) **Wrong interpretation:** Whenever one interprets a symbol, his understanding may differ with others. The Hindi word 'kaka' means uncle in one part of the country but small boy in another part of the country. As inferences can give a wrong signal, more information may be sought to clarify doubts.
- (d) **Unqualified assumptions:** Sometimes, the sender may send information is not clarified to the receiver, as he does not understand the assumptions clearly.
- (e) **Technical Language:** When technical language is used in the communication process, it creates barriers in understanding the message in the same sense and in the same spirit. When technical jargons or specialist languages are used in the communication and conversation process, they create tension, confusion and misunderstanding between the sender and the receiver.

Example: Consider the new meanings given to ordinary words by computer technology; to people who are not familiar with computers, "mouse" is only an animal, whereas in computer jargon, it is a device.

3.2.2 Organizational Barriers

Interference may arise from the relative status and power of the participants, the exercise of traditional roles, and incompatible needs and expectations. It may arise because of centralization or decentralization in an organization. It may originate in contradictory management policies, or too many levels of management or the clash between line and staff operations. The specialized nature of functions or even the special language of those functions may cause it. It may have its source in formal informal, or grapevine transactions. Following are the organizational barriers in communication:

- (a) **Organization culture and climate:** In every organization, there exists a unique culture and climate. The climate and culture of an organization ultimately influence the freedom, thrust and interaction pattern among people in an organization. As people working over there take time to adapt themselves, bottlenecks in communication are inevitable.
- (b) **Organizational rules and regulations:** The rules and regulations of the organization vary widely from one organization to another. They may be so rigid that they may influence the flow of information in a wrong direction.
- (c) **Status relationships:** The status, power and position relationship acts as the hurdle in the effectiveness of communications. Individuals may not be able to say what they wish to say because of their fear for the position and power of the other party in the communication process.
- (d) **Complexity in organizational structure:** The complex hierarchical structure of the organization like too tall or too much of divisionalisation of the organization may not facilitate the free flow of communication.
- (e) **Inadequate facilities and opportunity:** The organization may not have adequate communication facilities, equipment and mechanisms. Open door employment system, conferences, seminars and meetings being held in the organization also influence it.
- (f) **Lack of cooperation between superior and subordinate:** There may not be proper cooperation between the superior and subordinate for various personal or organizational relationships, which may held to improper communication in an organization.

Check Your Progress 1

Fill in the blanks:

1. The negative forces acting on the flow of communication are called _____.
2. _____ is the science of meanings.
3. Words having similar pronunciation but different meanings are called _____.

3.2.3 Interpersonal Barriers (Relating to Superior-subordinate)

Effectiveness of Communication depends a lot upon the interpersonal relationship between two people. If and when the sender and receiver are at the same economic, educational and status level and also have good rapport among each other, there is hardly any barrier arising in communication. But, in case of a difference at any level, there is a greater

chance of Miscommunication. The most common example for this in an organization is the Barriers relating to Superior and Subordinate.

The subordinate must follow the order of the superior, carry out all work efficiently, and provide full information related to any matter, which arises in the organization or in any work. Moreover, the superior should have full confidence upon himself and the subordinate. In case he wishes to give some important message to the subordinate, the barriers existing between them in communication will be reduced. There are two types of superior-subordinate barriers. They are barriers emanating from both superiors and subordinates:

1. ***Barriers emanating from superiors:*** Following are the barriers with respect to the superiors:
 - a) *Shortage of time for employees:* Superior may not devote enough time for their employees due to their busy schedule or other preoccupations. As a result, a gap is created between the superior and subordinates. In the later stage, it acts as a hurdle in the communication process.
 - b) *Lack of trust:* Sometimes, the supervisors may not trust their subordinates because of variety of reasons, which can act as a hurdle in the free flow of communication in an organization.
 - c) *Lack of consideration for employee's needs:* The employer may not devote enough time for the employees. As a result, they are unable to understand their needs and genuine problems. It may lead to miscommunication.
 - d) *Wish to capture authority:* The superior may hide the confidential and important information from employee in view of capturing and retaining their authority, which acts as the barrier to communication between the superior and subordinates in the organization.
 - e) *Fear of losing power of control:* The supervisor may have a fear of losing power of control if they freely express their ideas and view with their subordinate. Therefore, they may hide certain important information from their employees, which ultimately affects the communication process in the organization.
 - f) *Bypassing:* Bypassing also affects communication and acts as a barrier. Due to bypassing, the inner feelings of employees are not freely expressed, which is essential for free exchange of information. The employer may not like bypassing as an effective means of communication.
 - g) *Information overload:* Due to extra information provided to employees, they may miss certain important information, which ultimately acts as the barrier in communication.
2. ***Barriers emanating from subordinates:*** There can be communication barriers because of the subordinates. They may be facing certain problems like:
 - (a) *Lack of proper channel:* There may be complexity in the organizational structure, which may influence proper and effective communication from subordinate. They may not feel free to communicate because of pressure of position power and authority.
 - (b) *No interest to communicate:* There may not be any interest on the part of subordinates to have a dialogue, discussion and interaction with their superiors, which affects the communication process adversely.

- (c) *Lack of cooperation:* lack of cooperation and mutual understanding also leads to hiding of certain information between the superior and subordinates in the organization.
- (d) *Lack of trust:* There may be lack of trust and coordination between the superior and the subordinate, which may lead to ineffective communication.
- (e) *Poor relationship between superior and subordinate:* A good relationship must develop between superiors and subordinates frequently and freely. They must interact to improve the upward and downward communication system. The superior must listen to the subordinates' suggestion, their problems, and must have faith in them. In the absence of all this, it may so happen that what the superior speaks, the subordinate may not understand it.
- (f) *Fear of penalty:* If a subordinate feels that because of free expression and upward communication he will face some type of penalty, there is possibility that he may not provide full or correct message to the superior.

3.2.4 Individual / Psycho-sociological Barriers

Individual or Psycho-sociological barriers are the prime barriers in interpersonal communication. People have different styles of communication. People also have personal feelings, desires, fears, hopes, likes, dislikes, attitudes, views and opinions. The meaning assigned to a message depends upon the emotional or psychological status of both the parties involved in the process of communication.

1. **Style:** Style, the manner in which a person communicates, involves many elements, though style overlaps with several of the other factors in analysis, it adds its own distinct flavour. A few barriers related to style are as follows:
 - (a) Linguistic accent in oral exchanges are stylistic in nature. It often affects people. For example, the accent of Bengalis may create a reaction in North India.
 - (b) The form of expression (idiom) colours a transaction. Suppose you use an idiom familiar in Andhra Pradesh, but strange to some one from Shimla; the listener will be distracted by the style - the use of "strange" expressions.
 - (c) The level of drama greatly affects a situation. People do not react to highly dramatic situations as they do to subdued ones.
 - (d) Types of humour also play a part in style. People not only use varying styles of humour, they react differently to different kinds of jokes and sometimes fail to convey the proper message which is intended to be conveyed.
 - (e) The choice of brevity as opposed to full detail in a presentation is also another element of style. Style can also be reflected through the use of a direct approach rather than an indirect one.
 - (f) The choice of discriminatory or non discriminatory communication modes is another element of style. Symbol can discriminate on the basis of sex, race, age, religion, handicap, or other characteristics. Many people react negatively to the discriminatory styles, whereas others, regrettably, practically try to insist one to join them in name calling and slurs.
 - (g) The qualities of credibility and charisma override many other aspects of style. Both the presence and the absence of these qualities can affect the flow of communication.

2. **Selective perception:** The receiver may make a world of his own around himself. He projects his interest and expectations as he decodes messages. He may only take that much piece of information, which may suit his world of thinking. As a result, the person acquires incomplete and inappropriate information, which influence the communication process. Having a poor self-concept or self-understanding, or a poor understanding of other can cause perceptual distortions.
3. **Halo effect:** People do not listen carefully because of impressions based on earlier encounters. Even one of the parties having a halo effect will disrupt the flow of communication.
4. **Status relationship:** There may be status and power relationship, which may hinder the communication process and affect the effectiveness of communication. Status effects also hinder communication is as much as people occupying higher positions in the organization have a tendency to "tell a lot to subordinates but not to listen, effective communication is not possible.
5. **Poor attention and Retention:** About half of the information, if not properly retained, is lost. The sender may suffer from each a problem. It also said that about 30% of the information is lost in each oral transmission. Human memory may not always retain what it is told. This causes communication breakdown and necessitates the repetition of the message using several channels
6. **Inattention:** The preoccupied mind of the receiver and the reluctant non-listening is one of the major psychologies barriers. It is because of it that people do not react to ideas/messages received in communication.
7. **Undue importance of written words:** The undue importance given to the written words may lead to loss of information. The successive information is not accurate and right. Written communication often tells what is to be done but not why it should be done. It takes the persuasive quality.
8. **Defensiveness:** If one feels threatened by a message, one becomes defensive and responds in such ways that reduce the understanding. Such defensive behaviour prevents understanding.
9. **Closed Mind:** Limited intellectual background, limited reading and narrow interests can cause a person's mind to be narrow. This limits the ability to take in new ideas. People with closed minds do not take in any new information or suggestions to change.
10. **State of Health:** Physical condition can affect the efficiency in all communication skills. In case of poor health condition, the communicating ability is reduced as the mind is not alert and perception is low.
11. **Filtering:** Filtering is the process of reducing the details or aspects of a message. Each person who receives the message reduces it according to his or her understanding of the situation. In this process, much of the important information may be lost or misinterpreted and the sender will fail to convey what he wants to convey.

3.2.5 Cross - Cultural/ Geographic Barriers

Culture is a shared set of values and attributes of a group; it is the sum total of the ways of living built up by a group and transmitted from one generation to another. Culture is so much a part of an individual's manner of talking, behaving and thinking, that communication style and competence are influenced by it.

Some of the significant differences between cultures are:

- (a) National Character/ Basic Personality.
- (b) Language
- (c) Values and norms of behaviour
- (d) Social relationships
- (e) Concepts of time
- (f) Concepts of space
- (g) Non verbal communication
- (h) Perception

Words, colours and symbols have different meanings in different cultures. For example:

- (i) In England, an invitation for dinner 8 pm would see most guests arriving at about 8.15; in Germany punctuality is king; in Greece, 9 to 9.30 might be the norm; in India even later- if at all.
- (j) In most parts of the world nodding your head means agreement, shaking your head means no-except in some parts of India, where the reverse is true.
- (k) When the Japanese say "Yes", they mean, "Yes, I am listening". The Americans may take it to mean, "Yes, I agree".
- (l) For some cultures, "Time is money", while in other cultures, it may be subordinate to relationships.
- (m) Wearing white colour on marriage may be forbidden in some cultures, where as, in other cultures, the main wedding dress is white in colour.

Communication can be very difficult at times due to these cross cultural barriers.

3.2.6 Physical Barriers/ Channel and Media Barriers

Physical distractions cause a lot of noise, often literally: insufficiently insulated rooms with car noises filtering through, poor lighting, and such things as frequent movement of bodies postures, with a pen in the hand, even the arrival of coffee at a critical stage on the communication process are the causes of communication barriers in organizations. Constant telephone interruptions are one of the commonest physical distractions. These obstacles prevent a message from reaching the intended recipient.

The following obstacles are considered under this category:

1. **Noise:** Noise is any disturbance which occurs in the transmission process. In face to face conversation without a microphone, the air may be disturbed by noise in the environment such as traffic, factory work, a typewriter clattering away in a nearby office and people talking, and so on. Wider connotation of noise includes many other factors that are likely to hinder communication. Sometimes, the inner chatting going on in the mind of the listener, which distracts the message received, is also termed as Noise.
2. **Environment:** Interferences may also arise from external transreceivers, number of links in the chain and circumstantial factors:
 - (a) *External transreceivers:* people often delegate to others such acts as typewriting, drawing, photographing, listening, reading, and taping. When one

does so, he still remains responsible for controlling such external process. Evaluation has to be done which has been transmitted or received by someone else. Reliable people and equipment should be selected to accomplish the communication-related tasks.

- (b) *Number of links in the chain:* The major barriers to effective communication lie in the number of links in the chain between the sender and the ultimate receiver. Larger the chain less is the accuracy of message towards to end of the chain. For example, when one person whispers, the whispered "chaining" continues until the message moves from one to another through all people in the circle. The last person to receive the message states it aloud, and the originator orally compares the final received message with the original message. The final message usually bears little resemblance to the serious for purposive communication endeavors. Thus, efforts are made to reduce the number of intermediate links. With each added station, the chances of a message accomplishing its purpose diminish significantly.
- (c) *Circumstantial Factors:* The same sort of differentiation in circumstances counts for the channels within each of the levels and in broader terms for the oral, written, and non-verbal communication. For example, a speech delivered before a small dinner gathering will be different from the same speech delivered before an auditorium full of people. Everyone is markedly different while sitting to watch cricket match rather than a legal hearing. Still another circumstantial feature a listener who has to stand because the seats are all taken is generally not the same as he or she would be if seated comfortably. A few circumstantial factors are shown as follows in Exhibit 2.1:

Exhibit 2.1

	Circumstantial Factors
• Temperature	• Political situation
• Lighting	• Extent of participants
• Room size	• Distance between participants
• Arrangement of seating	• Voice qualities
• Equipment in a room	• Visual Qualities

Many more circumstantial factors exist. However, these brief examples should serve as reminders that the setting contributes a great deal to the identification of the participants.

- 3. *Defects in the Medium:* Defects in the devices used for transmitting communication are external and usually not in the control of the sender or receiver. The telephone, the postal system, the courier service or even the electronic media may fail or break down.

3.3 TECHNICAL ASPECTS IN COMMUNICATION BARRIERS

A few technical aspects in communication barriers are briefly narrated by Murphy's Law on communication: Following are the basics in this law on communication:

- (a) *Communication usually fails.* Except by chance, it succeeds. On account of various barriers, the possibility of success in the flow of communication is rare.

- (b) ***If the message can be understood***, in different ways, it will be understood in just the way that does the most harm. People receive the message in their own way. In most of the cases, the most harmful side of communication is considered.
- (c) ***Filtering***. It refers to the sender manipulating information so that the receiver will see it as more favourable. In organizations, the information is condensed and synthesized. Objective information does not reach to the authority. The more the vertical levels in the organization's hierarchy, the more opportunities there are for filtering.
- (d) ***Meta communication***. In a communication apart from the message, there is a Meta message. Meta message exists in the people's minds because of their actions such as being hard to contact. It is the most important thing in seat word language.
- (e) ***Noise in communication process***. Noise can enter the communication process because of situational factors. It is one of the factors influencing the communication process. Noise is mostly related to mechanical distractions. A few noise distractions are as follows: (i) Human sounds, (ii) Traffic, (iii) Telephone instruments (iv) Channel defects (v) Birds (vi) Trees (vii) Fans (viii) Chalk writing (ix) Use of Duster (x) Projector and (xi) Nasal Voice.

Check Your Progress 2

Fill in the blanks:

1. Halo effect is a part of _____ Barriers to communication.
2. Any disturbance which occurs in the transmission process is called _____.
3. _____ or _____ are the prime barriers in interpersonal communication.
4. _____ are one of the commonest physical

3.4 OVERCOMING THE BARRIERS IN COMMUNICATION

Constant effort is required to overcome the barriers which unconsciously creep up in the process of Communication. Barriers can be overcome if sufficient effort is put into the communication process and it is desired that communication be effective and efficient.

One way of reducing the effects of these barriers is to check continuously during the communication process what the message really is. The actions to be taken by the Sender, Receiver and together the two of them, to achieve this are listed below:

Sender: The sender should be clear about the following Ws and H:

- WHO : To whom should the message go?
- WHY : Why should I communicate? What are the motives?
- WHAT : Decide what to communicate. Be clear about what one needs to communicate.
- WHEN : The best time for optimum reception is chosen.
- HOW : Use a language, which the receiver will understand and which is unambiguous.

WHERE : Choose a location which will not interfere with the reception, understanding and acceptance of the message: Privately? Home or away? In a group? At work or outside?

Receiver: The receiver can be aware about the following, to overcome the barriers:

- Be fully attentive to sender.
- Listen actively to the message being sent.
- Ask for clarification and repetition wherever necessary.
- Keep checking the receipt of information with sender.

Both: Receiver and Sender can make the Communication Flawless if they:

- Realize that misunderstandings are bound to occur, and be alert for all cues to this effect.
- Listen, listen, listen, and listen again.
- Share opinions, feelings and perceptions generated by the message.

Thus, both parties separately as well as together have to work to remove the barriers and achieve the communication effectiveness. For example, a manager tries to get things done through other people. The management of people can be called leadership, and all of us have our own preferred leadership styles, which affect the ways in which we communicate with others, especially our staff.

3.4.1 Measures to Overcome Barriers in Communication

Following are some of the additional measures to overcome the barriers to communication:

1. **Fostering good relationship:** Strong relationships must be fostered between the employer and the employee in order to avoid misunderstanding and accept each other's view points in order to remove the barriers and to facilitate proper communication in the organization.
2. **Purposeful and well focused Communication:** Communication should be purposeful and directed to an individual. At the end of the Communication, the receiver should not be left to feel that communication had been meaningless or useless.
3. **Coordination between superior and subordinates:** In case the superior thinks on one line, which is different from the subordinate and vice versa, it will affect the effectiveness of communication. Therefore, there should be good and proper coordination and cooperation between the superior and subordinate for effective communication.
4. **Avoid technical language:** The specialized language should be avoided. There should be all efforts to use the language commonly understood by the receiver and sender of the message. There should be least use of technical jargons in communication process.
5. **Feedback:** The selective perception of receiver should be minimized through proper feedback. The drawback of the selective perception should be explained to minimize the barriers.
6. **Accuracy:** There should be accuracy in the message to be transmitted between parties to the communication to improve its effectiveness.

7. **Clarity in message:** The message to be transferred should be clear, practical accurate and without any ambiguity.
8. **Communication of organizational philosophy:** Efforts have to be made in a planned way to sensitize people with the organizational philosophy. It should be properly communicated to its employees so that they give proper attention to their day to day communication.
9. **Flat organizational structure:** The organization should have clear cut and simple organization structure. Tall hierarchical structure should be removed, and it should be changed to flat structure to avoid excessive control of information. Wrong information to be transferred to any one in the organization will prove detrimental. Proper redesign of organizational structure will reduce the status gap. Status effect can occur when one person is considerably higher in the hierarchy than another.
10. **Division of labour:** There should be proper division of labour between the persons in order to reduce information overload and prevent delay in information transfer.
11. **Organization policies:** The organization should formulate their policies in such a way that it will give full advantage to all members of the organization. It should be flexible and easy to implement. While organization's goal must be clear, everyone must know about his position, his right in the organizational communication. The network has to be fully developed so that no such type of barriers exists. Moreover, there should be consistency when message a passed from sender to receiver. One should not introduce his own view in the message. It must be clear and understood by everyone easily. Timeline in message should be there. If it is not passed in time, such message will be of no use.
12. **Minimize semantic problem:** People use either the same word in different ways or different words in the same way. One will be surprised to know that there are 15 different meanings of the word 'charge' in the English language. They also occur when people use jargons or professional shorthand which they expect other to understand, or language which is outside the other's vocabulary.
13. **Proper communication channels:** If one wants immediate action from the receiver, there is not need to send a lengthy discussion report. One would probably pick up the telephone or go to his office to tell him what to do. Remember also that one picture is worth a thousand words, and in this age of computer graphics, the information can be produced more quickly in this way too.
14. **Right feedback:** Although one -way communication is quicker, two -way communication is more accurate. In complex situations, it helps both sender and receiver to measure their understanding and improves their joint commitment to the task. It enables both parties to identify and correct misunderstanding leading to a higher quality of reception and acceptance.

To communicate effectively, we need to overcome all the barriers and own skills to improve the existing communication abilities.

3.5 LET US SUM UP

1. The Communication Barriers are the negative forces that may affect the effectiveness of communication by acting upon any or all of the basic elements of communication process and sender/receiver/channel.
2. The barriers to communication can be categorized as follows:

- **Semantic Barriers :** Arising out of different meanings assigned to same words by different people or difference in interpretation
 - **Organisational Barriers:** Arising out of to Organisational Policies, Culture, Climate, Rules, etc
 - **Interpersonal Barriers:** Arising due to the relationship between the sender and receiver, especially between Superior and subordinate
 - **Psycho sociological/ Individual Barriers:** Arising due to personal characteristics of the sender and receiver and factors like filtering, style, state of health, etc.
 - **Cross Cultural Barriers:** Arising due to difference in Cultural Values and Beliefs of sender and receiver. They may be on account of difference in Language, National Character, Time, etc.
 - **Physical barriers:** Barriers of Distance, Defects of Medium, Environment, Noise, etc.
 - **Technological barriers:** Arising due to Technological advancements.
3. To overcome barriers, the Sender should be aware, as to Whom, Why, Where, What message is to be transmitted and How is it to be transmitted. The Receiver should listen to the message attentively.
 4. There are various Measures to Overcome the Barriers to Communication, like removing Semantic difficulties, giving proper feedback, removing organizational bottlenecks, and so on.

3.6 LESSON END ACTIVITY

1. Find out the different meanings of the word "round" and the different contexts and phrases in which it can be used. Make at least 25 sentences with this word, using it in different context every time.
2. Find out a few examples of difference in Culture, which acts as a barrier in Communication.

3.7 KEYWORDS

Barriers in Communication: The negative forces that act upon the various elements of Communication process and make communication ineffective.

Semantic Barriers: Barriers related to the process of coding and decoding the message. Like words having similar pronunciation but different meanings.

Cross Cultural Barriers: Barriers arising due to the difference in values and attributes accepted by people of various cultures.

Psycho Sociological Barriers: Individual barriers arising due to personal characteristics of the sender and receiver.

3.8 QUESTIONS FOR DISCUSSION

1. What is meant by Communication Barriers? How and why do they occur?
2. What can be done to overcome the Barriers to Communication?

3. "The responsibility for the Success of Communication always depends on the Superiors and not the Subordinates." Comment.
4. Discuss the Semantic Barriers to Communication.
5. What are the Cross Cultural Barriers to Communication?
6. Communication is most often distorted by Noise. Explain.
7. "The individual factors of a person act as Barriers to Communication." Is this statement true? How?

Check Your Progress: Model Answers

CYP 1

1. Barriers
2. Semantics
3. Homophones

CYP 2

1. Individual
2. Noise

3.9 SUGGESTED READINGS

Lesikar & Pettit, *Business Communication, Theory and Practice*, A.I.T.B.S., Publishers and Distributors.

Asha Kaul, *Business Communication*, Prentice Hall of India

Hatch, Richard, *Communicating in Business*, Science Research Associates

LESSON

4

PRINCIPLES OF EFFECTIVE COMMUNICATION

CONTENTS

- 4.0 Aims and Objectives
- 4.1 Introduction
- 4.2 Seven C's of Effective Communication
 - 4.2.1 Courtesy/Consideration
 - 4.2.2 Clarity
 - 4.2.3 Correctness
 - 4.2.4 Concreteness
 - 4.2.5 Credibility
 - 4.2.6 Completeness and Consistency
 - 4.2.7 Conciseness
- 4.3 Four S's of Communication
 - 4.3.1 Shortness
 - 4.3.2 Simplicity
 - 4.3.3 Strength
 - 4.3.4 Sincerity
- 4.4 Let us Sum up
- 4.5 Lesson End Activity
- 4.6 Keywords
- 4.7 Questions for Discussion
- 4.8 Suggested Readings

4.0 AIMS AND OBJECTIVES

After studying this lesson, you should be able to:

- Make the reader familiar with the seven C's of effective communication
- Know the importance of courtesy, clarity, completeness, concreteness, credibility, completeness and conciseness in oral and written messages.
- Know about the four S's of Communication

4.1 INTRODUCTION

Communication can be effective only if the receiver receives the message on the same form and context as is sent by the sender. When there is no mistake in interpretation and the sender gets the correct feedback, then communication can be termed as effective. To compose effective Oral and Written messages, one must apply certain communication principles. These principles provide guidelines for choice of content and style of presentation, adapted to the purpose and receiver of the message. To some extent, the principles overlap because they are based on a common concern for the audience, whether that audience consists of listeners or readers.

4.2 SEVEN C'S OF EFFECTIVE COMMUNICATION

There are Seven C's of effective communication. These are also called principles of effective communication. They are discussed in the subsequent paragraphs:

4.2.1 Courtesy/Consideration

Consideration means preparing every message after keeping the receiver in mind, by putting yourself in their place. A considerate person does not lose temper, does not accuse others and is aware of the desires, circumstances, emotions and requests of the receiver. The sender has to be tactful and sincere, use expressions that show respect, emphasize the fact, be aware of the feelings of others. In business world, almost everything starts and ends with courtesy and consideration. Much can be accomplished if tact, diplomacy and appreciation of people are woven in the message.

Courtesy involves being aware not only of the perspective of others, but also their feelings. Courtesy stems from a sincere you - attitude. It is politeness that grows out of respect and concern for others.

The suggestions to be followed in this regard are:

1. Focus on "You" attitude, instead of "I" attitude. The "I" attitude should be discarded in favour of "you" attitude to show respect and consideration towards the listener or receiver of the message.
2. Show interest in the receiver and emphasize the benefits the receivers will gain out of the message.
3. Emphasize positive and pleasant facts about the receiver of the message.
4. Be sincerely tactful, thoughtful and appreciative.
5. Use expressions that show respect.
6. Choose nondiscriminatory expressions.

POSITIVE WORDS- Favourable	NEGATIVE WORDS - Unfavourable
Benefit	Blame
Cordial	Complaint
Happy	Failed
Help	Fault
Generous	Negligence
Loyal	Regret
Pleasure	Reject
Thanks	Trouble
Thoughtful	Unfair

True consideration and courtesy is a result of integrity and ethics in communication.

4.2.2 Clarity

Getting the meaning from your head into the head of the listener or reader - accurately- is the purpose of Clarity. It is difficult to attain as we all carry our own unique interpretations, ideas and experiences associated with words. Clarity of ideas adds much to the meaning of the message. The first stage is clarity in the mind of the sender. The next stage is transmission of the message in a manner which makes it simple for the receiver to comprehend. The mind of the sender as well as the message should be clear.

Clarity is achieved in part through a balance between precise language and familiar language. Simple language, words and expressions should be used. Choose familiar words. Familiar words are often conversational and appropriate for the situation, so they make a good part of speech or written communication.

Technical terms and business jargon may be used in professional situations, but it should be avoided if the communication is with the person who is not acquainted with the terminology.

Make effective paragraphs and sentences. Consider the characteristics like Length of sentences and paragraphs, Unity and Coherence of paragraphs and Emphasis on the important parts of the paragraphs.

CHECKLIST FOR CLARITY
1. Choose as precise, familiar and simple words as possible 2. Select words that have a high sense of appropriateness for the reader. 3. Limit average sentence length to 17 to 20 words. 4. Insert no more than one main idea into a sentence. 5. Arrange words so that the main idea occurs early in a sentence.

4.2.3 Correctness

Message should not contain any wrong information, it should be authentic. Choose the right level of Language. At the time of encoding, the sender should ensure that his knowledge about the receiver is comprehensive. The level of knowledge, educational background and status of the decoder help the encoder in formulating his message. In case of discrepancy between the usage and comprehension of terms, miscommunication can arise. If the sender decides to back up his communication with facts and figures, there should be accuracy in stating the same.

At the core of correctness is proper grammar, punctuation and spelling. However, a message may be perfect grammatically, but still insult or lose a customer.

Following are the guidelines for assuring correctness in the message:

- Use the right level of language: formal or informal and avoid substandard language or words.
- Check accuracy of figures, facts and words
- Maintain acceptable writing mechanics

4.2.4 Concreteness

Communicating concretely means being specific, definite and vivid rather than vague and general. Often it means using denotative (direct, explicit) rather than connotative words (ideas or notions suggested by or associated with a word or phrase)

The benefits of the business professionals of using concrete facts and figures are obvious: yours receivers know exactly what is required or desired. Using concrete language has some additional, less obvious advantages. When you supply specifics for the reader or listener, you increase the likelihood that your message will be interpreted the way you intended. Moreover, concrete messages are more richly textured than general or vague messages; they tend to be more vivid, dynamic, and interesting.

The following guidelines can be used to compose concrete, convincing messages:

- Use specific facts and figures
- Put action in your verbs
- Choose vivid, image-building words

Examples:

Specific facts and figures:

Instead of: There has been a considerable rise in the sales as compared to last year.

Use: The sales figures have risen by 50% in one year.

Action in verbs:

Instead of: Mr. Vasudevan will give consideration to the report.

Use: Mr. Vasudevan will consider the report.

Vivid, image building words:

Instead of: Her work in groups was exemplary

Use: She could be called "the spark plug of the group"

CHECKLIST FOR CONCRETENESS	
1.	Were you precise in using facts and figures wherever possible?
2.	Did you use the active voice more than the passive?
3.	Is there action in verbs rather than nouns or infinitives?
4.	Did you try to occasionally use vivid, image-building words?

Check Your Progress 1

1. How can one achieve clarity in communication.

.....
.....

2. What are the guidelines for assuring correctness in the message?

.....
.....

4.2.5 Credibility

(Builds Trust) If the sender can establish his credibility, the receiver has no problems in accepting his statement. Establishing credibility is not the outcome of a one shot statement. It is a long drawn out process in which the receiver through constant interaction with the sender understands his credible nature and is willing to accept his statement as being truthful and honest.

4.2.6 Completeness and Consistency

The business message is complete when it contains all the facts the reader or listener needs for the reaction the sender of the message desires. The sender and receiver differ in their mental filters; they are influenced by their backgrounds, viewpoints, needs, experiences, attitudes, status and emotions. Because of these differences, communication sender needs to assess his message through the eyes of the receiver to be sure that he has included all relevant information. While striving for completeness, the following guidelines are to be observed:

- A. Provide all necessary information
- B. Answer all questions asked
- C. Give something extra, when desirable

Provide All Necessary Information

To help one to make a message complete, it is helpful to answer the five W questions- who, what, when, where, why - and any other essentials, such as how. The five question method is especially useful to write requests, announcements, or the other informative messages.

For instance, while ordering for any goods, one needs to make clear, what is wanted, when it is required, to whom and where it is to be sent and how the payment will be made.

Answer all Questions Asked

Whenever an inquiry is replied, the sender of the message should try to answer all questions - stated and implied. An incomplete reply definitely leads to loss of customers and shows the carelessness of the sender. In case of lack of information on a particular topic, one must state so clearly, instead of giving wrong information.

In case the answer to a particular question is unfavourable, it must be tackled carefully.

Give Something Extra, when Desirable

Sometimes, one must do more than answering the specific questions of the customer, as he may not be clear and complete in asking what he wants to know. This should be done, only when desirable, that is, when the situation requires so.

For example, if a Hotel Manager receives a query about the types of rooms available, he must mention the rent per night as well as the availability of the rooms and the seasonal changes in the rent. This is an additional piece of information, which would be quite useful to the customer.

The approach to communication should be as far as possible, consistent. There should be not much ups and downs that might lead to confusion in the mind of the receiver. If a certain stand has been taken, it should be observed without there being situations in which the sender is left groping for the actual content and meaning. If the sender desires to bring about a change in his understanding of the situation, he should ensure that the shift is gradual and not hard for the receiver to comprehend.

4.2.7 Conciseness

Conciseness is saying what you have to say in fewest possible words. A concise message is complete without being wordy. The message to be communicated should be as brief and concise as possible. Weighty language definitely sounds impressive, but people would be suitably impressed into doing precisely nothing. As far as possible, only simple and brief statements should be made. Excessive information can also sway the receiver into either a wrong direction or into inaction. Quantum of information should be just right, neither too much nor too little.

Conciseness is a prerequisite to effective business communication. A concise message saves time and expense of both the sender and the receiver. Conciseness contributes to emphasis, by eliminating unnecessary words.

To achieve Conciseness, following suggestions are observed:

- A. Eliminate wordy expressions
- B. Include only relevant material
- C. Avoid unnecessary Repetition

Eliminate Wordy Expressions

Wordiness in expressions can be removed by using single word substitutes instead of phrases, replacing long conventional statements with concise versions, avoiding overuse of phrases, omitting the use of "which" and "that" clauses and by limiting the use of passive voice.

Examples:

Wordy : In most of the cases it has been seen that the date of the policy lapses...

Concise : Usually, the date of the policy lapses....

Wordy : Allow me to say how helpful your last response was...

Concise : our last response was very helpful.

Wordy : It was known by Mr. Rajan that we must increase the production

Concise : Mr. Rajan knew that we must increase production

Include only Relevant Material

The effective concise message should not only omit wordy expressions but also irrelevant statements. The following suggestions are to be observed in this regard:

1. Stick to the purpose of the message.
2. Delete irrelevant words and rambling sentences.
3. Omit information obvious to the receiver.
4. Avoid long introductions, unnecessary explanations, excessive adjectives, etc.
5. Get to the important point tactfully and concisely.

Avoid Unnecessary Repetition

Sometimes repetition is necessary for emphasis, but unnecessary repetition leads to dullness and makes the message boring. Following suggestions can be followed in this regard:

1. Use a shorter name after you have mentioned the longer one once.
2. Use pronouns or initials rather than repeat long names.
3. Combine two or more sentences by using subordinate clauses or phrases.

Seven C's of Communication

C'S	RELEVANCE
Courtesy and Consideration	Improves Relationships
Clarity	Makes comprehension better
Credibility	Builds Trust
Correctness	Builds confidence
Completeness and Consistency	Introduces stability
Concreteness	Reinforces confidence
Conciseness	Saves time

Check Your Progress 2

Fill in the blanks:

1. There are seven C's of _____.
2. Saying something in precise words is called _____.
3. Focussing on You Attitude instead of I Attitude is called _____.

4.3 FOUR S'S OF COMMUNICATION

Though seven C's of communication are sufficient as Principles of effective communication, but some authors also consider Four S's. Though these are overlapping to the seven C's, but an understanding of the 4 S's of communication is equally important:

4.3.1 Shortness

"Brevity is the soul of wit." The same can be said about communication. If the message can be made brief, and verbosity done away with, then the transmission and comprehension of messages is going to be faster and more effective. Flooding messages with high sounding words does not create a very lasting impact, as most of the time of the receiver will be lost in actually deciphering and comprehending the message.

4.3.2 Simplicity

Simplicity both in the use of language and ideas reveals a clarity in the thinking process. It is normally a tendency that when an individual is himself confused, he tries equally confusing strategies to try and explain his point of view to the receiver. Simplicity should be revealed in the communication by using simple terminology and equally simple concepts.

4.3.3 Strength

The strength of the message emanates from the credibility of the sender. If the sender himself believes in a message that he is about to transmit, there is bound to be strength and conviction in whatever he tries to state. Half hearted statements add a touch of falsehood to the communication process.

4.3.4 Sincerity

If the sender is genuine and sincere, it will be reflected in the manner he communicates. Suppose there is a small element of deceit involved in the interaction and the receiver is a keen observant, he would be able to sense the make believe statement and no concrete relationship between the sender and receiver will materialize.

Four S's of Communication

S's	RELEVANCE
Shortness	Economises
Simplicity	Impresses
Strength	Convinces
Sincerity	Appeals

4.4 LET US SUM UP

1. Effective Communication means that the receiver gets and understands the message in the same form and context as sent by the sender.
2. There are Seven C's which make communication effective.
3. Consideration means preparing every message after keeping the receiver in mind, by putting yourself in their place
4. Courtesy is politeness that grows out of respect and concern for others.
5. Getting the meaning from your head into the head of the listener or reader - accurately- is the purpose of Clarity
6. Following are the guidelines for assuring Correctness in the message:
 - Use the right level of language: formal or informal and avoid substandard language or words.
 - Check accuracy of figures, facts and words
 - Maintain acceptable writing mechanics
7. The following guidelines can be used to compose concrete, convincing messages:
 - Use specific facts and figures
 - Put action in your verbs
 - Choose vivid, image-building words

8. The business message is complete when it contains all the facts the reader or listener needs for the reaction the sender of the message desires
9. A concise message saves time and expense of both the sender and the receiver. Conciseness contributes to emphasis, by eliminating unnecessary words.
9. Four S's of Communication are Sincerity, Simplicity, Shortness and Strength

4.5 LESSON END ACTIVITY

Suppose you are the manager of a tour & travel agency. A couple wants to visit Goa and they want you to arrange the trip. What are the relevant questions you will ask them before arranging the tour?

4.6 KEYWORDS

Seven C's of Effective Communication: Consideration, Courtesy, Clarity, Correctness, Concreteness, Conciseness and Completeness. These are the Seven terms, starting with the letter C, which make communication more understandable, valuable and effective.

Four S's of Communication: Sincerity, Simplicity, Shortness and Strength: Four terms starting with letter S, which add to the value of the message in Communication.

4.7 QUESTIONS FOR DISCUSSION

1. What is meant by "Effective Communication"?
2. What are the Seven C's of Effective Communication?
3. Explain "Brevity is the soul of wit". Comment on this in the context of Effective Communication.
4. How can Completeness be achieved in communication?
5. Explain the Four S's of Communication.

Check Your Progress: Model Answers

CYP 1

1. Clarity is achieved in part through a balance between precise language and familiar language. Simple language, words and expressions should be used. Choose familiar words. Familiar words are often conversational and appropriate for the situation, so they make a good part of speech or written communication.
2. Following are the guidelines for assuring correctness in the message:
 - ❖ Use the right level of language: formal or informal and avoid substandard language or words.
 - ❖ Check accuracy of figures, facts and words
 - ❖ Maintain acceptable writing mechanics

CYP 2

1. effective communication
2. conciseness
3. courtesy

4.8 SUGGESTED READINGS

Lesikar & Pettit, *Business Communication, Theory and Practice*, A.I.T.B.S., Publishers and Distributors.

Asha Kaul, *Business Communication*, Prentice Hall of India

Hatch, Richard, *Communicating in Business*, Science Research Associates

UNIT II

LESSON

5

BUSINESS CORRESPONDENCE - LETTERS

CONTENTS

- 5.0 Aims and Objectives
 - 5.1 Introduction
 - 5.2 Different Types of Letters
 - 5.3 Essentials of a Commercial Letter
 - 5.3.1 Clarity
 - 5.3.2 Impact
 - 5.3.3 Relevant Information
 - 5.3.4 Brief
 - 5.3.5 Simplicity
 - 5.3.6 Timeliness
 - 5.3.7 Language
 - 5.3.8 Vocabulary or Word Power
 - 5.3.9 Appeal
 - 5.3.10 Style
 - 5.3.11 Striving for Excellence
 - 5.4 Knowing what is a Bad Letter
 - 5.5 The Lay-out of a Business Letters
 - 5.5.1 Appearance of a Business Letter
 - 5.5.2 Stationery
 - 5.5.3 Parts of a Letter
 - 5.5.4 Style of Layout
 - 5.6 Let us Sum up
 - 5.7 Lesson End Activities
 - 5.8 Keywords
 - 5.9 Questions for Discussion
 - 5.10 Suggested Readings
-

5.0 AIMS AND OBJECTIVES

After studying this lesson, you should be able to:

- Learn the art of writing Commercial letters
- Be able to differentiate between a good letter and a bad letter
- Know about the different layouts of Commercial letters
- Be able to write effective Commercial letters

5.1 INTRODUCTION

The world of business is replete with various types of written communication. Written communication is so much a part of everyday business that one cannot think of a business without related correspondence. Think of any organization or institution bank, electric company, hotel, college, library, etc. Dealing with people and there is obviously some written correspondence. It may be handwritten, typewritten, or printed. In the olden days, there were people who were specially assigned the job of taking care of correspondence, even in small businesses. Such persons were popularly referred to as 'writers.'

Business Letters are also called Commercial Letters. Letters form the most important form of business correspondence. There are various kinds of letters following in and out of a business organization. The simple reason is that the organization has to keep in touch with the world outside that comprises its suppliers, customers, government departments, banks, insurance agencies, transporters, job-seekers and so on. Then there are different occasions/contexts for which suitable letters have to be written. The writers of the letters are in different departments of the organization. In a way every letter is a unique piece of communication. And yet there are certain time-honoured conventions/ways of writing that are supposed to be followed. Over the years quite some changes in styles of writing have been introduced by imaginative writers. Even then the basic aims remain the same. A systematic study of the art of letter writing requires that we classify them according to their functions, stricture, tone and approach.

5.2 DIFFERENT TYPES OF LETTERS

As letter – writing is a vast area of communication and it is not so easy to classify letters. Our task becomes easier if we lay down certain criteria for classification.

Various Classification of the business letters are:

1. L. Gartside in 'Modern Business Correspondence' classifies business letters as follows:
 - (a) Information Letters:
 - (i) Routine Letters : * Enquiries * Quotations * Orders * Payment Letters
 - (ii) Special Purpose Letters
 - (b) Sales Letters: * Offers
 - (c) Problem Letters : * Complaints * Overdue Accounts
 - (d) Goodwill Letters: * Greetings * Thanks

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

2. We may classify business/ Commercial letters on the basis of our approach-
 - (a) *Direct*: All good news letters, offers of appointment, enquiries, orders, promotion, intimation etc. will fall in the category of direct approach letters.
 - (b) *Indirect*: All 'bad news' letters like adjustment refusals, request refusals, rejecting a job applicant etc. will fall in the category of indirect approach letters.
 - (c) *Persuasive*: Offers of sales and services, job applications that have been regarded as similar to sales letters fall in the category of persuasive letters.

In this way we see that our approach to the letter problems/ situation is an important criterion for classification.
3. Letters can also be classified as :
 - (a) *Official letters*: Official letters are the ones we write to government or semi-government departments/ offices/bodies
 - (b) *D.O.'s (Demi-Official letters)*: D.O.'s or Demi-Official letters are essentially official in purpose but addressed to an official by name and not just sent to him by designation. We are advised to send a D.O. to guard the confidential nature of the matter concerned. Moreover they invite personal attention of the addressee.
 - (c) *Form letters*: Form letters are used for correspondence of routine nature. Acknowledgement, reminders, interviews, notice, appointment etc. fall in the category of form letters.
 - (d) *Internal letters*: Internal letters or memos are used in government offices as well as business organization for internal communication.
4. Letters can easily be classified on the basis of their subject, viz, enquires, credit information, collection of dues, complaint, sales promotion, sales circulars, appointment of personnel, agencies etc.
5. Letters can also be classified on the basis of the correspondence of different department of an organization. For example the personnel department of an organization invites applications, calls candidates for written test/interview, sends interview letters, offers appointment letters, gives charge-sheet etc. The purchase department sends requests for quotations/ invites tenders, places orders, and sends letters of complaints. The sales department on the other hand, sends sales circulars, advertisement etc. For the sake of convenience, therefore, we can divide various kinds of Commercial letters on the basis of the purposes for which the department of an organization send them.

Given below are some important kinds of letters.

- (a) Enquiries, orders, complaints and responses to them etc.
- (b) Sales letters, circulars etc.
- (c) Job applications , resume'
- (d) Letters of personnel department.

- (e) Letters of accounts department like correspondence with customers, insurance agencies, banks etc.
- (f) Letters of administration, public notices, invitations, correspondence with central and state governments etc.
- (g) Letters to the editor, press releases etc.

Check Your Progress 1

1. Define commercial letter.
.....
.....
2. What are the different types of business letters?
.....
.....

5.3 ESSENTIALS OF A COMMERCIAL LETTER

"An effective business letter can act as your relationship officer"

Commercial letters, to be good and effective, must contain certain essentials. In other words, Commercial letters should conform to certain minimum standards of letter writing. The language, content, style, context, length, structure, layout, tone and purpose orientation of a letter are some of the characteristics of a letter. Any letter is amenable to description in terms of these characteristics or features. To qualify, the letter should measure up as good when viewed from any of the considerations. It may or may not encompass all these features. Nevertheless, a good letter writer should have a clear understanding of all the characteristics that make the letter effective.

A good Commercial letter has to create, nurture and sustain a good business relationship. Before discussing the essentials of a good business letter, it would be desirable to keep in view what such a letter can achieve for business. A good business letter can address the prospect and set the sales pitch. A good business letter can, thus act as your relationship officer. A good business letter can make announcements, share relevant information and keep you in touch with people who matter. In this way a good business letter can be your public relations officers (PRO). This is true especially for small business, which cannot afford to employ people specifically for carrying out these functions.

Essential qualities of Good Business Letters:

5.3.1 Clarity

A letter must have clarity. The underlying message should be expressed in clear terms. Care should be taken to avoid ambiguity. The purpose of communication should be made clear. Whether it is to inform, invite, reiterate, emphasize, remind, announce, seek participation or clarity and correct the earlier message, the purpose should clearly be stated.

If a letter writer is writing a letter on behalf of somebody else, it should be done after obtaining clear instructions. There are occasions when one may receive a letter informing the date and time of a meeting, without accompanying invitation or request to attend the same. The reader or the receiver of the communication, in such an instance, will be in a

dilemma. Is the invitation intended and implied but not specifically stated? Or is the letter just meant to be informative and no invitation is being extended. One way or the other, the message should be clear. Just imagine the embarrassment that is caused when people not meant to be invited turned up at the venue and have to be turned back, or when the people who have to attend the meeting feel there is only intimation and no invitation and hence fail to turn up. There are umpteen ways in which the lack of clarity affects the intended purpose of the letter. A letter writer should be conscious of this and exercise due care.

5.3.2 Impact

The letter should create the necessary impact. Behind every letter there is an objective and the letter should have a clear purpose. Every letter has an intended impact, which must be felt. To create the desired impact, it is often necessary to lay emphasis. Underlining or using a larger type or font can do it. The right person is the specific person who is the target of the communication, and whose action or response the business considers to be of value. Creating an impact also calls for establishing an appropriate wavelength. The letter writer should write keeping in view the skill, knowledge, status, and comprehension ability of the addressee.

Yet another requisite of an impact -creating letter is coherence. It is necessary to use words, phrases and clauses clearly, so as to form balanced sentences. Coherence seeks to establish a proper relationship and links sentences to make the intended message clear.

A letter succeeds in creating the desired impact when it ensures purpose orientation, lays the right emphasis, establishes an appropriate wavelength and is coherent. Some of the common questions asked for statements made in relation to these attributes are:

- **Purpose Orientation:** What is one trying to convey?
- **Emphasis:** Which of these is really urgent?
- **Wavelength:** It is too elementary or is it an overhead transmission?
- **Coherence:** What is the sequence?

It is necessary to give attention to these areas and build up skills so that the letters become impact -creating.

5.3.3 Relevant Information

The letter should provide the relevant details forming part of the message. The principle of communication that we are referring to here is also known as adequacy or completeness. A communication can be said to be complete only when it contains all the facts and details which the receiver needs to know in order to respond or act on the basis of that communication. Not giving all the required details leads to protected correspondence, loss of customers or lack of response. Imagine a letter received from a departmental store announcing the opening of a new branch and seeking your patronage, that does not give details of the new address or timings. Another requirement of a business letter is concreteness. A communication is said to be concrete when it is specific, definite and to the point, and vague and generalized. Often the letters are so rambling in nature that one can imagine the reader screaming, "Please come to the point and be specific." A concrete letter does not ramble and is sharp and focused.

5.3.4 Brief

Any good communication either oral or written -should necessarily incorporate this essential feature. Brevity is a very important attribute for any Commercial letter. The receiver does not have unlimited time to spare to wards reading and re -reading the letters is certainly limited. On the contrary any Commercial letter is competing with a huge mass of business related and other communication targeted at the receiver waiting to catch attention and time.

Understandably, it would be virtually impossible for anyone to communicate so effectively and yet be so brief. To be brief and yet convey effectively is indeed a very fine art of effective communication.

5.3.5 Simplicity

Simplicity is the hallmark of any good communication. Simplicity refers to the ease of understanding. Simple written is the opposite of complex and involved writing. The art of simple writing is mastered through conscious effort and practice. A letter written in a simple, easy, informal style using easily understood words catches the attention and makes an impact. It takes tremendous insight and skill to express complex matter and complicated issue in a simple form.

The normal tendency on the part of the communicator is to resort to complex sentences, clichés, technical jargon and high -sounding words to communicate not -so -simple thoughts and developments, resulting in confusion and bewilderment. Brevity and complicity are so essential for good communication that many writers refer to it with the acronym KISS -Keep It (the letter) Short and Simple.

5.3.6 Timeliness

Business letters, to be effective, should have proper timing. Letter should be written and dispatched on time. Some messages carry a sense of urgency. Letters, which carry such message, should reflect the associated urgency. It is not uncommon to see letters seeking some action by a specified date reaching the receiver after that date. Some not -so -in -common examples of this are:

- A communication from a controlling office to a branch stating. "Please send us the statement without fail by 30th September 2005" reaching on 2nd October 2005
- A letter from a committee secretariat asking the member to attend the meeting scheduled on the 10th of the month, reaching him that evening
- A letter from a departmental store announcing "Clearance sale for 3 days" reaching after the sale
- A letter for a personal department asking an officer to appear for her promotional interview on 6th October 2005 at the regional office, reaching on 5th October 2005

Apart from negating the purpose of communication, such letters reflect poorly both the organization and the sender of the message.

5.3.7 Language

Language is an extremely important facet of business communication. First and foremost, it is necessary to ensure that the language used is appropriate, i.e., the language with which the reader is at ease. Apart from English, Hindi, various regional languages are in common use in business in different parts of the country. When organizations and businesses get global, the choice of appropriate language becomes highly relevant. Having

chosen the right language, the next step is to ensure that the phrases, expressions, words, grammar, and spellings are correct.

Grammatical errors and spelling mistakes have no place in a good business letter. They create a poor impression on the reader. Every business writer may or may not achieve grammatical perfection. A good letter writer should know his grammar well and seek appropriate reference when in doubt. A business letter with noticeable bad grammar, notwithstanding whatever other merits, creates a poor impression on the reader.

5.3.8 Vocabulary or Word Power

For the language to be effective, an important prerequisite is abundant vocabulary or word power. Words are the very essence of written communication. Words translate thoughts and carry the message through to reader.

The world of words is wonderful and fascinating. English language has an enormous stock of words. With new words being added constantly, the stock of useable English words keeps growing. The Oxford Advanced Learner's Dictionary (2000 edition) gives as many as 80000 words and reference covering both British English and American English.

"Building a vast repertoire of words is both an opportunity and a challenge"

Words make the letter. A good letter writer should choose the words with care. Every person keen on becoming an effective communicator should delve deeply into words and their meanings. Most of the word or set of the words depend on the context, tone, and gravity of the message and also the relationship with the person to whom it is addressed.

"To develop a firm holds over the language, it pays to delve deeply into words and their meanings"

Much as one would like, it is not always possible to readily recall the exact word. As a result, one may often find oneself groping for the right word. To make it clearer, let us take a look at a few words and try to understand all that they convey.

There are also words whose meanings are close to each other. One should be clear about the fine difference that exists to be in a position to "Pick the right word"

Some examples of such words are:

- Condition, State
- Classic, Classical
- Altogether, All together

The point to be noted here is that words in the English language have multifarious connotations and uses. Similarly, there are many words belonging to the same word family. A good writer must build up his word power in such a way that words of all kinds are on top in memory, or as an alternative, the writer has ready access to sources like the thesaurus. Groping for the most appropriate word or even just a sufficient word causes frustration.

Ivor Brown, in his introduction to the third edition of Roget's Thesaurus has beautifully summed up the significance of word power and its effective use for any good writer. But words can be decoration as well as the tools of good writing. "The artist considers, selects and blends tint, to get both strength and delicacy in the finished picture. So it is with words."

Participation and Involvement -Choosing the Right Word

A farmer couple in a British countryside farmhouse was discussing the food to be served to their guests expected to arrive the next morning. The husband told the wife, "Prepare omelets for breakfast and bacon for dinner." As soon as he said this, the pig which was in the corner started jumping around shrieking. The hen says, "So what? They are having omelet for breakfast, which means I have to sacrifice my eggs and yet I am not that perturbed." It says agonizingly, "My sacrifice is a lot more than yours. Yours is participation, but mine is involvement."

5.3.9 Appeal

A good letter should appeal to the reader's sensibilities. It should go beyond the message it conveys and make an overall good impression. It should have elegance, which means taste, beauty, and decency. Mistakes and corrections, striking, overwriting, improper ink flow, unintended gaps and other such deficiencies rob an otherwise good letter of all its elegance.

A letter is appealing when it shows consideration. Consideration means thoughtfulness. It means keeping it mind the reader and putting oneself in the reader's shoes while writing the letter. A good letter writer invariably makes it a point to think from the other person's point of view. A good letter uses the 'you' more frequently than 'I.' A good letter makes the reader feel important.

5.3.10 Style

Style refers to the manner of writing. It constitutes the collective characteristics of the writing or impression or way of presenting things. Each person has an individual style. A simple informal, considerate and focused style of writing scores high in building a report with the reader

"Developing a certain style of letter writing lends the letter distinctiveness"

Good writing style also implies the proper use of idioms and expressions. An idiom is described as the way ideas are used in a language. It is a form of expression peculiar to a language. There is no room for complacency, and so on. Good writing style carries sincerity. Sincere writing is straightforward and there is no attempt at manipulation. The writer comes through as honest, genuine and frank. The words reflect feelings, concerns and expectations in a forthright manner.

Good writing style should also encompass politeness or courtesy. It should respect the reader as an individual. The writer should not hesitate to apologize for omissions or errors.

5.3.11 Striving for Excellence

A good letter writer should try to achieve a significantly high standard of letter writing and endeavor to achieve excellence. All the dozen or so essentials outlined above are relevant in building up the skills of effective letter writing. They range from the routine, repetitive to the more complex, goal-oriented ones. They may be as short as half a page or as long as eight to ten pages. The bigger and more complex the letter, greater the scope for skillful writing

The essentials outlined above are not to be taken as a checklist against which every letter has to be evaluated. Some letters need to be just simple and straightforward and there may not be much scope for imagination or creativity.

Check Your Progress 2

Fill in the blanks:

1. To be effective, a business letter must be _____.
2. _____ of the letter saves time of the receiver.
3. Appropriate and simple _____ should be used in business letters.

5.4 KNOWING WHAT IS A BAD LETTER

In order to be clear about what is a good letter, it is also very necessary to know what is a bad letter. While a good letter can be good on many counts, a bad letter may have one undesirable feature, which can mar the beauty of the entire letter.

A bad letter stands out like a sore thumb for any of its deficiencies, which might be any of the following:

- Lack of clarity
- Poor use of words and expressions
- Incorrect spelling and grammatical errors
- Too short or very lengthy
- Too many ideas crowded into one letter
- Not accurate or factually incorrect
- Fails to convey the main purpose
- Not to the reader's wavelength
- Too much jargon and technical words
- Lacking in aesthetic sense
- Language used not familiar to the reader
- Lengthy paragraph
- Offensive in nature
- Absence of personal touch
- Lacking in courtesy
- Creates ill-will
- Written out of context
- Absence of relevant information use of poor quality paper, ink, etc.
- Wrong address
- Without address

Business is all about creating goodwill, favorable impressions, attracting attention, creating interest, wooing customers, reaching prospects, and building relationship. All this calls for conscious efforts, concerted action correspondence on a regular basis. As this has to be done in a world that is full of competition, one bad letter can cause embarrassment to the people behind the business and show the organization in poor light.

"Badly composed letters create avoidable embarrassment"

5.5 THE LAY-OUT OF A BUSINESS LETTERS

As a significant form of written communication, a business letter is supposed to have a lay-out that impresses. Its physical appearance, that includes the quality of the paper, the arrangement of the types/ printed matter, the way it is folded and kept in the envelope, the envelope itself with the addressee's name and address and stamping - everything communicates and passes through the receiver's mental filter. It, therefore, cannot be taken casually. As has been well said, a letter's appearance is a part of its message. That is why most reputed companies choose the best quality stationery and send out carefully written letters.

5.5.1 Appearance of a Business Letter

A letter makes a visual impression before it is read, and the first impression is often decisive. The appearance of a letter depends on all the things that make up the letter:

- Stationery should be of good quality.
- The printers and typewriters must be maintained well so that there is no dirt or dust when the letter is to be printed.
- Good quality carbon paper must be used to make copies.
- Typing must be neat with equal spacing between words and between lines. The letter should be placed carefully on the page, leaving proper margins on both sides.
- Paragraphing should be done for breaking up the letter into readable, progressive and logical units as well as to create a pleasing appearance.
- Folding of the letter must be neat. It makes a poor impression if it is badly folded. The size of the folded letter must be such as to fit in the envelope leaving enough space for cutting the envelope open.
- Address on the envelope should be typed clearly. It should be typed half way down and one third inward from the left to ensure that the post office stamping does not efface it.

5.5.2 Stationery

Most organizations keep standard stationery required for their correspondence. The sizes of the sheets and envelopes are standard, but some organizations have distinct sizes. The quality of the stationery, the designing of the letterhead, the layout and printing together make the first visual impression on the receiver.

- **Letterheads:** Letterheads can be got in several sizes. Most companies have letterheads of standard size. The appearance and quality of the letterhead should be good and impressive.
- **Continuation Sheets:** A continuation sheet is used if a letter does not fit in the single sheet of the letterhead. The continuation sheet must be of the same size and quality as the letterhead.
- **Envelopes:** Companies have envelopes of various sizes for use according to the size of the material to be dispatched. The company's name and address should be printed on the envelopes. The quality of the paper and the colour must match those of the letterhead. Window Envelopes have a transparent panel in the place where the receiver's address is to be written, so that it can be seen through the window of the envelope.

5.5.3 Parts of a Letter

1. **Heading:** The heading is printed on the top of the letter and is also called 'letterhead'. It contains the name of the firm/company, its emblem, postal, telegraphic and email address as well as telephone numbers. It is usually given at the top centre or top right side of the paper.

Example:

SUMERU SOFTWARES LIMITED

Regd. Office 13, Udaipura Estate, Jayanagar, New Delhi-110027

Email: sumerusoftware@yahoo.com

Phone : 011-5698007, Fax: 011-5698108

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

Example: The reference number may look like this:- Ref: 25/PD/67

In this reference number '25' stands for the number given to the department 'PD' is a code for the personnel department and '67' is the number allotted to the person addressed.

Date: The date of the letter is of crucial importance. Every official document must be dated. The date provides an important reference in further correspondence. It is usually written on the right hand side, parallel to the reference number as shown below:

25/PD/67

June 18, 2006

Abbreviated forms of date such as 18.4.2003 or 04.18.2003 or 04.18.2003 or April, 18.03 or 18 April, 03 should be avoided as they do not leave a good impression on the mind of the receiver. The practice of writing ordinal numbers 1st, 2nd, 3rd, etc. has fallen out of use.

Inside Address: It contains the name and address of the organization or the individual to whom the letter is being sent (receiver). It should be written below the Reference Number line, leaving some space. It should be complete and can be written in either of the two ways (indented form and block form) as shown:

- (a) Bharat Engineers Ltd,
Shivaji Road Crossing,
National Highway 5, Gurgaon,
(Haryana)

- Closed punctuation
- Indented liens (not applicable to PIN code)

- (b) Kalindi Fertilizer Ltd
Bhiwadi Road Crossing
National Highway 2, Gurgaon,
(Haryana)

- Open punctuation
- Blocked lines (i.e. not indented)
- If well-written, it is a neat and uncluttered addressed layout.

Mode of address

(a) ***Addressing individuals:*** If the letter is being sent to an individual we have to be sure about the prefixing of the addressee.

- (i) 'Mr' or 'Shri' is used for addressing a man.
- (ii) 'Miss' is used for an unmarried woman.
- (iii) 'Mrs' or 'Shrimati' is used for a married woman.
- (iv) 'Ms' is used for a woman whose marital status is not known. Most women now prefer the use of 'Ms'.
- (v) 'Messrs' is a plural for 'Mr' and is used while addressing a partnership firm. It can best be used when the name of the firm contains personal name of names as, for example.

Messrs. Rama Bros.

Messrs. Lal Chand & Sons

Messrs. Roop Lal & Co.

Messrs. Chandra and Chandra.

(vi) Titles/ranks such as 'Colonel', 'Professor', 'Doctor', 'Reverend' etc are used as follows

Col. R.L Bhatia

Capt. R.N. Nagesh

Prof. M.L. Rana

Dr. P.K. Gupta

Rev. P.T. Joseph

Padmashri R.S. Lagani (not Padmashri Mr. R.S. Lagani)

Maj Gen. D.K. Patil

Flt. Lt. G.S. Cheema

Maj Gen (Miss) GA. Ram

Dr. (Mrs.) S. Rawat

(b) ***Addressing by designation:*** When a particular person is addressed by his designation, 'Mr.' or 'Messrs' (in case of a limited company) is not used.

The Personnel Manager

Larson and Turbo.

Attention line

Attention line is used only if, from previous communication, you know the name of the person in the organization who is handling the matter about which you are writing. The letter is addressed to the organization, but directed to the attention of the individual, by name, so that the letter is sent to that person without delay.

The Attention line is placed between the inside address and the salutation, either at the margin or in the centre. It does not affect the salutation. The salutation must match the first line of the inside address, e.g.,

Mohan Filter Manufactures

Sir Dadabhoy Naoroji Road

Mumbai 400 001

Attention: Mr M. Patel

Gentlemen:

If the letter is addressed by name to an individual in the company, there is no attention line. It is used only when the letter is addressed to the company or a department in general.

Subject line

Subject line gives a brief and quick indication of the subject of the letter. It adds to the clarity of the letter, especially if the letter is long. It helps to classify and file the letter.

It is placed either above or below the salutation at the centre; in full block form, it is placed at the left margin. When there is an Attention line, the Subject line is placed after the Salutation.

It is introduced by the word Subject: or Sub. Or the Latin word Re: for example:

Subject: Your insurance policy no. 887365

Dear Sir,

Or

Gentlemen:

Sub: Your order no. YA-42

(Re is a Latin word which means "in the matter of" or "in the case of"; it is not the short form of any English word; it is not correct to write ref. or reg. for the subject line.)

In more modern practice, the subject line is placed at the margin below the salutation, without any introductory word. It may be in capitals or initial capitals and underlined; e.g.

Dear Mr. Bhalla

ORDER NUMBER 5476

Salutation

The Salutation begins at the margin, two line spaces below the inside address. It is followed by a comma. In American practice it is followed by a colon; in full block style it has no punctuation mark. The salutation matches the first line of the inside address. If the letter is addressed to an organization, the salutation is plural: Gentlemen or Dear Sirs or Sirs. If the letter is addressed to a particular official mentioned only by designation, e.g., "The Sales Manager" the salutation is singular: Sir or Dear Sir. If the official is a lady, the salutation is Madam or Dear Madam.

It is quite common, now, to address business letters to an official by name and designation, e.g., Mr. A.P. Shah, Sales Manager, or Ms Tina, Finance Manager.

Complimentary Close

The complimentary close is written two line spaces below the last line of the text of the letter; it is placed on the left and is followed by a comma. The first word begins with a capital letter.

The most common form is: Yours faithfully; other common forms are: Faithfully Yours, Yours truly, Truly Yours. If the addressee's name and is used in the salutation, the complimentary close is Yours sincerely, or Sincerely yours. Respectfully is used only when writing to a high public official.

Signature

The signature is placed just below the complimentary close. The name of the signatory is typed in brackets three or four line spaces below (to leave space for the actual signature), and the designation/title is typed below the name. The complete signature includes the name of the company, either above or below the name and designation of the person who signs; but many companies do not put the company's name in the signature as it is already in the heading.

The following styles are in common use:

Yours truly	Yours truly
ABC Publishers	(Manan Lamba)
(Manan Lamba)	Sales Manager
Sales Manager	ABC Publishers

Per pro (Per procuracionem) signature is used when the person who signs is not personally liable but has been given power of attorney to sign on behalf of the person or company who will be responsible. The words per pro or P.P. are put before the name of the person or company on whose behalf the letter is sent.

Reference section

The reference section includes: enclosures, names of "to receive copies", the type of delivery service to be used and initials of the persons who dictated and typed the letter. Most of the details are for the convenience of the dispatch department. They are placed at the left margin after the signature.

- (a) ***Enclosures:*** Enclosures are related documents sent with a letter; cheques, quotations, brochures, price-lists, etc, which have been mentioned in the letter are sent as enclosures. They are folded and placed behind the letter in the envelope. If there are many enclosures, they are numbered and placed in the order of their serial number. The enclosures are indicated in the letter by writing Enc(s) or Encls at the bottom corner of the letter, after the signature. If there is more than one, the number is also indicated, e.g. Encls: 2. Sometimes the enclosure is named, e.g. Encls: proforma invoice.
- (b) ***Courtesy Copies:*** When a matter concerns more than the two parties, a copy of a letter related to the matter is sent for information to the other parties who are concerned. This is indicated by writing:

c.c.: Mr. B.C. Sethi

Or

c.c.: 1. Mr. B.C. Sethi

2. Accounts Manager, ABC Transport Service

Note that, cc also stands for "carbon copy."

- (c) **Delivery service:** The type of delivery service to be used is indicated as Air Mail, Registered Mail, Express Delivery, Hand Delivery, Courier, Fax, etc.
- (d) **Initials:** The dictator's and the typist's initials are placed at the bottom. This is for future reference in the sender's office; the person who prepares or dictates a letter is not necessarily the person who signs it. The letter may be dictated by a senior clerk or a junior officer; it will be signed by the manager or a person who is authorized to sign for the company.

Postscript

Postscript is a bit of writing, not more than three lines, added to the letter after the signature and after enclosures; it is signed again without the complementary close, by the same person. It is used for conveying a small bit of information which is not a part of the main message of the letter; it is an extra or unrelated point and is often written in hand at the time of signing the letter.

The postscript can be used to add a friendly personal note to a formal letter; it may be just a line, but it can successfully establish personal contact by referring to some common experience or by making a friendly personal enquiry. For instance:

P.S : It was nice meeting you at the dinner last Sunday.

P.S : How's your new venture in Pune coming up? Wish you the best of success.

The post script can be used effectively in a sales letter to impress an "action incentive" sentence on the reader's mind.

PS : There's an early bird prize for the first seven orders.

It can also be used to make an impact at the end of a "stunt" collection letter.

PS : Do clear your account before the fast approaching festival season.

Remember : Post Script is not used to write something which you might have forgotten in the letter.

Check Your Progress 2

Fill in the Blanks:

- (a) Courtesy copies are sent together with a letter are indicated by _____.
- (b) Any documents sent together with a letter are indicated by _____
- (c) Postscript is indicated by writing _____ and is used for _____ .

5.5.4 Style of Layout

Layout means the design in which the different parts of the letter are placed on the letterhead. The parts are placed in the same order from top to bottom in all forms or styles; the variation is in the indention and the paragraph styles. Many companies choose their own lay-out. But the differences in lay-out are not as many as the similarities. The differences occur due to the typing/printing conventions, indenting, spacing etc

Indented From

This is the oldest style and is now outdated. In this form, address is in indented style and every paragraph begins three to five spaces away from the left margin. The indentation causes the letter to look uneven at the left margin. Besides, it takes more time to type because of the indenting. This style is not used today.

Full Block Form

This is the most modern style. There is no indentation from the left margin at all; every line, including the date and complimentary close, begins at the left margin. The address has no punctuation at the end of the line. The salutation and the complimentary close do not have a comma at the end. There is double line space between the parts and between the paragraphs. Typists find this style as the easiest as there is no confusion and no time needed for indentation. This style looks heavy on the left and the right side looks blank. Moreover when this letter is filed, it is difficult to see the signature and date unless the file is completely opened.

Modified Block Form

This style is a modification of the full block form. It eliminates the shortcomings of the full block style by keeping the date and the complimentary close on the right in their usual position. The inside address is in block form. The salutation and the complimentary close are followed by a comma. All the paragraphs begin at the left margin, and there is double space between the paragraphs.

This is the most popular form as it has many of the advantages of the full block form without its disadvantages. Its appearance is streamlined and neat.

Semi -indented Form

This form is also called Semi -block form. It has the inside address in block form but the beginning of every paragraph is indented. The date and the complimentary close are on the right side. The salutation and the complimentary close are followed by a comma as in the traditional style.

NOMA Form

This is the most recent experiment in layout style. It is recommended by National Office Management Association of America (the name NOMA is an acronym). It has been accepted in the UK by the Institute of office management. It has most of the features of Full block form: all lines begin at the left margin and the inside address is in block form.

5.6 LET US SUM UP

- (i) An organization has to depend on letters for contact with the outside world.
- (ii) Business correspondence is a vast area of communication. It is, therefore, not very easy to classify letters.
- (iii) We can, however, classify letters on the basis of certain criteria like.
 - (a) The broad categories viz information letters, sales letters. Problem letters, goodwill letters etc.
 - (b) Our approach-direct, indirect, indirect or persuasive.
 - (c) Official, demi-official etc.

- (d) The subject of the letters.
- (e) Correspondence of the departments of an organization.
- (iv) A good Commercial letter has to create, nurture and sustain a good business relationship and act as your relationship officer.
- (v) Clarity, impact, relevant information, brevity, simplicity, timeliness, language, vocabulary, appeal, style and striving for excellence are the essentials of a good business letter.
- (vi) The parts of a letter are Heading, Inside Address, Reference, Date, Attention line, Subject line, Salutation, Body of the letter, Complimentary Close, Signature, CC, Post Script.
- (vii) The layout of the letter may be in indented, full block, modified block, semi indented/ semi block or NOMA form.

5.7 LESSON END ACTIVITIES

1. Design a creative Letterhead for your Institute/College. Create the logo on your own
2. Learn the filing system of Commercial letters from a business organization

5.8 KEYWORDS

Commercial letters: Letters written in the course of business, for the purpose of Business, like letters to suppliers, vendors, government, clients, bank, etc.

Demi Official Letters: Demi-official letters are essentially official in purpose but addressed to an official by name and not just sent to him by designation. We are advised to send a D.O. to guard the confidential nature of the matter concerned. Moreover they invite personal attention of the addressee

Full Block Form: A style of writing letter, in which everything begins from the left margin. This is the most recently accepted form worldwide.

5.9 QUESTIONS FOR DISCUSSION

1. What are the main differences between the full block form and the modified block form?
2. A business letter acts as a Relationship Manager of an organization. Comment.
3. What are the different parts of a letter?
4. What are the Essentials of a Commercial letter?
5. How would you differentiate between a good and a bad letter?

Check Your Progress: Model Answers

CYP 1

1. Appealing
2. Timeliness
3. Language

Contd....

CYP 2

1. C.C.
2. Enclosures
3. P.S., any bit of information not related to the matter of the letter

5.10 SUGGESTED READINGS

K.K Sinha, *Business Communication*, Galgotia Publishing Company

Lesikar and Pettit, *Essentials of Business Communication*

Pearce, C Gienn, *Business Communication: Principles and Applications*, John Wiley.

LESSON

6

ENQUIRIES, COMPLAINTS AND SALES PROMOTION LETTERS

CONTENTS

- 6.0 Aims and Objectives
 - 6.1 Introduction
 - 6.2 Categories of Letters of Enquiries
 - 6.3 Writing Enquiry Letters
 - 6.4 Replies to Enquiries
 - 6.5 Request for help or Advice from Business Acquaintances
 - 6.6 Quotations
 - 6.6.1 Asking for Quotations
 - 6.6.2 Sending Quotations: Reply to Request for Quotation
 - 6.6.3 Firm Offer
 - 6.6.4 Offering a Substitute
 - 6.6.5 Withholding Quotation
 - 6.6.6 Bargaining Letters
 - 6.7 Getting Back Lost Customers
 - 6.8 Complaints
 - 6.9 Sales Promotion Letters
 - 6.10 Sample Letters
 - 6.11 Let us Sum up
 - 6.12 Lesson End Activity
 - 6.13 Keywords
 - 6.14 Questions for Discussion
 - 6.15 Suggested Readings
-

6.0 AIMS AND OBJECTIVES

After studying this lesson, you should be able to:

- Learn the art of writing letters of enquiry
- Know how to ask for and send quotations effectively
- Know the basics of business correspondence

6.1 INTRODUCTION

The most common letters in business are buyers' enquiries about goods and services and sellers' replies giving information and quotations. Enquiries generally figure in the first category of letters sent by an organization or an individual. They are, first and foremost, information-seeking letters. The writer may however, also give valuable information about himself or the organization, his or the organization's requirements, expectations etc. In this way a letter of enquiry triggers off a two-way communication or information exchange process.

When, for example, a buyer seeks information about the price, quantity, availability of goods to be purchased or about the terms and conditions of sale he sends a letter of enquiry to the seller. In such a letter, direct approach is used to save time. The letter is short; formalities are not required.

Further, the business letters may include customer complaints or complaints sent to vendors or suppliers, sales promotion letters, orders, replies to orders, and so on.

6.2 CATEGORIES OF LETTERS OF ENQUIRIES

Letters of enquiry may roughly be put into following categories:

- An enquiry made at the buyer's own initiative.
- An enquiry made in response to the seller in the usual course of business.
- A routine enquiry made by an old buyer in the usual course of business.
- An enquiry for some favour like some special price, relaxation of terms and conditions etc.

6.3 WRITING ENQUIRY LETTERS

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

1. To ask for information, one can begin with a question like:

Could you give us the following information?

Or sentences like:

Please send us the following information

Or

I would appreciate receiving the following information from you

2. Indicate the purpose for which the information is needed; in some fields, the information is very vast and only some of it is needed by different users.

For example, a dealer in kitchen accessories will be able to give useful information and a quotation only when he knows the buyer's specific need. The letter may begin with an explanation of the need

- We intend to set up a vast kitchen for our hotel. The area of the kitchen measures 8*7 meters.
- We are setting up a huge manufacturing unit of plastic goods. We wish to enquire about the Plastic Manufacturing machines which you sell.

A series of Direct Questions may follow this opening paragraph.

3. End the letter with a friendly comment which will leave a sense of personal relationship. Endings like, "an early reply would be appreciated ", or "Thanking you in anticipation" are conventional in use, one could be more informal by ending with sentences like:

- "We could discuss the matter over a cup of tea, in my office, if you wish to...."
- "I would be most grateful if you could email this data to me."

6.4 REPLIES TO ENQUIRIES

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

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

All replies to 'first' enquiries, whether made at the buyer's own initiative in response to the seller's offer/advertisement must be so carefully drafted that an order is ensured. It must contain all the positive information that may be enumerated as 'selling points'. In this respect a letter of reply to an enquiry virtually replaces a salesman. It must convince the buyer about the quality of the product, the favourable nature of terms and conditions, and aftersales service whenever needed.

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

Check Your Progress 1

1. What do you understand by enquiry letters?

.....
.....

2. What are the different categories of enquiry letters?

.....
.....

6.5 REQUEST FOR HELP OR ADVICE FROM BUSINESS ACQUAINTANCES

One may ask business acquaintances for information. If the information is likely to be confidential, one needs to be tactful. One may ask an individual, instead of the company for the help and offer to help in other matters, whenever possible.

EXAMPLE:

Mr. Rajan Dhawan

Director

S.S Institute of Management

Bangalore

Dear Mr. Rajan,

I have come to know through a few of my friends that you have evolved a system of feedback of the faculty by the students. This is a very innovative idea, as it would lead to a 360 degree feedback of your employees and would help to enhance their productivity and teaching capability.

I would highly appreciate it if you could send me a sample feedback form, as we also wish to begin such a system in our Institute. This would help us learn from your experience. We would like to develop a long term relation with your Institute and would be ready to offer any help required by you.

Looking forward to help you could provide to us in this regard.

Thanking you

Yours sincerely

6.6 QUOTATIONS

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

6.6.1 Asking for Quotations

When one intends to buy a product or service, one asks for quotations from several suppliers and then select the most suitable one. If the orders are likely to be large or might lead to further orders, one must clearly mention this in the request for quotation to the suppliers, as they offer special terms to large buyers.

One must mention all the details of requirements when asking for a quotation; if it is for services like painting, renovation, air conditioning or a machine, whose working one wishes to see, one must ask for a representative to be sent.

Points to be included in this letter are:

1. Polite request for quotation.
2. Details of requirements with quality and quantity of goods.
3. Place and time of delivery of goods required, carriage paid of carriage forward.
4. Any special request about the mode of delivery or packing.
5. Suggestion that the volume of business will be large, if the quotation is favourable.

EXAMPLE:

Dolma Paper Mill
Karnal

Sub: Inviting Quotation for Paper Rims

Respected Sir,

We intend to purchase large stocks of Printing Papers of A4 size, required by our printing press in large numbers, due to recent orders. We invite you to send your most competitive Quotation for the same.

If your prices and terms are favourable, and your goods are of a good quality and high standard, we shall consider giving a five year contract for the supply of Paper rims.

Please send the Quotation, Carriage paid, within a week.

Thanking you

Yours sincerely

6.6.2 Sending Quotations : Reply to Request for Quotation

When market conditions are normal, the usual quotation is given. If the customer seeks likely to place a large order, an exceptional quotation may be given. A tabulated quotation may be enclosed with a letter. One may specify the advantages of buying and special discounts being offered, making it most competitive.

Points to be included:

1. Thanks for the enquiry
2. Statement of prices and terms
3. Attempt to win the customer
4. Reply to all the enquiries made by the customer
5. Expectation to get the Order

6.6.3 Firm Offer

A firm offer is a promise to sell the goods at the quoted price provided the order is received within the stated time, usually 3 to 7 days.

A firm offer is made when the price of the product is expected to rise or when the price is fluctuating, and quoting a definite price is difficult. It is also made when the suppliers

are short of the demand. The letter states the reason for making the offer firm, and the date up to which it is firm.

A firm offer is a moral obligation but not a legal obligation. It builds goodwill with important customers.

6.6.4 Offering a Substitute

If the requested goods are not available, one can offer a substitute. An enquiry means a possible customer, so one must make sincere efforts win him over. The customer can be interested in another product which satisfies the need.

The substitute one offers must satisfy the purpose and need of the customer. It must be nearest in quality and price. If it differs, explain why. A substitute must be offered with confidence. One can win the customer's confidence for the substitute product; send a sample with the quotation or offer a "trial lot" for approval.

6.6.5 Withholding Quotation

If a particular customer repeatedly asks for quotations for the purpose of comparing with other quotations and does not place any orders, one may avoid giving further quotations. This is just like such customers who come to a showroom and keep looking at variety of things, asking prices for them and not buying any. Such customers waste the time of the seller. One may write a tactful letter saying that the market is uncertain and one would be able to quote price only for a definite contract or order.

6.6.6 Bargaining Letters

On receiving a quotation, a customer may try to persuade the seller to offer better terms. If the order is likely to be large, the customer can make this specific point to persuade the seller to give better terms. One may also indicate that other sellers are ready to give better terms. The request should be specific.

Points to be included in this letter:

1. Expression of thanks for the quotations
2. Specific request for more favourable terms
3. Attempt to show that the supplier will benefit if he gives the requested terms
4. Suggestion that frequent orders will be placed if the request is granted.

Seller's Reply

It may or may not be possible for the seller to reduce his quotation. Either way, he should be polite to the customer and try to win his confidence. If he agrees to reduce the price, it must be done in such a manner that it does not give the impression that the original terms were not fair or that he is very flexible and eager to sell at any price. It should be done gracefully providing sufficient reason for it and showing that it is only for a special condition, which may be a large order or a long term contract. Such a favour should be granted with dignity, maintaining the respect of both, the seller and buyer.

In order to refuse the request of reduction in the quotation, it must also be done politely, giving sufficient reason for it and the language should be such as to persuade the buyer to buy at the mentioned terms and price. It should be able to satisfy the buyer that no compromise shall be made in terms of quality or terms of service and the price offered is economical than the market rate.

6.7 GETTING BACK LOST CUSTOMERS

Along with the effort to get new customers, one has to make effort to retain the old ones and regain the goodwill of even those who have stopped giving orders. It is far more expensive to win new customers than to keep the old ones.

There are several reasons why a customer stops buying:

1. Attracted by lower price or better service elsewhere.
2. Dissatisfied because of unadjusted complaint
3. Influenced by competitor's sales effort
4. Drifted away to other sellers
5. Gone out of business or shifted to another area

All the above customers, except that in the last category, can be won back. The most common reason for the loss of customers is that the supplier makes no effort to retain them and so they drift away to competitors.

A timely letter to a drifting customer can save a loss. A periodical check of records can show if any old customer has dropped out. A letter containing latest catalogue, samples of latest designs/products, etc may make an indifferent customer feel that he is remembered by the supplier. One may offer discounts/ concession, additional service, etc in a Competitive business.

Points to be included:

1. Statement that the supplier is missing the customer's communication for some time.
2. Tactful enquiry about why the customer has been lost for some time.
3. Information about new products, services or special offer.
4. Request for order, assurance that satisfaction will be ensured.

Check Your Progress 2

Fill in the blanks:

1. A letter of _____ is a direct approach letter.
2. A letter of _____ is a specific offer of sale.
3. A _____ is a promise to sell goods at a specified price.

6.8 COMPLAINTS

Complaints are the most uninvited, but inevitable form of letters. No businessman wants to make errors in his dealings, but errors are a part of human being's life. So, complaint letters are sent and received in a business. Customers send complaints to the organization regarding the dissatisfaction relevant to the product of the organization. This may be a complaint in the quality of the product or the manner of delivery, or it may be related to the after sales services. These have to be handled very delicately and humble language should be used in handling the complaints. Sometimes, the organization has to write complaint letters to the vendors or dealers or suppliers. These may be relevant to the quality/ quantity of raw material or delay in complying to orders.

Some points to be kept in mind while writing complaints and replying to them are as follows:

1. Be very clear in describing the exact complaint which you have, don't use vague or unclear language.
2. Use simple words to describe your complaint.
3. Do not use harsh language as one has to keep dealing with the same people again and again.
4. Be humble in accepting the mistake and apologise for the same.
5. If the customer has been harsh in making a complaint, handle it with patience and indemnify the possible loss to the customer.
6. Be prompt in replying to the letters of complaint.

6.9 SALES PROMOTION LETTERS

Sales promotion letters are those letters which the organizations or firms send to their perspective customers, to invite them to buy their products, or to their existing customers, to tell them about some new products and offers. As the name indicates, these letters are written to increase the sales of the company. The offers, which are given through these letters are limited to a certain period. These are a form of advertisement. In the competitive world of today, every company has to use many forms of advertising means and sales promotion letters are one of them. An example of Sales promotion letters is, any one who has an account with a private bank, say ICICI Bank, they keep sending them letters, telling about different types of accounts, Debit or Credit Cards, Gold coins, etc. Many times, publishers of magazines, like business today, send sales promotion letters to the customers, telling them the offers/ free gifts available with the one year or more subscriptions.

Check Your Progress 3

1. What are the points that should be kept in mind while writing complaint and replying them?
.....
.....
2. What do you understand by sales promotion letters?
.....
.....

6.10 SAMPLE LETTERS

Example I: A letter of enquiry to manufacturer of batteries seeking information about the different kinds of products so that a decision may be taken for placing an order.

Dear Sirs,

We are interested in buying Electrochem Lithium Batteries about which we recently read in the reputed journal 'Science Reporter'.

Would you be kind enough to send us the latest information about your product so as to help us take a decision in this regard?

Yours faithfully,

Manager

(Technical)

Example 2: Reply to the above enquiry

Letter Head

Date:

Dear Sir,

Thank you for your inquiry regarding the Electrochem Industries line of Lithium Batteries. Electrochem Industries offers these high performance inorganic primary cells in three different chemical systems.

- * BCX 72 - Low to medium drain rates
- * CSC 93- For high drain rates to 930C
- * RMMI 50- For high temperature applications up to 1500C

Important facts about these systems:

- * Higher Cells Voltage - 3.9 V OCV compared to 1.5V for most conventional primary cells and 3.0V for Li/SO₂
- * High Energy Density - up to 220 wh/jb (490wh/kg). This is 3 to 6 times more than conventional Zinc or Magnesium primary cells and upto 1 ½ times more than Li/SO₂
- * High Power Density - capable of delivering its energy at high current or power levels, well beyond the capability of conventional primary batteries.
- * Good High & Low temperature Performance - 400 C to 1500C.
- * Hermetic - The cells are encased in 3041L SS containers. No leakage or gassing will occur during storage or use of the battery under specified conditions.

Obviously our lithium cells offer great advantages over previous primary batter systems. Due to unique characteristics, best results come from a mutual discussion of your requirements with our Engineering Group. To take advantage of this opportunity and to obtain safety testing and handling information, just mail the enclosed post card. We look forward to assisting you with your power needs.

Sincerely,

.....

Product Manager

Example 3: Asking a sports goods supplier to send their price list and catalogue

MSV COLLEGE,

Model Town

Rohtak

June 10, 2006

Unique Sports,

Sector 11,

Chandigarh

Dear Sirs,

We are wishing to buy kits of various games like basketball, cricket, hockey, etc and other sports goods for the Physical Education Department of our College. Kindly send us your latest pricelist of sports goods.

Yours faithfully,

Rohit Aneja

Director

Example 4: Reply to the above Enquiry

Unique Sports,

Sector 11,

Chandigarh

June 12, 2006

Director

MSV College

Model Town

Rohtak

Dear Sir,

Thank you for your enquiry for sports goods, sent on June 10, 2006. We are glad to enclose the price list of our sports goods.

Or normal Trade discount is 15% and 5% extra for bulk orders exceeding Rs.50,000.

If you need further details or assistance in meeting your special requirements, you should feel free to write to us.

Yours faithfully,
For Unique Sports

Maan Kumar

Partner

Encls: Price List.

Example 5: Write a letter to Aligarh Brass Fittings, enquiring the prices, terms of sale, etc.

Bansal Construction Co.

Tank Road, Ghaziabad

June 13, 2006

Aligarh Brass Fittings

Railway Road

Aligarh

Dear Sir,

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

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

Yours faithfully,

Example 6: Reply to the above letter

Aligarh Brass Fittings

Railway Road, Aligarh

June 16, 2006

Bansal Construction Co.

Tank Road

Ghaziabad

Dear Sir,

We thank you for your enquiry of 13 June and are glad to know that you are interested in our products.

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

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

We assure you of our best services.

Yours faithfully,

S.Monga
(Manager)

6.11 LET US SUM UP

Letters of enquiries are sent in routine, in business, and replies to these enquiries should be able to promote the business. The enquiry must be complete in all forms and the reply to the same must be able to satisfy the enquirer. Customer complaint letters must be replied with patience. Complaints to suppliers, dealers, etc. must be humble and clear. Sales promotion letters are sent to existing customers and perspective customers, in order to enhance the sales of the organization.

6.12 LESSON END ACTIVITY

You are organizing a seminar as a part of the Silver Jubilee Celebrations of your College/ Institute. Draft a letter to send to a firm of caterers asking for a quotation to arrange for lunch for the guests.

6.13 KEYWORDS

Enquiry letters: It should be straight forward, courteous and to the point.

Quotation: A letter of quotation is a specific offer of sale made in response to an enquiry.

Firm offer: A firm offer is a promise to sell the goods at the quoted price.

6.14 QUESTIONS FOR DISCUSSION

1. A reply to an enquiry has to do a salesman's job. Comment.
2. What are the basic points to be kept in mind while making an enquiry.
3. What is a Quotation? How is it drafted?
4. Customers who make unfair demands should be told that they are being unfair. Is it true? Why/ Why not?

5. Keeping in touch with customers helps to retain them. Comment.
6. A College library intends to buy display boards and racks. Draft a Letter by the College Principal asking for quotations from Ruby Displays Ltd.

Check Your Progress: Model Answers

CYP 1

1. Enquiries generally figure in the first category of letters sent by an organization or an individual. They are, first and foremost, information-seeking letters. The writer may however, also give valuable information about himself or the organization, his or the organization's requirements, expectations etc. In this way a letter of enquiry triggers off a two-way communication or information exchange process.
2. Letters of enquiry may roughly be put into following categories:
 - ❖ An enquiry made at the buyer's own initiative.
 - ❖ An enquiry made in response to the seller in the usual course of business.
 - ❖ A routine enquiry made by an old buyer in the usual course of business.
 - ❖ An enquiry for some favour like some special price, relaxation of terms and conditions etc.

CYP 2

1. Enquiry
2. Quotation
3. Offer

CYP 3

1. Points to be kept in mind while writing complaints and replying to them are as follows:
 - ❖ Be very clear in describing the exact complaint which you have, don't use vague or unclear language.
 - ❖ Use simple words to describe your complaint.
 - ❖ Do not use harsh language as one has to keep dealing with the same people again and again.
 - ❖ Be humble in accepting the mistake and apologise for the same.
 - ❖ If the customer has been harsh in making a complaint, handle it with patience and indemnify the possible loss to the customer.
 - ❖ Be prompt in replying to the letters of complaint.
2. Sales promotion letters are those letters which the organizations or firms send to their perspective customers, to invite them to buy their products, or to their existing customers, to tell them about some new products and offers

6.15 SUGGESTED READINGS

P.D Chaturvedi, Mukesh Chaturvedi, *Business Communication- Concepts, Cases and Applications*, Pearson Education.

MK Sehgal, Vandana Khetarpal, *Business Communication*, Excel Books

UNIT III

LESSON

7

REPORT WRITING

CONTENTS

- 7.0 Aims and Objectives
- 7.1 Introduction
- 7.2 Significance
- 7.3 Types of Reports
 - 7.3.1 Long and Short Reports
 - 7.3.2 Formal and Informal Reports
 - 7.3.3 Business Reports and Research Reports
- 7.4 Five W's and One H of Report Writing
- 7.5 Report Planning
- 7.6 Report Writing Process
- 7.7 Outline of a Report
- 7.8 Guidelines for Writing Report
- 7.9 Technicalities of Report Writing
 - 7.9.1 Nature of Headings
 - 7.9.2 Point Formulation
 - 7.9.3 Divisions
 - 7.9.4 Numbering
 - 7.9.5 Formatting and other Mechanics
- 7.10 Norms for Including Visual Aids in Reports
 - 7.10.1 Exhibits: Tables
 - 7.10.2 Flow Chart and Organisation Charts
 - 7.10.3 Appendices
- 7.11 Criteria Used for Judging the Effectiveness of a Report
- 7.12 Let us Sum up
- 7.13 Lesson End Activities
- 7.14 Keywords
- 7.15 Questions for Discussion
- 7.16 Suggested Readings

7.0 AIMS AND OBJECTIVES

After studying this lesson, you should be able to:

- Get an introduction to report writing
- Know different types of reports
- Know the norms for report writing

7.1 INTRODUCTION

A report is a presentation and summation of facts, figures and information either collected or derived. It is a logical and coherent structuring of information, ideas and concepts. Reports are used in general, by various professionals. Newspaper correspondents use reports to make news about an incident or a programme, teachers and lecturers make reports regarding their school/ institutions or some event happened in the institution.

"A business report is an orderly, unbiased communication of factual information that serves some business purpose."

Reports provide feedback to the manager on various aspects of organization. The information is needed for reviewing and evaluating progress, planning for future course of action and taking decisions. As a neatly structured piece of work, the report, for greater ease in comprehension, is segregated into various sections. Understanding the import of these sections, coupled with logical conjoining of the various parts, results in a well written and presented report.

Report writing is an art. This skill is to be developed by constant efforts. Every executive is supposed to submit reports to their superiors in scheduled time intervals. For that, he has to learn the skill of writing reports. In case of investigations also, the report is submitted to take remedial actions. Market researchers conduct various field surveys. The report of the surveys is also to be prepared effectively.

7.2 SIGNIFICANCE

The report is the ultimate output of investigation efforts. The report format varies depending upon its purpose and target audience. The presentation of research reports to ultimate users is the art of communication. Report writing makes the complex thing simple. Suggestions given in the reports form the basis for the action plan to be taken. New areas for investigation may also be identified through reports.

Check Your Progress 1

1. What do you understand by the term 'report'?

.....
.....

2. Define business report?

.....
.....

Contd....

3. What is the significance of business report?

.....
.....

7.3 TYPES OF REPORTS

Reports may be classified in different ways. Reports may be Long and Short Reports, Formal and Informal Reports, Business/Technical Reports or Academic/Research Reports

7.3.1 Long and Short Reports

Long Reports are detailed analysis of a project or a problem at hand. As indicated by the name, Long reports are lengthy and consume a lot of time in making as well as presentation. On the other hand, Short Reports are a one to three page presentation of a topic or an event. These are brief and precise in nature and contain only the relevant facts.

Examples: Feasibility Report of a Product: Long Report

Report on Annual Exhibition of School: Short Report

7.3.2 Formal and Informal Reports

Formal Reports are those reports, which are to be submitted to a higher authority for analysis or for approval. These are prepared by keeping in mind all the technicalities of report writing. On the other hand, informal reports are those which are prepared by the person, either for his own use or for keeping as a record, not for the use of an organization for any formal purposes. Mostly, the reports prepared in the organizations are formal reports. In formal reports, proper facts and figures, which can be substantiated, are used. Informal reports may be based on guess work or approximation of facts.

Examples:

Formal Report: Report Submitted by Sales Manager to General Manager regarding annual sale.

Informal Report: Report submitted by sales assistant to sales manager regarding approximate number of customers entering the showroom.

7.3.3 Business Reports and Research Reports

Business Reports are the ones prepared in the organizations for formal purposes. Research reports or Academic Reports are the ones prepared in the course of study. They may be reports prepared after Summer Training or after completion of a project of study or research. These are based on a research topic, which may be formulated in the form of a research problem. Research reports have been discussed in another chapter.

Business Reports may be classified as follows, on the basis of Purpose of preparation:

1. **Routine Reports:**

- Progress Report
- Inspection Report
- Performance Appraisal
- Periodical Report

2. ***Special Reports:***

- Investigation Report
- Survey/Feasibility Report
- First Information Report
- Project Report

Another Classification of Reports, on the basis of Content of Report may be:

- Informational Report
- Analytical Report

Routine Reports

The reports which are prepared on a routine basis in an organization are called routine reports. These are prepared in the normal course of business, whether or not something extra ordinary takes place. The different routine reports may be as follows:

- ***Progress Report:*** This is the report about the growth of an organization or any department of the organization. It may even relate to the progress of an individual in an organization.
- ***Inspection Report:*** In case of a manufacturing concern, or even in case of other organizations, regular inspections are held to check the compliance of the products and services with the specified norms. These inspections may be done by the Superiors in the organization. The report prepared by these inspection teams is called inspection report.
- ***Performance Appraisal Report:*** At regular intervals, Performance Appraisal of the employees is done by the Personnel Department. This is done to assess and evaluate the employees as per their performance. For this purpose, Performance Appraisal report of each employee is made and sent to the management for evaluation.
- ***Periodical Report:*** A report prepared at regular time intervals is called a periodical report. A monthly report, annual report, bi annual report, etc fall under this category.

Special Reports

Special Reports are those reports which are not prepared on a routine basis, but only in the event of special circumstances or exceptional happenings. These may have to be made once in a while. Various special reports may be as follows:

- ***Investigation Report:*** In case of an unusual happening, like sudden downfall of sales or fall in production or any other event, investigation may have to be carried out to find the reasons behind the event. Reports prepared after such an investigation are called investigation reports.
- ***Survey Report/Feasibility Report:*** A survey is sometimes carried out regarding the present working of an organization, its sales, etc or the feasibility of any new project to be undertaken by the organization. Survey/ Feasibility Reports are prepared to record the findings.
- ***First Information Report:*** This is commonly known as FIR. Mostly we understand that FIRs are lodged in Police Station in case of any mishappening, theft or loss. FIR may also be prepared for record of an organization. This is prepared by the first witness to the event, to report to his Superiors.

Informational Report

An informational report, as the name suggests, provides all details and facts pertaining to the topic selected for study. It may be a problem arising in an organization or any other subject of study as selected by the management. For instance, it could be a report that attempts to trace the growth of Company X in the automobile industry. In a report of this kind, the presentation of all details that led to the growth of Company X should be listed in a chronological order.

The sequential arrangement of issues or topics in an informational report could observe any one of the following ways of presentation. It could be by:

- **Chronology:** On the basis of time of happening of events
- **Importance:** On the basis of Priority of the issues
- **Sequence/procedure:** On the basis of sequence of events in a process
- **Category:** Any basis of categorisation
- **Alphabetization:** On the basis of Alphabets (A to Z)
- **Familiarity:** Arrangement from known to unknown issues.

In a report of this kind, the various sections are simple and self -explanatory .As the presentation of information is the basic purpose of the report, details are worked out in a systematic and coherent manner. The structural orientation in an informational report should be clearly evident to the reader and its significance also grasped.

Analytical Report

Analysis means study of a problem or event, right from its identification to discovery of its causes. It makes use of the facts and figures. The analytical report comprises stages in which there is a proper identification of the problem, analysis and subsequent interpretation. Recommendations or suggestions are then incorporated in the report, depending upon what is required by the report writer. Thus, in a problem solving method, the steps observed are as follows:

1. Draft Problem Statement
2. Evolve criteria
3. Suggest alternatives and evaluation
4. Draw conclusion(s) and make recommendations

The structure of an analytical report could follow any of the two patterns -deductive or inductive:

An inductive ordering follows a simple, logical arrangement in which you proceed from the known to the unknown. There are two premises or syllogisms that conjoin to yield a final conclusion, e.g.

Syllogism	1	Ram is a man and he is mortal.
Syllogism	2	Shyam is a man and he is mortal.
Syllogism	3	-----
Syllogism	n	-----
Conclusion		Therefore, all men are mortal

One could formulate umpteen numbers of syllogisms to reach a final conclusion which is always based on the number of experiments conducted or factors observed.. Here the progression is always in the nature of working on the known elements to arrive at an unknown conclusion.

However, inductive patterning, while normally followed for organisation based studies and experiments, suffer from a major drawback. As it is not based on any universal truth, it holds valid only up to the point there is discovery of an issue that prove contrary to the findings in the report. It is by nature only relevant in the present and no universal claims to the same can be made.

On the other hand, a deductive ordering observes a reverse ordering where it proceeds from the unknown to the known. Universal truths are taken as the formulation point for the problem. The various alternatives are suggested, evaluated and conclusions drawn, keeping in mind the original problem stated. To take a look at the manner of approach in deductive methodology, let us take an example.

Conclusion		All men are mortal.
Syllogism	1	Ram is a man and he is mortal.
Syllogism	2	Shyam is a man and he is mortal.
Syllogism	3	-----
Syllogism	n	-----

Check Your Progress 2

Fill in the blanks:

1. A report prepared at regular intervals is called _____.
2. A report prepared about the growth of the organization is called _____.
3. Reports not prepared on a routine basis are called _____.

7.4 FIVE W'S AND ONE H OF REPORT WRITING

Prior to commencing work on a report, a few queries should be raised by the report - writer and satisfactorily answered. This enables the writer to produce a highly focused report. The queries are central on the five W's and the one H. What is the problem? What is it that needs to be ascertained? Clarity along these lines helps in eliminating any redundancies that might crop up. Identification of the genesis of the problem help in streamlining the approach.

The five W's and One H are:

WHY, WHAT, WHO, WHEN, WHERE AND HOW.

Questions like the following pertaining to these W's and H are to be answered before writing the report:

- Why is it important to study the problem?
- Why (purpose) should the problem be analysed?
- What is its relevance and significance to the department in specific, and organisation in general?

- What are the benefits that will accrue as a result of this particular report -to the department, the organisation, and the self?
- Who is involved in the situation? This could take into account both the reader(s) and the writer. In case there is a third party involved, it would also account for that.
- Who is going to be the reader of this report? With a change in the reader, a change is visible in the manner of approach in the report.
- When did the trouble start? In case it is an analytical report, one would also need to address one self to the source and time of the problem before reaching any conclusion.
- When am I going to write the report? The time factor is very important.
- Where would the reader be at the time when he receives the report? Would the reader read the report in a meeting or read it within the confines of his room? There would definitely be a difference in the manner of approach.
- Finally, how would the report be written? What information is to be included and what is to be excluded/which graphs and chart would be used/avoided?

All these queries need to be satisfied before beginning a report. They give the report particular direction and help the writer to concentrate on the acceptability of the report by the audience to which it is aimed.

Example: Let us take a look at a project report to be prepared by a financial institution. In a report such as this, queries of the following nature could be raised:

Why: Why should project A be supported?

What: What is the justification of a loan for project A?

Who: Who would read the report? Would it act as precedence for further similar loans to be sanctioned? Or would it remain just one of the usual reports written with in a standard format? Answer to these queries would also bring about a change in the written style.

When: When would the loan be sanctioned? Is the report being written close to the time of sanctioning of the loan, or is it merely an informative one, providing information on the various factors leading to the sanctioning of the loan?

Where: Where would the report be read? The degree of formality or provision of details would vary in response to these queries.

How: If the sanctioning of the loan is important, persuasive language can be used to get the idea and message across. All details should be provided and meticulous care should be taken to ensure that nothing unwarranted is included.

7.5 REPORT PLANNING

Planning is the first stage of any organized activity. Even for drafting a formal report, planning is a must. The planning stage is the most crucial one. Spend as much time as possible in collecting material, synchronizing details, and ensuring that nothing has been left out. If the planning is done in a detailed manner, there are very few chances of missing out errors at the final stage. In fact, planning for a report is an important as the process of writing itself. The various steps involved in report planning are as follows:

1. **Define the problem and the purpose:** The problem and purpose had already been identified at the stage when the answer to the question what and why were attempted. It is essential at this stage to understand the nature of the report -

whether it is informational or analytical. In an informational report the writer would stress factors contributing to collation of information at the time of stating the purpose. However, in an analytical report the writer would need to prepare a problem statement, the analysis of which becomes the thrust area of the report. With a variance in the type of the report, there is bound to be a difference in the definition of the problem and purpose.

2. **Outline the issues for investigation:** In a problem solving or analytical report are issues pertaining to the problem need to be highlighted in the initial stage. None of the alternatives or variables should be ignored or sidetracked. Once the issues have been clarified, delineation of the points becomes easier. Further, if the report is of an informational nature, all issues to be exemplified have to be understood. There should be a basic pattern that has to be observed and it should clearly emerge in the reading of the report.
3. **Prepare a work -plan:** What is the best procedure to collect the data? How should the writer proceed? What are the strategies that need to be observed? These are a few of the questions that need to be well answered before taking the final plunge into conducting research on the topic.
4. **Conduct research, analyse and interpret:** The modus operandi at the time of conducting research should be well examined. This should, however, be taken care of at the stage of preparing a work - plan. The manner in which research is conducted is contingent upon the problem defined in the initial phase of report writing. Once the research has been conducted, begins the process of analysis and the subsequent interpretation, which happen to be the toughest parts in report making. An attempt should be made to bring about accuracy in the analysis and make the interpretation objective and unbiased, as far as possible.
5. **Draw conclusions:** Subsequent to the stage of interpretation of data, certain conclusions need to be drawn and recommendations or suggestions made. This comprises the last stage of the report and the tone of it is determined by the position held by the report writer. For instance, if it is a report being written by a subordinate, he can only make suggestions. However, if it is one being written by superiors, it would definitely have in the terminal section a rather well developed part comprising recommendations.

Check Your Progress 3

Fill in the blanks:

1. The five W's of report writing are _____, _____, _____, _____, _____.
2. One H of report writing is _____.

7.6 REPORT WRITING PROCESS

After the Planning stage and when the research has been conducted, the process for writing the report begins. The following are the sequential steps in report writing process:

- The subject matter should be analysed logically.
- The final outcome is assessed.
- A rough draft for the final outcome is prepared.

- Rewriting and polishing the rough draft.
- Final bibliography be prepared and
- Writing the final draft.

Whenever we plan the report writing process, we have to keep in mind the following:

- Details of defining the problem
- Purpose of report writing
- Presentation of report before the concerned and
- Utility of the report.

It is extremely important to develop an outline of the report prior to commencing work on the report. The formatting of the report should be carried out only after completion of the outline. Questions revolving round the five W's and one H should be answered or kept in the mind at the time of preparing an outline.

Once these questions have been satisfactorily tackled should begin the process of brainstorming. All ideas that come to one's mind should be written on small pieces of cue cards so that it is easier to arrange them, at a later stage, in a sequential order. Brainstorming would give rise to a host of ideas, some of which would form main points and other ancillary points. Now comes the tedious task of assigning an order to the cause be done in such a way that the following points are taken into account.

1. A logical, general description
2. A schematic summary
3. An organizational pattern
4. A visual, conceptual design of writing

Check Your Progress 4

What are the steps (in sequence) involved in the report writing process?

.....
.....

7.7 OUTLINE OF A REPORT

There is no set outline that can be used in preparing reports. The most appropriate form and contents of a particular report should be determined by nature of the target audience. The following is the suggested broad outline of a report.

1. Preliminary pages

- Title page is showing the heading.
- Contents along with chapter headings and page numbers.
- Preface and acknowledgements
- Foreword
- List of tables
- List of graphs and diagrams

- Abbreviations
- 2. **Main Text**
 - (a) Summary
 - Introduction
 - Main findings
 - Conclusions and Recommendations
 - (b) Introduction
 - Introducing the theme
 - Review of related literature
 - Methodology
 - (c) Results
 - Statistical analysis
 - Testing of hypothesis
 - Conclusions
 - Recommendations
- 3. **End Matter**
 - Annexure
 - Bibliography
 - Questionnaire
 - Indexing
 - Mathematical derivations
 - Appendices

A few important aspects regarding the various parts of the reports are briefly narrated below:

1. **Summary:** It is useful to all those who have little time to read the whole text. Business executives mostly read summaries of reports. The report is organized on the assumption that everyone will not like to read all the matter presented in the report. Consequently, a report should unfold like a news paper article. In other words a summary of the most important information appears first and the detailed story is shown later on. The report should begin with objectives, methodology, a brief summary of the findings of the study along with conclusions and recommendations, which the presenter has made. The remainder of the report should provide a detailed discussion of the analysis, interpretation and survey process. The analytical issues are outlined.
2. **Introduction:** The purpose of the introduction is to discuss the background of the project. This section introduces the problem at the macro and micro level. An explanation of the nature of the problem and its history in terms of existing literature related to the research problem. Firstly, it provides a total picture of the topic presented. This will also show how the present problem fits into that topic. Secondly, it tells the readers what research has been carried on the problem. Through that process, research gap may be identified. Obviously, the investigator must show

that this particular investigation has not been done before. It should clearly indicate that work is not repeated.

3. **Methodology:** It broadly includes the objectives and significance of the study, description of methodology, formulation of hypothesis, testing and tools of analysis and the technical aspects and limitation of the study. It tells the reader what was done to solve the problem. The purpose of this information is two -fold. First, it aims at satisfying the criterion of reliability, in other words, it must provide the researchers requisite information to reproduce another piece of research. Second, it aims at enabling the reader to review the quality and worth of the study. For that, several questions can be raised. A few questions to be answered are as follows:

- What are the objectives for the study?
- What sample or samples are used?
- What is the sample size?
- How are the sample selected, and why were they so selected?
- How was field data collected?
- What were the techniques for analysis used?
- How is the hypothesis formulated?
- Whether pilot studies and pretesting are done to try out the techniques? If yes, what was their outcome?
- What method is used for testing the hypothesis?
- Whether the study is experimental or ex-post facto?
- How is the collected data verified?

4. **Findings:** This presents the inferences derived from statistical analysis. From the point of view of findings, reports may be either descriptive or explanatory. The finding is presented in simple language. The problem in writing a descriptive report is to communicate effectively in simple language. The audience is provided discrete facts about the population studied. In a descriptive report, an author has to describe the details of the findings. The findings should be arranged in the way that makes it easiest for the reader to understand them quickly. Like a guide, the author helps in pointing out important findings. Possible interpretations and applications are also suggested in the report. An explanatory report is different and is prepared according to any one of the three models, each stemming from a different set of framework, namely, hypothesis testing, focused argument and the structural mode:

- (a) *Hypothesis testing:* The report of such studies is compact and direct. It may begin by stating the hypothesis. It also shows how they are implied in the theory. It may then describe the methods used to present the data. Finally, it judges the validity of the hypothesis in the light of research results. The process of testing the hypothesis is seen carefully. Chi -square test, time & money test and z test may be used depending upon the requirement. The level of significance is also decided. A concluding section might offer some review and reassessment of both hypothesis and theory.
- (b) *Focussed argument:* Another model for an explanatory report is the legal brief. To the investigator, the data may all seem to contribute to a single conclusion, and to support a single central proposition. This will be the most precise presentation. The investigator may feel then that his task in his report

is to win the assent of his readers to the general conclusion. Unnecessary elaborations distort the central idea. Focussed idea brings clarity and the audience can understand it in minimum possible time. A Focussed argument is like a legal brief. This will contain a central issue. Further, its examination of evidence in terms of its bearing on that issue also can be made. In this presentation, the line of argument is extremely important. Unnecessary details are to be avoided.

- (c) *Structural model*: Perhaps the most difficult conceptual frame work to manage for the presentation of quantitative data is one that proposes a structural or system model. The model has empirical relevance. This is prepared more logically. It considers implementation aspects. A report of this sort might first concern itself with structural aspects such as the number of personnel at their positions, goals, environment etc. and then considers all other aspects of the system.

Check Your Progress 5

1. What items should be included in the preliminary pages of a report?
.....
.....
2. What are the elements of 'end matter' of a report?
.....
.....

7.8 GUIDELINES FOR WRITING REPORT

Report writing is an art. It cannot be developed at a faster pace. The following are the guidelines for writing a report:

1. **Develop thinking**: There is high positive correlation between good thinking and effective writing. If the thinking is poor, the written draft will not be effective. It is a process of rebuilding facts into a meaningful whole. This demands patient, deep and alert thinking, which alone results in clear writing of the report.
2. **Divide narrations into paragraphs**: In order to create a better impact and draw the attention of the reader, the narration should be divided into paragraphs. There should be informative headlines wherever necessary. Paragraphing is an important feature of any report. It serve to break the text into readable units. It groups sentences around one central thought or idea. This is not easy. It is an art. Linking one paragraph to another is an essential technique for maintaining continuity. By efforts, better paragraphs can be structured.
3. **Use present tense and active voice**: Result should be valid in the present. Otherwise there is no use in presenting them. The active voice should be used whenever possible. Passive voice does not put force.
4. **Minimize technical language or jargons**: Clarity, conciseness, compactness, correctness and simplicity are critical attributes of good writing. But they are much more important in technical writing. A technical vocabulary may be an important facilitator of communication among those who share it. It may serve as a barrier when communicating with others. If there is a popular word that is equivalent to a technical one, the popular word should be used.

5. **Use visual aids:** There should be more and more use of visual aids in the form of tables and graphs. Visual aids increase the comprehension rate to illustrate the principal findings of the study. The pace of reading the material will be higher.
6. **Objectivity:** The report should be unbiased and objective supported by facts. All reference are acknowledged. Subjective reports do not have any weight.
7. **Hiding the respondent's identification:** The report should be written in such a way that it should not disclosed the identity of respondents. Normally, the researcher specifies this in the questionnaire itself.
8. **Rough drafts:** It is usually seen that in the initial draft, the person preparing the report commits some unknown errors ignorantly. Any slight error in a report can do damage to the entire organization and the person preparing the report. Therefore, a good and error -free report should go through at least three drafts:
 - Comprehensive draft
 - Improvement in language, from and style of the draft.
 - Accurate and authentic draft.

In fact, review of the first draft should be done after some time.
9. **Avoid vague expressions:** In preparing the final draft, all vague expressions should be avoided. Vague expressions lead to ambiguity.

7.9 TECHNICALITIES OF REPORT WRITING

7.9.1 Nature of Headings

Headings can be of two types: informative and descriptive, depending on the nature of the report which is being written. An informative heading should present information in the direct order and be geared towards a more receptive audience, e.g. in discussing the various alternatives; a heading could be of the following nature.

1. **Change the size of tins:** If the same were to be converted into a descriptive heading, it would take on the following shape:
2. **Size of tins:** A descriptive heading reports in an indirect order, and the readers are less receptive in such instances.

7.9.2 Point Formulation

1. **Parallel Ordering of Points:** Within an outline the headings should be expressed in a parallel form. In case the writer decides to follow the format of using the noun or verb +ing, he should follow it consistently.

Correct Point Formulating

1. Increasing promotional efforts.
 2. Changing the size of tins.
 3. Installing more capacity.
- **Organise Group Related Ideas Together :** Together with putting all the headings in a grammatically similar pattern, there should be a consistent pattern of clubbing them together. In other words, the general or specific connotations should be the same.

Correct Organisation of Ideas

1. Promotional Aspects
 - Advertisements
 - Hoardings
 2. Distribution Networks
 - Institutional markets
 - Shelf display
- ❖ Logical Sequencing of Points

Finally, the arrangement or the connection between the sub-sections and the main section should follow a logical sequence. The relationship between the main heading and its sub-section should be the same. The progression should, as far as possible, be from the abstract to the concrete and from the general to the specific.

Correct arrangement

- A. Cost strategy
 1. Minimise cost to other
 2. Maximise cost to self
- B. Benefit strategy
 1. Minimise benefit to self
 2. Maximise benefit to other

7.9.3 Divisions

In order to carry on with divisions of Headings and Sub-Headings in a report, the writer needs at least two that he can divide. There cannot be a 1 without a 2, an 'a' without a 'b' and so on and so forth. Care should be exercised at the time of dividing the headings into sub-sections as the basis of division should be similar.

Correct division

- A. Opening section
 1. Introduction
 2. Greetings
 3. Action-related exchange
 - a) Main Topic
 - b) Sub-Topics
- B. Concluding section
 1. Summary
 - a) Main Topic
 - b) Sub Topics
 2. Justification
 3. Ending

7.9.4 Numbering

The report can follow any one of the numbering systems: the Roman numerals and letters system or the Arabic numerals and decimal system.

Roman Numeral and letters

I.

A.

B.

1.

2.

II

A.

B.

1.

2.

Further subdivisions may be done by capitalization and different typography (as computer setting facility is available today)

Arabic Numeral and Decimal

1.0

1.1

1.2

1.2.1

1.2.2

2.0

2.1

2.2

2.2.1

2.2.2

It should be kept in mind that as various sub -sections are being exemplified, they keep getting indented. Further, it is essential to note that in the Roman numerals and letters, there is always a period or a full -stop after indication of the letter or numeral, for instance, I., A. However, the same pattern is not followed in the decimal system. There is no stop or period at the end of the numeral, e.g. 1.0, 1.1, 1.1.1, etc.

7.9.5 Formatting and other Mechanics

The following technicalities should be kept in mind in report writing:

1. Size and physical design should be in 8 1/2" x 11" size
2. Margins be allowed as under:
1" Top and Bottom

½" left

½" Right

3. Typing should be double -spaced.
4. Footnotes are serially numbered. Typing is done in single space. One footnote is separated from the other in double space.
5. Headings and subheadings need to be given.
6. Avoid first and second persons in writing reports.
7. Quotations are given wherever they are important.
8. Presentation is made informal way. Impersonality will improve the readability of report.
9. Comma is used with caution and care. Comma kills, i.e. hang him, not leave him.
10. Abbreviations are used whenever they are required, viz. namely MBA denotes Master of Business Administration.
11. The report should neither be too short nor too long.
12. The report must sustain reader's interest.
13. It should be neat and clean.
14. The report must show originality.
15. The report must put special emphasis on conclusions. Adequate time is given for concluding the results. The conclusions must show:
 - A sense of completeness.
 - Emphasis of the writer and
 - Thinking of the reader and the future course of actions.

Check Your Progress 6

1. Distinguish between information and describe headings.

.....
.....

2. What do you understand by arabic numeral and decimal.?

.....
.....

7.10 NORMS FOR INCLUDING VISUAL AIDS IN REPORTS

Translating words and ideas in a visual form requires lot of ingenuity on the part of the writer. Visual aids by way of charts and graphs cannot be included at any juncture in an erratic manner. There should be a systematic ordering by which the writer decides which part of the information he would like to incorporate in the form of words and what he would like to use in the form of charts and tables.

The raw material or data that the individual possesses has to be given a structured ordering. The steps that enable the writer to proceed at an easy pace are:

1. **Confirm reader's needs and thought pattern:** This is the stage which should be adhered to before conceptualizing the use of visual aids. The reader may be looking for the entire report either as a visual presentation or a verbal one or may be a combination of the two. Depending upon the requirement the report, its verbal and visual support can be balanced.
2. **Clarify which ideas would be best represented in visual form:** It is difficult to present all ideas through graphics. Some ideas would definitely have a greater impact if presented through charts or table, e.g. comparison between the sales figures of two consecutive years. It is a judicious discretion on the part of the report writer as to which points he would like to present visually.
3. **Visualise the presentation of the same point in graphic form:** Once the sorting out of the points or ideas is done the next stage happens to be the imaginary conceptualizing of the same points, i.e., which of the chart or table would be most suitable at this juncture, e.g. if one was to take up the comparison between the sales figure of two consecutive years, one could use both the tabular form and the comparative bar diagram. It is now for the report writer to decide what format he would like to incorporate in his report.
4. **Establish balance between the verbal and the visual:** Too much of visual and too little of verbal or the other way round adds to the monotony of the text. There should be a happy balance between the two so that report reading procedure is not tedious.

While it may seem rather exciting entering the domain of visuals, care should be exercised from the point of view of presentation of the same. A badly presented visual can have a negative impact. Probably the following points, if kept in mind, can improve the quality of presentation.

1. Thick line implies more power.
2. More mass indicates solidity.
3. Bold colour implies emphasis.

One could make use of these strategies effectively at the time of indicating contrast or showing comparison. There are a number of ways through which graphic presentations can be done:

1. Tables
2. Flow charts
3. Drawings, diagrams and maps
4. Appendices

7.10.1 Exhibits: Tables

These are the simplest of the visual presentations and require a form in which there are both horizontal rows as well as verticals columns. These tables are mostly numerical but word tables are also used. In a survey concerning TV viewing habit of men, women and children the following result can be presented as follows:

Exhibit IV.3: Table: TV Viewing Habits

Category	Percentage of viewers	Percentage of non –viewers
Men	44	56
Women	70	30
Children	80	20

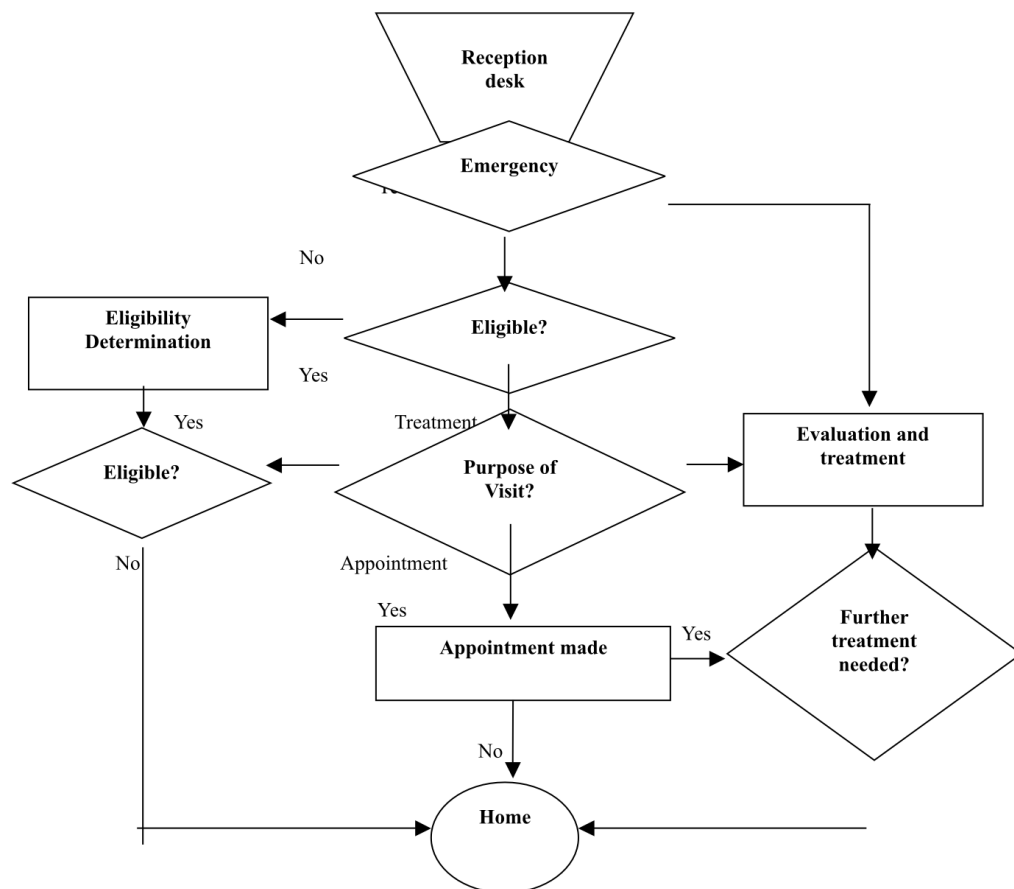
The tabular form of presentation, while simple for the report writer has both advantages and disadvantages. A lot of figure can be depicted. A number of combinations are possible in this tabular form, for example, numeric and non -numeric data can together be depicted. However, it also has certain disadvantages: while it is part of the visual depiction yet, visually the details are not evident at a glance. Occasionally the writer might, in the process of putting in too much data, make it too detailed and complicated. Finally the visual appeal in these charts is missing.

7.10.2 Flow Chart and Organisation Charts

Flow charts present a sequence of activities from start to finish. They are normally used when we wish to illustrate processes, procedures and relationships. The various elements in the chart can also be depicted either with figures or geometrical designs.

Organisation charts illustrate the various positions or function of the organisation. Most of the communication channels in an organisation are described with the usage of these kinds of charts.

Exhibit : Flow Chart of Patients in a Hospital



7.10.3 Appendices

Appendices are included at the end of the report. An appendix is an addition at the end of a report or book or form, which contains a format or a complete table which is to be consulted in the text, or some supporting documents or their copies. These are relevant to the facts included in the book or report, but due to convenience of use, these are attached at the end of the document.

7.11 CRITERIA USED FOR JUDGING THE EFFECTIVENESS OF A REPORT

It is important to assess the effectiveness of a report in terms of (1) clarity, (2) importance of problem, (3) documentation, (4) appropriateness of method, (5) adequacy of sample, (6) replicability, (7) solution orientation, (8) accuracy, (9) bias, and (10) usefulness.

Evaluating on the above attributes, the reports can be categorized in terms of three criteria such as their (i) defective reports, (ii) standard reports, and (iii) superior reports.

1. **Clarity:** Following are expected in terms of clarity of report. For example:
 - (a) When the statement is ambiguous, unclear, biased, inconsistent or irrelevant to the research, it is defective.
 - (b) When the statement is unambiguous and includes precise description of research objectives, it is standard.
 - (c) When the statement is unambiguous and includes formal proposition and specifications for testing them, it is superior.
2. **Importance of problem:**
 - (a) In a report, when no problem is stated or problem is meaningless, unsolvable or trivial, then it is defective.
 - (b) It will be standard, when the solution of the problem would be of interest to many specialists.
 - (c) It will be superior, when the solution of the problem would be of interest to most.
3. **Documentation:**
 - (a) It will be defective, when there is no documentation to the earlier work or it is incorrect.
 - (b) When the documentation to the earlier work is reasonably complete, it will be considered standard.
 - (c) When documentation shows in details the evolution of the research problem from previous research findings, it will be superior.
4. **Appropriateness of method:**
 - (a) When a problem cannot be solved by this method, it will be called defective.
 - (b) If solution of the problem by this method is possible but uncertain, it will be standard.
 - (c) It will be superior, when the problem is definitely solvable by the method selected.

5. **Adequacy of sample:**

- (a) When the sample is too small or not suitable or biased or of unknown sampling characteristic, it is defective.
- (b) Findings are projectable, but with errors of considerable or unknown magnitude, it is of standard.
- (c) When the results are projectable with small errors or the entire universe has been enumerated, it will be considered superior.

6. **Replicability:**

- (a) Defective report is not replicable.
- (b) Standard report is replicable in detail with additional information from the authors.
- (c) Replicable in detail from the information given is a superior report.

7. **Solution orientation:**

- (a) No contribution to solution of problems is found in defective Reports.
- (b) Tentative solution of the problem is seen in standard report.
- (c) Definitive solution of the problem is found in superior reports.

8. **Accuracy:**

- (a) Errors of calculation, transcription, dictation, logic or fact detected are seen in defective reports.
- (b) Errors unlikely with the procedures used, no errors are detected in standard reports.
- (c) Positive checks of accuracy are included in the procedures of superior reports.

9. **Bias:**

- (a) Evidence of bias in presentation of results and interpretation is seen in defective reports.
- (b) No evidence of bias is found in standard reports.
- (c) Positive precautions against bias included in procedures are seen in superior reports.

7. **Usefulness:**

- (a) Defective report is not useful.
- (b) Possible influence on some future work in this area is found in standard reports.
- (c) Possible influence of all future work in this area is seen in superior reports.

Illustrations

In this section, a few illustrations of reports are appended for understanding the process of reports writing.

- (a) **Report of Sub -committee:** On decline in the circulation newsmagazine "The Women"

To

The Board of Directors
Ram Krishna Magazines P.v.t Ltd.
New Delhi

- I. **Terms of Reference:** The sub-committee was appointed by the following resolution of the Board passed at the meeting held on 9th May, 2006.

"Resolved that a sub -committee consisting of Mr. Mahajan, convener, and Mr. and Mrs. Ashok is hereby appointed to investigate the causes of the decline in the circulation of the magazine 'The Women' and to report with recommendations in a month's time.

II. **Procedure:**

- (a) The sub -committee met three times on 11th, 23rd, and 28th May and the views of the concerned were noted.
- (b) Thirty small magazine shopowners were questioned to find out their experience with the sale of women's magazines.
- (c) One thousand questionnaires were collected from various reader including our past and present subscribers and members of women 's associations. Their interviews were sent out for filling in the questionnaires.
- (d) Other women's magazines available in Mumbai, Delhi and Kolkata were carefully compared with the magazines.
- (e) Circulation figures of the last four years for our magazines were studied.
- (f) Viewpoints of academicians and management experts are collected.
- (g) Opinion of editors of related magazines are obtained.

III. **Findings:** From the investigations, the sub -committee arrived at the following conclusions:

- (a) The decline in the circulation of the magazine became sharp in March 2005, although there was a gradual decline in the circulation our the last six month, the fall by over 30% in Oct.2005 coincided with the arrival of a new of a women's magazine, 'Eve's Era' in the market. While are two competitors, were able to with stand the impact, our magazine failed to retain its share of the market. This is largely due to the fact that the quality of our magazine had already begun to deteriorate.
- (b) The deterioration in quality was traced to the decision to make no increase in the actual expenditure on paper and to purchase paper in bulk for all the company's publications. The magazines suffered an immediate setback when it was allotted the ordinary newsprint.
- (c) As a result of using the ordinary newsprint, the photographs and illustrations became poor in reproduction. This caused reputed photographers, artists, and

illustrators to refuse to contribute to our magazines as it has effected their reputation adversely. Gradually, reputed writers who used to write regularly for our magazine began to contribute feature articles to other periodicals. Hence, there was a general fall in the quality of the magazine.

- (d) The company's machines are old and obsolete. The automatic machines are not required.

IV. **Recommendations:**

- (a) Adequate funds should be allocated to the magazine and the Editor be authorized to purchase good quality paper specifically for the magazine.
- (b) The Editor should be instructed to write letter to reputed writers inviting contributions and offering as and enhanced honorarium.
- (c) The service of good artists and photographer should be procured by offering additional attractive terms.
- (d) Publicity campaign should be launched to impress upon the public regarding the improved quality and impressive getup of the magazine.
- (e) Automatic printing machines need to be acquired.
- (f) The services of professional binders are obtained.

Mr. Mahajan
Convener

Mr. Ashutosh

Mrs. Ashutosh

-
- (b) **Report of Sub -Committee:** On the choice of a suitable site for a branch factory in Madhya Pradesh

To

The Directors,
Pawan Glass Works,
New Delhi

- I. **Terms of Reference:** The sub -committee was appointed by Resolution No. 345 adopted at a meeting of the board of Directors, held on 10 January, 2006. The sub -committee, consisting of Mr. Ravi Prakash, convener, Mr. Rajiv Mehta and Mr. Vijay Singhania, was authorized to choose a suitable site for a branch factory for producing glassware in Madhya Pradesh and two report in two months.
- II. **Procedure:** The Sub -committee held three meetings on 13th, 29th January and 28th February.

The members also met the Government and Municipal authorities to enquire about permission, licenses, water and power connections.
- III. **Findings:** The sub -committee felt that Indore is the most suitable city for a glassworks factory. The choice seems to be appropriate owing to the local market as well as export facilities.

Other conditions are described below:

- (a) *Raw materials:* All the components for the manufacture of glass are available in Indore glassware factories. Specialized agents regularly supply fine sand from the banks of the Narmada Rivers.
- (b) *Staff and Workers:* supervisory staff and skilled and unskilled labour are available. It is a big trade centre. Dewas and Pithampur are the areas where lots of industries are available. The salaries and wages are higher than in the other cities but the quality of work is of a high standard. Highly qualified technicians and designers receive very high salaries in Indore but the market will compensate for the expense of such staff. If existing staff leaves, replacement is possible.
- (c) *Power and water:* The Government authorities have agreed to give electricity and water connections to supply the required quantities of power and water. They agreed to give the connection within a fortnight.
- (d) *Site:* There are three suitable sites of 3.5 and 6 acres at Rajvada, Sanwere and Mahu respectively. All are available on a 9 years' lease.

IV. **Recommendations:** The sub-committee recommends that:

- (a) One of the sites is chosen in consultation with the Company's Architects. Technically, the site at Mahu is the best.
- (b) Negotiations be started immediately to acquire the selected site. For that, the services of brokers are to be taken.
- (c) The Secretary be authorized to invite tenders for the construction of the factory.
- (d) The Secretary is further authorized to apply to the Government of India for license to import the required machines.
- (e) Manpower availability data from employment exchange is to be obtained.

Date: 5th March, 2006. Mr. Ravi Prakash Mr. Vijay Singhania
Place: New Delhi. Mr. Rajiv Mehta

7.12 LET US SUM UP

1. A business report is an orderly, unbiased communication of factual information that serves some business purpose.
2. Report writing makes the complex thing simple.
3. Reports may be **Business Reports** or **Academic Reports**.
4. **Business Reports** may be: **Routine Reports**, Special Reports, Informational Reports or Analytical Reports.
5. Clarity about **why, what, who, when, where and how** of the report help to draft an effective report.
6. If the planning of a report is done in a detailed manner, there are very few chances of missing out errors at the final stage.
7. Planning of a Report involves Defining the problem, outlining issues for investigation, preparing a work-plan, undertaking the research.
8. Nature of Heading, Point Formulation, Numbering, etc are some of the technicalities to be handled with care in drafting a report.

9. Tables, Flow charts, Organisation Charts, etc are the Visual Aids which can make the report more effective.
10. It is important to assess the effectiveness of a report in terms of (1) clarity, (2) importance of problem, (3) documentation, (4) appropriateness of method, (5) adequacy of sample, (6) replicability, (7) solution orientation, (8) accuracy, (9) bias, and (10) usefulness to categorize them into **three criteria** such as (i) **defective reports**, (ii) **standard reports** and (iii) **superior reports**.

7.13 LESSON END ACTIVITIES

1. What are the five W's and one H of Report writing?
2. Explain Deductive and Inductive ordering with the help of suitable examples.
3. Give the outline of a formal report.

7.14 KEYWORDS

Business Report: A report is a presentation and summation of facts, figures and information either collected or derived. It is a logical and coherent structuring of information, ideas and concepts. A business report is an orderly, unbiased communication of factual information that serves some business purpose.

Five W's and One H of Report Writing: What, Why, Who, When, Where and How of the matter for which the Report has to be written. These elements help to write an effective report.

Visual Aids: Tables, Graphs, Charts, Figures and other tools, which make the report impressive and effective. These are most useful in presenting the report.

Flow Charts: Flow charts present a sequence of activities from start to finish. They are normally used when we wish to illustrate processes, procedures and relationships. The various elements in the chart can also be depicted either with figures or geometrical designs.

7.15 QUESTIONS FOR DISCUSSION

1. What are the different types of Business Reports?
2. Describe five W's and one H of Report Writing.
3. While drafting a report, what technicalities should be kept in mind?
4. Write Short notes on: a) Significance of Report b) Numbering in a Report.
5. On what basis is a Report adjudged as a Superior, Standard or Defective Report?
6. Report writing is an art. Comment.
7. What is jargon? Should it be used in writing reports?
8. What is the utility of preparing rough drafts of reports?
9. How can a report be adjudged on the basis of being Solution Oriented?

Check Your Progress: Model Answers

CYP 1

1. A report is a presentation and summation of facts, figures and information either collected or derived. It is a logical and coherent structuring of information, ideas and concepts.
2. "A business report is an orderly, unbiased communication of factual information that serves some business purpose."
3. Report writing makes the complex thing simple. Suggestions given in the reports form the basis for the action plan to be taken. New areas for investigation may also be identified through reports.

CYP 2

1. Periodical
2. Progress
3. Special

CYP 3

1. When, What, Where, Who, Why
2. How

CYP 4

The following are the sequential steps in report writing process:

- The subject matter should be analysed logically.
- The final outcome is assessed.
- A rough draft for the final outcome is prepared.
- Rewriting and polishing the rough draft.
- Final bibliography be prepared and
- Writing the final draft.

CYP 5

1. Preliminary pages
 - Title page is showing the heading.
 - Contents along with chapter headings and page numbers.
 - Preface and acknowledgements
 - Foreword
 - List of tables
 - List of graphs and diagrams
 - Abbreviations
2. Elements of End matter of a Report: End Matter
 - Annexure

Contd....

- Bibliography
- Questionnaire
- Indexing
- Mathematical derivations
- Appendices

CYP 6

1. Information & Description Headings: Headings can be of two types: informative and descriptive, depending on the nature of the report which is being written. An informative heading should present information in the direct order and be geared towards a more receptive audience, e.g. in discussing the various alternatives; a heading could be of the following nature.
 - *Change the size of tins:* If the same were to be converted into a descriptive heading, it would take on the following shape:
 - *Size of tins:* A descriptive heading reports in an indirect order, and the readers are less receptive in such instances.
2. **Arabic Numerical & Decimal:**
 - 1.0
 - 1.1
 - 1.2
 - 1.2.1
 - 1.2.2
 - 2.0
 - 2.1
 - 2.2
 - 2.2.1
 - 2.2.2

7.16 SUGGESTED READINGS

Murphy, Herta and Charles, *Effective Business Communication*, Tata McGraw Hill

Bowman, Joel and Branchaw, *Business Communication: From Process to Product*, Dryden Press

Courtland Bovee and John Thill, *Business Communication Today*, Random House, New York

LESSON

8

RESEARCH REPORTS

CONTENTS

- 8.0 Aims and Objectives
- 8.1 Introduction
- 8.2 Difference between Research and Technical Reports
- 8.3 Guidelines for Writing Research Report
 - 8.3.1 Objective
 - 8.3.2 Topic of the Research/Academic Project Report
 - 8.3.3 Research Report Guides
- 8.4 Research Proposal: Synopsis
- 8.5 Norms for the Research Report
- 8.6 Components of the Research Report
- 8.7 Research Report Presentation
- 8.8 Long and Short Reports
- 8.9 Formal Reports and Informal Reports:
 - 8.9.1 Outline for the Informal Report
 - 8.9.2 Preparing Formal Reports
- 8.10 Let us Sum up
- 8.11 Lesson End Activity
- 8.12 Keywords
- 8.13 Questions for Discussion
- 8.14 Suggested Readings

8.0 AIMS AND OBJECTIVES

After studying this lesson, you should be able to:

- Compare a Research Report with a Business Report
- Learn the structure and essential elements of a Research Report
- Apply the skills of report writing to the Research Report.

8.1 INTRODUCTION

Reports may be Business Reports or Research Reports. After having studied about Business Reports, we learn about research or academic report writing. The word "Academic" means "that which is related to studies or education", so Academic reports are those reports which are prepared by students in their course of study or attaining a degree. These reports are generally Research Reports, as they are prepared, keeping in view a research problem.

Nearly all universities and management institutes, require their postgraduate management and engineering students to do an industry related project, usually during their summer term, as part of their curriculum. After completion of this research project, they are required to submit a report for the same. Institutes, of management technology generally provide manuals which give guide lines, procedures, and rules for the researchs.

Though mostly students do a lot of hard work during the collection of data and other information related to their research topic, but due to lack of good written communication skills, they fail to present their work in the form of a proper Report for the research.

8.2 DIFFERENCE BETWEEN RESEARCH AND TECHNICAL REPORTS

How does a research report (academic report) differ from business reports? Following are some of the differences:

- Technical report writing usually forms an important part of business in normal course, where as, a research report is an academic requirement. It is a compulsory requirement for the award of post graduate diploma/degree in management/engineering/IT at nearly all post graduate institutes of management/engineering.
- A Technical/Business Report is written on an issue/ project pertaining to the working of the organization, its sales, progress, etc. A Research Report is written on a research completed in an industry/business company under the joint supervision of an industry expert and faculty of the concerned institute.
- A Technical/Business Report is submitted to a Committee or to a Supervisor for evaluation or for further action. Research Report is submitted for evaluation under the guidance of the project supervisor (from the industry) and the faculty (from the concerned institution).
- A Business Report is written during the course of business, as and when the need arises for it. The Research project report is written at the end of summer term during which a live project is done and successfully completed. But the report is preceded by a project proposal which is to be submitted by all students.
- A Business Report may be informational in nature; not necessarily based on a live research. A research report records the findings and results of an actual project done within done with in a given time.
- Business Reports are more practical in nature as they are utilized by the management for the progress of the organization or to study a prevailing problem in business. Academic/research reports are more compulsive in nature, as they need not necessarily be used for future reference or the suggestions given in them may not be considered with seriousness.

- Not everyone in the organization may be asked to prepare a Business Report, but all the students in the course of study are required to prepare an Academic/research Report.
- A good Business report earns good name for the report writers and its suggestions are considered by the management. A good academic or research report earns for the student credit in terms of "Grade" (Excellent) and also the possibility of placement in the same company/organisation or elsewhere.
- Both research and business/technical reports have a standard format and structure that consists nearly of the same parts -Introduction, Discussion, and Conclusion. However, the research report/academic report, like a research dissertation carries a certificate of approval for its submission and evaluation.

8.3 GUIDELINES FOR WRITING RESEARCH REPORT

8.3.1 Objective

A research report /academic report enables students to organize and report the experience gained during the research. The report should be a substantive contribution to knowledge through integration of the review of literature and methodology developed for the understanding and resolution of management problem, and the empirical work done therein. The recommendations made in the research report should be in quantitative (costs and benefits) as well as qualitative terms, as far as possible. It is important to note that the research report/academic report represents a concrete output and would, therefore, it should have a demonstrable potential, enabling individuals to pursue further work on the problem.

8.3.2 Topic of the Research/Academic Project Report

Usually, topics for the Academic reports or Research report may be signed to the students by the institutions, but at times, they may have a chance to select a topic of their own choice. Once a workable idea has been found for research, it should be subject to careful scrutiny, to determine whether it meets the following criteria -

- It should be manageable in size, scope, keeping in view the time and organisational resources required for preparing a report.
- It must have the potential to make a significant contribution to management theory and practice.
- It must also be built on the foundation of a minimum working knowledge of the company /industry business proposition and practices.
- It should allow scope for in -depth exploration of the topic.

8.3.3 Research Report Guides

For supervising and guiding the academic/research, students usually consult two guides - one from their faculty and the other from the sponsoring organisation. The students have to develop the project from the proposal stage onwards to the final report writing in regular consultation with the faculty. They should initially discuss the nature of the project, as far as possible, before leaving for placement/training.

Role of the Project Guides

The role of the project guide is as follows -

- Developing and vetting the research report proposal with the student.
- Attending the proposal presentation to be made by the student.
- Supervising and guiding the student and providing periodic feedback based on his/her progress.
- Giving written feedback on the draft of the report submitted by the student.
- Before forwarding the report for final evaluation, project guides must ensure the quality of the report and compliance with the guidelines.

8.4 RESEARCH PROPOSAL: SYNOPSIS

The purpose of the project proposal is to allow the student to place the proposed study within a coherent, organized framework, which also standardized. The proposal should be based on the topic/scope of work assigned by the organization or institution. Project proposal will enhance the student's understanding, grasp and clarity of the subject matter, the context of the managerial problem and the research problem.

Guidelines

The proposal should contain a brief background of the company, its business and environment, and then a survey of literature and context description of the subject. It should clearly state the research objective(s), relate these to the subject and problems in this context, develop a model or state the hypothesis/hypotheses, provide clear definitions, describe, and justify the proposed research methodology and highlight the potential contribution of the proposed work to theory, practice and research in the relevant area of management. Research proposal should be prepared in the manner given below.

1. ***Cover page of research proposal:*** This contains the name of the proposed project, name of the student and his guides.
2. ***Table of Contents:*** This describes the page wise contents of the proposal. It is like the index.
3. ***Introduction:*** This should begin with a brief description of the company, its business and major environmental factors. This is necessary to record the business environment and functioning and to help the student integrate the learning over the past year, and apply it in the managerial context. Then, the managerial or sectoral problem and the background to the problem, its genesis, consequents, current practice, and so on should be described in detail. It should end by examining the literature and the conclusions drawn from a survey of literature, in a subsection titled "Literature Survey".
4. ***The Research Problem:*** This is a specific set of statements which describe the research problem, and go on to develop the hypotheses. They also describe the nature and area of possible outputs from the research if it is exploratory/qualitative in nature. This should refine the general problem statement above into a specific form, so that the problem statement may be tested, answered with a specific study. If possible, the operationalized hypotheses should also be defined at this stage itself, to have the advantage of panel inputs regarding the core of the study.
5. ***The Research Design:*** This will contain five subsections, namely,

- (a) The research methodology or procedure of study adopted -whether the case method or based on secondary or accounting/financial data, sales or production data, or survey -based, and so on
 - (b) The sample and sampling frame or data source specifications and plan to acquire the data.
 - (c) The data collection procedure
 - (d) The data analysis, qualitative analysis techniques and the form of the outputs of analysis
 - (e) How the expected output may then be arrived at by following this methodology
6. **Time Frame:** The time frame for the completion of the research, stagewise and eventwise, with details if possible, giving the expected day, and dates of completion of each stage.
 7. **Limitations:** This describes the limitations in terms of time, physical movement, etc, which might influence the research project.
 8. **References:** Names of books, magazines, etc referred to for the purpose of study.

Check Your Progress 1

Fill in the blanks:

1. A technical report is different from _____report in many ways.
2. Research methodology is a part of _____.
3. A project proposal is also called _____.

8.5 NORMS FOR THE RESEARCH REPORT

The primary purpose of the research report is to demonstrate the student's capability to make effective use of research methods appropriate to the problem and to develop and handle evidence satisfactorily. The research report should, therefore, contain a section on -

- (a) the research procedure(s) employed,
- (b) the extent, nature, reliability and suitability of evidence gathered and
- (c) The conclusions drawn and the recommendations, to demonstrate skills in analysis and interpretation of research results.

Clarity, conciseness, and presentation are required. It is necessary to include sufficient evidence to support the reasoning and conclusions. It should clearly demonstrate the basis of the conclusions and recommendation, thereby exhibiting the analytical skill of the student, in this area. The length of the research will vary with the topic and evidence required.

Further the learning of the student regarding in -depth knowledge of the field should be brought out by the section on literature review and model or framework used the research study.

8.6 COMPONENTS OF THE RESEARCH REPORT

There can be necessary variations made in the project report format, according to the requirements laid down by the industry and institutions concerned. But the overall design, form, and style would remain unchanged.

The research report should appear in the following order:

Page i:	Cover
Page ii:	Title page
Page iii:	Certificate of approval
Page iv:	Approval of organisational and faculty guides
Page v-vi:	Abstract
Page vii:	Acknowledgements
Page viii:	Table of contents
Page ix :	List of figures
Page x:	List of tables
Page xi :	List of appendices
Page xii:	Abbreviations
Page 1:	Chapter 1(Introduction)
Page:	Research Design
Page:	Results and Conclusions
Page:	Recommendations and Suggestion
Page:	Last Chapter
Page:	Reference
Page:	Appendices

Cover and Title page

The cover and title page should conform to the following format:

Report	
PROJECT TITLE	
Submitted By	
Name	
In partial fulfillment of	
Under the guidance of	
Name of Guide	Name of Guide
Designation	Designation
Organisation	Organisation
NAME OF THE INSTITUTE	

Certificate of approval and approval of organizational and faculty guides -These are the two statements authenticating the work done and are put right in the beginning of the report.

Certificate of Approval

The following Project Report titled "**PQR.....**" is hereby approved as a certified study in management/..... carried out and presented in a manner satisfactory to warrant its acceptance as a prerequisite for the award of **Masters in Business Administration**/.....for which it has been submitted. It is understood that by this approval the undersigned do not necessarily endorse or approve any statement made, opinion expressed or conclusion drawn therein but approve the Project Report only for the purpose it is submitted.

Name and Signature

Faculty Examiner

Project Coordinator.....

Certificate from Project Guides

This is to certify that Mr/Ms ABC, a student of the Masters in Business Administration, has worked under our guidance and supervision. This Project Report has the requisite standard and to the best of our knowledge, not part of it has been reproduced from any other project, monograph or book.

Institute Faculty Guide

Organisational Guide

Designation

Designation

Name of Institute

Name of Organisation

Date

Abstract: Each research report must include an abstract of a maximum of two pages in single space (about 800 -1000 words). It should state clearly and concisely the topic, scope, method, and conclusions. The emphasis should be on the conclusions and recommendations. The word limit should be strictly adhered to.

Acknowledgements: Students are advised to acknowledge help and support from faculty members, library, computer centre, outside experts, their sponsoring organisations, and so on.

Table of contents: Every research report must contain a table of contents which provides a view of the organisation of the report material.

List of figures, tables, appendices, and abbreviations: If the research report contains tables, figures and abbreviations used, they should be listed immediately following the table of contents on separate pages.

Chapter 1 Introduction: As in the proposal, this should begin with a very brief summary of the company and its business, and then the complete details of the managerial problem and the background to the problem, its genesis, consequences of the problem on the business, and current practices. It should start from a broad overview and then move to the specific focus of the study. This should include the specific business or functional problem being faced by the organisation.

Next, it should describe the rationale for the study and the benefits of the project in terms of knowledge, skill, practices, and systems and how it will help the organisation. The next part is to delimit the scope of the project, and to specify the area of enquiry under the project.

It should continue with a subsection titled "Problem Formulation". This should describe the specific business problem faced and the related issues involved in greater detail than above.

It should then end by reviewing the literature in this regard and the conclusions drawn from a survey of literature, in a subsection titled "Literature Survey". Students should do a comprehensive library search on the project topic. This will help in knowing the work done in the past and also the current work/research in the particular area. This will help frame the problem, in terms, of variables under study and in focusing the research problem. Assumptions made in the study must be clearly justified and the grounds or evidence used for the development of the hypotheses, (i.e. the variable involved, their relationships, and so on), must be given in detail in this section.

Chapter II Research Design: On the basis of the literature review and the discussions with the guides, the final research problem will be described here. It will build a set of constructive arguments for the research problem. It will further describe how the problem was operationalised for measurement and analysis and will end with a statement of the operationalised hypotheses.

The expected results from such a research study should also be described in terms of the specific hypotheses developed. It must be explained how such results would be of use in the managerial context and the business.

The research design will contain five subsections, namely,

- The general methodology adopted for study, whether case method, or based on secondary or accounting/financial data, or survey based, and the procedure followed in the study.
- The sample or data source specifications and sampling frame or plan to acquire the data. Source of data must be mentioned at the appropriate places in the research. The detailed sampling plan and the procedure adopted for sampling should be described here.
- The data collection procedure. The research report must involve data collection in systematic manner. It should not be mere collection of opinions based on personal experience. The tool used for data collection, if any or the method adopted for the same should be described in detail in this section. This should also contain the procedure for administering the tool or conducting the interview, as the case maybe.
- The data analysis carried out, the quantitative or qualitative analysis techniques and the form of the outputs of analysis, should all be described in detail here. The software or package used for computation should be mentioned.
- How the expected output may then be arrived at by following this methodology. This section should describe in detail the way in which the results obtained may be interpreted and how this may help in the given context.

Chapter III: Results and Conclusions: This section includes all the tabulated and text descriptions of the results obtained in the study. It should be noted that all the tables and figures should be properly titled and numbered and listed in the table of contents.

Next, the conclusions and inferences that are drawn from the analysis of the results (in support of the hypotheses or in the case of exploratory research, the variables identified and or involved), should be stated clearly and specifically. These, should bear on the hypotheses, and should be an answer to the research problem. Thus, conclusions should then be directly related to the various issues the problem under study.

Last Chapter: Recommendations: The research report should conclude with the recommendations developed from the analysis and findings of the study. This is critical section and should highlight your specific contributions keeping in view the purpose of the research. It should demonstrate learning and use of skill and knowledge in actual

problem solving. the last part of this chapter will describe the limitations of the study and suggest directions for further study in this area.

References: References should be complete in all respect.

Cross Referencing: All references (books, journals, magazines, newspapers, reports, proceedings) listed in the project report should be cross referenced in the text at appropriate places for example.

"The needs and skills required to manage today's business in a global environment are far different than they were just a decade ago. Clearly, we need a new way of looking at manufacturing, for the way we have considered it in the past is no longer sufficient. With the rapid changes in IT and manufacturing technology, firms are, therefore, getting increasingly interested in managing the strategy-technology connection to develop new ways of achieving competitive advantage (Porter,1985). Firms are attempting to link manufacturing strategy with business strategy; (Skinner, 1985 Wheelright, 1981), to examine the strategic impact of rapidly changing manufacturing and information technology (Jelinek and goldhar, 1983; Kantrow, 1980), and to find new ways of viewing manufacturing as competitive weapon (Hayes and Wheelright, 1984; jelinek and Goldhar, 1984; Skinner, 1985). Information Technology is the key ingredient in this emerging trend of getting competitive advantage through manufacturing.

Exhibit

Reference Style

Books

One Author

Chatterji, A (1995), Management Fundamentals, Ravi Book Agency, Baroda

Two Authors

Singh, M. and Pandya, J (1987), Organisation and Management, Metropolitan Book Company, Delhi

Government Publication

Ministry of Law, Govt of India (1960), The Copyright Act, 1957, The Manager of Publications, Delhi

Journal Paper

Jain, SK (1999), Organisational Climate in Banks, Journal of Management, Vol. 6, No.12, pp 12-32

Article in a newspaper

Mishra, VK (2001), Are Banks becoming better? The Economic Times, May 12, pp 6-7

Conference Paper

Bhattacharya, S.K. (2001), Management Principles and their applicability to Banks, paper presented at Mumbai Management Association, Mumbai, Nov 21, pp 12-27

Appendices: Additional information like questionnaire, list of dealers, details of product portfolio, organisation chart, manufacturing prices and data sheets are put as appendices at the end of the report.

8.7 RESEARCH REPORT PRESENTATION

Once the faculty and organizational guides approve the final draft of the project report, the student has to give a formal presentation on the specified date and time.

Ten copies of abstract must be kept ready and brought along at the time of the submission/presentation for ready reference of the audience.

The student must follow the norms for presentation, by using some visual aids and utilizing presentation skills.

8.8 LONG AND SHORT REPORTS

Report structure will be based on the needs of the situation - long and formality determine the report structure. The longer the problem and more formal the situation, the more involved the report structure is likely to be. The shorter the problem and less formal the situation, the less involved the report structure is likely to be.

Characteristics of shorter reports

The shorter report forms are the most common in business. Their need for introductions & conclusions vary. Because shorter report have little need for introductory material. Some shorter reports and introductory material and usually begin directly with conclusions & recommendations.

Personal writing is common in the shorter reports. The reasons are that the shorter reports usually (1) involve personal relationships (2) concern a personal investigation (3) are routine.

Write Impersonality when the reader prefer it (2) when the situation is formal forms & shorter reports.

The short report consists of a little page and the report text. It is usually in the direct order, beginning with the conclusion. The introduction comes next, then the findings and analysis, and finally the conclusions.

Letter repots are the reports in letter form. They usually cover short problems. They are usually written in personal style.

Long and formal reports

Long and formal reports are important but not numerous in business. The needs should determine the structure of long formal reports. The presentation pattern of the long reports are as follows:

1. ***Prefactory parts:*** Title fly, title page, authorization message. Transmittal message, preface, or foreword. It also contains the table of contents, list of illustrations with executive summary.
2. ***The report proper:*** Introduction, the report findings, summary, conclusion or recommendation.
3. ***Appendix parts:*** Appendix, Bibliography.

8.9 FORMAL REPORTS AND INFORMAL REPORTS:

Formal Reports are those reports, which are prepared with complete format of Report Writing, having a Fly Cover, title page, all the contents in the right order, including the appendices and bibliography. These take a long time to prepare and have to be documented and used for a long duration. In comparison to these, Informal reports are short reports, which may not have the complete format of report writing. The informal report, or short report, is more condensed than the formal report, but it is just as important. The writing

style and audience for the short report are the same as for the formal report. The main difference is the sections that are omitted.

8.9.1 Outline for the Informal Report

Title page

- a. title
- b. author's name
- c. course contents

Introduction

- a. purpose/ overview
- b. importance of the subject matter
- c. objective(s) for this particular reports

Description of Process and Results

- a. understanding + description
- b. procedure followed for obtaining results
- c. important governing equations
- d. description of results
- e. tables and graphs presenting results
- f. uncertainties
- g. relevant comparisons with theory

Discussion

- a. brief review of results, if necessary
- b. discussion (trends in results, comparison with theory, answers to discussion questions in Report Requirements section)
- c. conclusions supported by data

Things to avoid in Informal Reports:

- Too much clipart
- Clutter
- Right-justified pages
- Weird fonts
- Tiny type (use 10-12 point; larger is usually better)

Formats:

- Letter: between organizations
- Memo (NOT EMAIL): within an organization
- Report: when the information is more complex or the findings are longer
- Standard Forms: when appropriate and available

Types of Informal Reports

- Information: Just the facts
- Recommendation: Answers a request for facts and conclusions/recommendations
- Justification: unsolicited advice (not as bad as it sounds)
- Progress: how those recommendations are going
- Summary: the highlights of a longer report
- File: follow-ups of often otherwise unrecorded events

The Report Writing Process:

- Prewriting
- Drafting
- Revising/Editing/Proofreading

Formatting Tips

- Use appropriate headings (think of them as "filing cabinets")
- Keep headings parallel
- Use templates in Word
- Do customize them to suit your own project
- Don't use the "Contemporary" Template
- Too easily recognizable
- Silly
- Distracting

Effective Headings

- Use different levels (not unlike a bulleted list)
- Use parallel constructions
- Bold is OK, italics are OK. Quotation marks are not
- Keep headings simple and short, but clear
- Keep headings absolutely separate from the body of the report-don't begin your sections with "These."

8.9.2 Preparing Formal Reports

Preparation of formal reports is a schematic procedure and must follow the below mentioned pattern:

- Analyze the report problem and purpose
 - ❖ Develop a problem question
eg: Are customers satisfied with our service?
 - ❖ Develop a purpose statement
eg: The purpose of this report is to investigate customer satisfaction and to recommend areas for improvement.

- Anticipate the audience and the issues
 - ❖ Consider primary and secondary audiences. (What do they already know? What do they need to know?)
 - ❖ Divide the major problem into sub problems for investigation
- Prepare a work plan
 - ❖ Include problem and purpose statements.
 - ❖ Describe sources and methods of collecting data.
 - ❖ Prepare a project outline and work schedule.
- Collect data
 - ❖ Search secondary sources.
 - ❖ Gather primary data.
- Document data sources
 - ❖ Prepare note cards or separate sheets citing all references (author, date, source, page, and quotation).
 - ❖ Use one documentation format consistently.
- Interpret and organize the data
 - ❖ Arrange the collected data in tables, grids, or outlines that help you visualize relationships and interpret meanings.
- Prepare the graphics
 - ❖ Make tables, charts, graphs, and illustrations - but only if they serve a function. Use graphics to clarify, condense, simplify, or emphasize your data
- Compose the first draft
 - ❖ Write the first draft at a computer. Use appropriate headings as well as transitional expressions to guide the reader.
- Revise and proofread
 - ❖ Revise to eliminate wordiness, ambiguity, and redundancy.
 - ❖ Look for ways to improve readability, such as using bulleted or numbered lists.
 - ❖ Proofread three times: (1) word or sentence meaning, (2) grammar and mechanics, and (3) formatting.
- Evaluate the product
 - ❖ Ask yourself, "Will this report achieve its purpose"?
 - ❖ Encourage feedback so that you can improve future reports

The formal report must be in proper format and presented properly with graphs and figures wherever necessary.

Check Your Progress 2

Fill in the blanks:

1. The length of the research will vary with the _____ and _____ required.
2. A research report contain a _____ which provide a view of the organisation of the report anaterical.
3. The research report should conclude with the _____ developed from the analysis are findings of the study.

8.10 LET US SUM UP

1. Academic Report differs from Business Reports in many ways. Academic Reports are prepared by students in the course of their study, in partial fulfillment of a degree/diploma from a University or College.
2. The academic report should be a substantive contribution to knowledge through integration of the review of literature and methodology developed for the understanding and resolution of management problem, and the empirical work done therein.
3. The topic for the Project should be manageable in size, scope, keeping in view the time and organistional resources required for preparing a report.
4. The roles of the project guide include Supervising and guiding the student and providing periodic feedback based on his/her progress and Giving written feedback on the draft of the report submitted by the student
5. The project proposal or synopsis should contain a brief background of the company, its business and environment, and then a survey of literature and context description of the subject.
6. The final Project Report includes Acknowledgement, Certificate of Approval from the Institute and Guides, Introduction, Research Design, Questionnaire, Results, Conclusions, Recommendations, Appendices, Tables and References.

8.11 LESSON END ACTIVITY

Write a Synopsis for a Report on "Current Trends in the Automobile Industry".

8.12 KEYWORDS

Academic Report: Academic reports are those reports which are prepared by students in their course of study or attaining a degree.

Project Proposal (Synopsis): A brief standardized framework of the project of study, which gives an idea about the format of study and its report.

Research Design: The layout of a project, including definition of the problem under study, general methodology adopted for study, data source and data collection procedure.

8.13 QUESTIONS FOR DISCUSSION

1. What are Academic Reports? How do they differ from Business Reports?

2. What is a Synopsis?
3. Give the format of an Academic Project Report.
4. What is the role of Project Guides?
5. What is Research Design?
6. What needs more importance: the preparation of the report or its presentation? Explain and Justify.

Check Your Progress: Model Answers

CYP 1

1. Research Report
2. Research Design
3. Synopsis

CYP 2

1. topic evidence
2. table of contents
3. recommendations

8.14 SUGGESTED READINGS

P.D Chaturvedi, Mukesh Chaturvedi, *Business Communication- Concepts, Cases and Applications*, Pearson Education.

MK Sehgal, Vandana Khetarpal, *Business Communication*, Excel Books

UNIT IV

LESSON

9

NON VERBAL COMMUNICATION

CONTENTS

- 9.0 Aims and Objectives
- 9.1 Introduction
- 9.2 Characteristics of Non Verbal Communication
- 9.3 Relationship of Non-verbal Message with Verbal Message
- 9.4 Classification of Non Verbal Communication
 - 9.4.1 Kinesics or Body Language
 - 9.4.2 Proxemics or Space Language & Surroundings
 - 9.4.3 Time Language
 - 9.4.4 Para Language
 - 9.4.5 Sign Language
- 9.5 Let us Sum up
- 9.6 Lesson End Activities
- 9.7 Keywords
- 9.8 Questions for Discussion
- 9.9 Suggested Readings

9.0 AIMS AND OBJECTIVES

After studying this lesson, you should be able to:

- Define non verbal communication
- Know how we can communicate without words
- Know the importance of body language and gestures
- Learn about the different forms of Non Verbal Communication

9.1 INTRODUCTION

The word "Non Verbal Communication" means Communication not involving speech or words. By non verbal communication, we mean all communication that involves neither written nor spoken words but occurs without the use of words. Thus, this is the wordless message received through the medium of gestures, signs, body movements, facial expressions, tone of voice, colour, time, space, style of writing and choice of words.

Animals communicate their deepest feelings through gestures, cries, whistling, cooing and many other signals known to each other. It is we human beings, who have evolved the language of words to convey our thoughts in a structured manner. Still, many a times, we tend to convey many of our feelings by smiling, patting, frowning, shouting or other such wordless clues. At other times, we also lace our words with different tones, gestures and facial expressions, to give a deeper meaning to our words.

The verbal and non verbal messages together form the total meaning of the message communicated. There is something said and something implied with every message communicated. For a full understanding of the message, we should know what has been communicated through words and without them.

9.2 CHARECTERISTICS OF NON VERBAL COMMUNICATION

1. It is instinctive in nature: Non Verbal Communication is quite instinctive in nature, that is, it indicates the attitude, instincts and feelings of the speaker.
2. It is less conscious: Words are spoken after due thinking and with conscious effort. Depending on the situation we have to make a more or less conscious effort in these/choice of words. The nonverbal part of communication, on the other hand, is less deliberate and conscious as most of the expressions, gestures, etc included in Non Verbal Communication are mostly unconsciously expressed, as the speaker may not even be aware of these signs.
3. It is subtle in nature: Spoken and written words are quite obvious and easy to see, listen and understand, whereas, Non Verbal Communication is very subtle, and needs skill to be understood and expressed.
4. It is complimentary to Verbal Communication: Non Verbal Communication does not stand alone on its own and neither does it completely substitute Communication with words; it complements Verbal Communication and makes it more effective. As an example, when we watch a movie, the dialogues are made more impressive by the way they are delivered, with the modulations in the voice, other gestures and signals.
5. It forms the larger part of the overall communication activity: On scientific analysis it has been found that the different aspects of communication account for percentages stated below

Extent of Non -Verbal Communication

Management Impact	Types of Communication
55 percent	Facial expression, body position, gestures
7 percent	Words
38 percent	Tone of voice and inflection

Non verbal Communication speaks much louder than words.

"A cry of agony is powerful than a tale of woe".

Check Your Progress 1

“Non-verbal communication is complementary to verbal communication”.
Illustrate the statement

.....
.....

9.3 RELATIONSHIP OF NON -VERBAL MESSAGE WITH VERBAL MESSAGE

In our day to day communication, the verbal element and non -verbal element operate together in the construction of meaning. There are six primary ways in which non -verbal message may be related to verbal ones:

1. ***A non -verbal message can complement a verbal one:*** Sometimes we twist our arms, change facial expressions, or bring a change in tone of voice. It may match the content of the words that we are speaking. Usually we don't even think about this non -verbal message, unless someone overuses them to the point that they become annoying. When we do not have face -to -face conversation, (on a telephone, mobile), we may feel uncomfortable with our interpretation of the words of other because we cannot see the facial expressions, movements, or gestures that might accompany these words. When an individual wishes happy birthday to his friend with a big smile or expresses words of grief along with a sad face on the eve of any death in the family of his friend, non -verbal messages are complementing verbal messages.
2. ***It can emphasize a verbal one:*** When we write, we often accent certain words or by putting them in italics or capital letters. When we speak, we do the same thing, using pauses, volume, tone, raised eyebrows, pointing fingers, and so on. Consider the sentence: "I really enjoy this movie." Try trading this sentence aloud and emphasizing the word really. Perhaps one will raise one's pitch when one says the word. Certainly one will say it more slowly than the others. What effect is created if one says the word more slowly than the others and also raises his eyebrows just for that word?
3. ***It can repeat a verbal one:*** Words may suggest that some has to leave the room. Subsequently, the same individual may point to the door, and than the non -verbal message strongly repeats the meaning of the verbal message. This same repetition occurs if one says he is depressed and than has an enormous sigh.
4. ***A non -verbal message can regulate a verbal one:*** Usually our non -verbal message control the flow of conversation. We often use tone of voice and speaking rate to indicate that we want to keep talking or to yield the floor to someone else. We also use them to subtly register approval or disapproval, understanding or misunderstanding of others.
5. ***It can substitute for a verbal one:*** A friend asks, "what's going on?" One can reply by shrugging his shoulders. Other friends calls, "Hi," across the parking lot and his responds by waving his hands. Instead of giving reply in words, they have opted for non -verbal mode of communication. For example, when a student folds hands to convey his regards to his teacher, this namaskar is substituting to a verbal message. When the teacher replies with the same gesture, it is also a non -verbal message substituting a verbal one.

6. ***A non-verbal message can contradict a verbal one:*** Research indicates that when we perceive inconsistencies between verbal messages and a non-verbal one we must believe the contents of the latter message. Has one ever laughed while saying sorry to someone? Has one congratulated anyone on the eve of his successful completion of Ph.D degree in management by presenting a sad and depressed face? Your own experience will prove to you how much you value non-verbal communication and how it can even contradict the words that accompany it. These situations clearly tell us that contradictory situations regarding non-verbal message with verbal messages are rare.

9.4 CLASSIFICATION OF NON VERBAL COMMUNICATION

Exchange of messages without words, which take place between two parties, fall within the category of non verbal communication. It includes all wordless signs, symbols, gestures, facial expressions, colours, setting of the surroundings, time, and so on. The Non Verbal Communication can be classified into the following categories:

1. Kinesics : Body Language
2. Proxemics : Space Language
3. Time Language
4. Paralanguage
5. Sign Language

9.4.1 Kinesics or Body Language

Introduction

'Kinesics' literally means 'body movements'. Bodily movements, gestures and body language is an important factor, especially in face to face communication, as here the message is communicated by a number of factors like facial expressions, eye movements, gestures. Body language is the reflection of thought, feelings and position. All bodily movements, postures, gestures etc. are guided by our thought processes, emotions etc. By nodding our head, blinking our eyes, waving our hands, shrugging our shoulders and various other ways we send out signals and messages that often speak louder than words. That is why this area of enquiry has been called 'body language'. Just as language uses sets of symbols to convey meaning, our body, consciously as well as unconsciously or instinctively, carries messages, attitudes, status relationships, moods, warmth/indifference, positive/negative feelings and so on. We have, however, to infer these meanings from body symbols. We look for these symbols in the face and eyes, gestures, posture, and physical appearance each of which has its own functions.

Importance of Body Language

Regarding the importance of body language, management consultant Nancy Austin says. "When people don't know whether to believe that they are hearing or what they are seeing, they go with the body language- it tells the truth. You can play fast and loose with words, but it's much more difficult to do that with gestures." Psychologist Paul Ekman says, "We talk with our vocal cords, but we communicate with our facial expressions, our tone of voice, our whole body".

Understanding body language has immense practical use. In this regard education psychologist Marilyn Maple says, "When you can consciously 'read' what others are

saying unconsciously, you can deal with issues-at work and at home-before they become problems". It has been observed that most of the nonverbal communication at workplace centers on a single theme: power and power gives one status consciousness. On careful observation, in a meeting, we can look around and see who has the highest status. In every species and society, those who are in control try to appear large, strong and fearless.

Professor Albert Mehrabian has very aptly illustrated this point by giving the example of office soldier relationship in army. He says, "Status manifests itself subtly in a relaxed posture and way of interacting. The classic example is the soldier standing at attention in the presence of a superior officer. His body is extremely tense and in perfect symmetry-signs of subservience". Almost the same situation prevails in any other organization when a junior worker has to appear in the presence of a senior executive/officer. It is their status and role-relationship that is reflected in this way.

Kinesics or Body Language includes:

- a) Facial Expressions
- b) Eye Contact
- c) Gestures
- d) Body Shape and Posture
- e) Appearance

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 so much without speaking a word. For example, let us consider the facial expressions generally associated with happiness, surprise, fear, anger, sadness, bewilderment, astonishment and contentment. Let us also consider a smile, different kinds of smile, a frown, corners of lips the position of the eye brows, the cheeks-whether drawn up or back or dropping, the jaw, nose/nostrils and the chin. We can easily mark all the signals sent through these parts of the face by others and observe our own expressions by looking at ourselves in a mirror. Every facial muscle is an instrument of communication.

The face and eyes are the most expressive means of body communication. Dale leather has found that 10 basic classes of meaning can be communicated by facial expression. These are

- Happiness
- Surprise
- Fear
- Anger
- Sadness
- Disgust
- Contempt
- Interest
- Bewilderment
- Determination

Ekman and Friesen identified eight facial styles exhibited by many people. A summary of the eight styles is:

- ***The Withholder:*** Inhibited -little facial movements is found in this style.
- ***The Revealer:*** Uninhibited -great deal of facial movement is exhibited in this style.
- ***The Unwitting Expresser:*** limited number of expressions thought to be masked.
- ***The Blank Expresser:*** Blank face is shown instead of the emotions.
- ***The Substitute Expresser:*** Emotion is shown but it is different than expresser thinks.
- ***The Frozen:*** Affect Expresser -Permanent display of given emotion (e.g. one always looks sad because that is the permanent feature of facial configuration.
- ***The Ever:*** Ready Expresser -Initial emotion is displayed. It has nothing to do with the stimulus.
- ***The Flooded:*** Affect -Express or overriding state (e.g. anger) colours all other emotions.

Eye Contact

The eyes play an important role in face to face communication. Eye contact is one of the most powerful forms of non -verbal communication. 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 Authority relationships as well as intimate relationships are frequently initiated and maintained with eye contact. Eye contact builds emotional relationship between the listeners and speaker.

- Eyebrows and eyelids raised and combined with dilated pupils tell us that the person is excited, surprised or frightened.
- Eyebrows with upper and lower eyelids closed and combined with constricted pupils tell us that the person is angry or in pain.
- Looking at somebody for a long time shows the intensity of our interest in him. If the eye contact is brief, or we take our eyes off the person very soon, it indicates nervousness of embarrassment on our part. Prolonged eye contact can signal admiration.
- Direct eye contact of more than 10 seconds can create discomfort and anxiety.
- Generally people's eyes approach what they like and avoid what they do not like. Eye contact between a speaker and audience increases the audience's assessment of the speaker as a credible source.
- People generally maintain more eye gaze and mutual eye gaze with those whose approval they want, those to whom they bring good news, and those to whom they like. They also do so with people towards to whom they feel positive and whom they know and trust.
- Averted eyes show anger, hurt feelings, and a hesitancy to reveal the inner self. They also reveal negativism and the need to increase psychological distance as in an elevator, waiting room, or other small space.

Eye behavior communicates in many ways. It shows emotions. It establishes conversational regulators. It also monitors feedback. It serves as a reminder. The eyes not only supply information, they receive it as well. Major aspects of communication are covered through

eyes. Of course, eye contact and eye movements convey-their meaning in combination with other facial expressions.

Gestures

In addition to facial expressions and eye contact, another import element of kinesics is the use of gestures. Gestures are the physical movements of arms, legs, hands, torso and head, made to express or help to express thought or to emphasize speech. They play a very important role in conveying meaning without using words.

Ekman and Friesen have identified five types of body gestures:

- (a) ***Emblems:*** A large number of body movements have come to be identified as a substitute for verbal translations. They often replace verbal message entirely. Such symbols become emblems. The list is long and comprehensive and it includes about seventy of such emblems. A few examples in this regard are as follows:
 - Patting the stomach -"I'm full of food".
 - Nodding the head up and down -"Yes" or "I agree".
 - Patting the adjacent seat -"Sit besides me"
 - Shaking fist -"I m angry"
 - Yawning -"I'm bored" or "I'm angry"
 - Cupping hand behind ear -"I can't hear you"
 - Clapping hands -"I approve"
 - Placing first finger on lips -"Be silent"
 - Circling the first finger parallel with the side of the head -"that person's crazy" or "that person's stupid"
 - Forming the first and second finger in the shape of a "V" -"Peace" or "Victory"
 - Shrugging shoulders and raising palms of hand upward -"I don't know"
 - Scratching the head -frustration.
 - Tapping finger against skull -"I'm thinking"
 - Taping finger on own chest -"Me"
 - Standing at side of road and pointing thumb in direction of traffic -"I'd like a ride" (hitchhiking)
 - Waving -"Hello," "Good bye," Come here," "Here I am."
- (b) ***Illustrators:*** They are directly tied to verbal language. These gestures illustrate the words, which a speaker is saying. When a speaker says, "My third and final point is..." and holds up three fingers, this gesture is an illustrator.
- (c) ***Regulators:*** Regulators control oral communication by alerting the sender to the need to hurry up, slow down, or repeat something. Examples are frequent glances at the watch or drumming finger on the table when someone is talking with other. When someone is delivering a long speech and the other person wants to restrict him, the other person may show his watch to regulate the other person.
- (d) ***Displays:*** These indicate emotional states, such as anger or embarrassment, and usually occur in facial expressions. Display differs from the three previous types in that people have for less control over them. Many people, for example, have felt

their faces turning red because they were angry or embarrassed. However, there is little, which they can do to control this effect display.

- (e) **Adaptors:** They are the gestures over which people have little control. Frequently people are not conscious of performing such gestures. Stifling a yawn or clasping the hands to the face in fear are adaptor gestures. They are automatic and are not planned.

It is important to note that gestures are not used individually but in relation to another person, and acquire meaning at particular times. Speech and gestures go together, and, therefore, have to be properly coordinated. In the absence of speech-gesture-co-ordination, we experience confusion and discomfort.

Although Gestures are spontaneous, we can learn to monitor and use the positive gestures and minimize the negative ones.

Positive Gestures

Positive Gestures are body signals which make us look relaxed, confident and polite.

1. ***Positive listening gestures include:***

- Leaning a little towards the speaker.
- Tilting the head
- Eye contact with the speaker
- Gently nodding the head in agreement

2. Good speaking Gestures include keeping the hands open. Avoiding to clutch them or fold them across the chest.

3. Walking with the head upright, hands swinging freely by the sides

Negative Gestures

Negative gestures include body movements which give a negative impression about us. These are categorized as below:

1. ***Signs of Nervousness:***

- Hands in the pocket
- Covering the mouth with the hand while speaking
- Scratching
- Biting nails
- Glancing sideways
- Drumming fingers
- Tapping the feet
- Wringing hands
- Crossed arms or legs
- Setting the hair with hands
- Sitting on the edge of the chair
- Speaking too fast, or too slow
- Straightening the tie

- Clearing the throat too often
- Blinking the eyes a lot
- Clicking the pen
- Playing with the paper weight
- Adjusting the glasses up the nose

2. ***Gestures Showing Aggressiveness:***

- Staring
- Pointing at someone
- Showing a fist
- Folding both arms
- Bending over someone

3. ***Gestures Showing Rudeness:***

- Shake hands too hard
- Give a very limp handshake
- Stand too close
- Whisper at a social gathering
- Work while someone talks to you
- Yawn
- Smirk
- Puff
- Start gathering folding papers before the meeting is over

4. ***Gestures Showing Lack of Good Sense:***

- Banging the table
- Chewing pens
- Waving hands around you while talking
- Wiping hands across the face
- Touching nose time and again
- Attending meetings with the cell phone on
- Staring

Head, Body Shape and Posture

Head: In any face-to-face communication or meeting or interview the way we hold our head is very important. Everybody is aware of the age-old saying. "Hold your head high". It is a sign of honor and self-respect, confidence, integrity and interest in the person/persons before us. A head bent low, depending upon the situation, would show modesty, politeness or quietness. On the other extreme a head drawn too far backwards or stiffly held straight up indicates pride or haughtiness. Head jerks indicate insolence, rejection or agreement, depending upon the context and personality of the person concerned. Nodding the head side way or back and forth conveys the intended meaning more eloquently than words.

Body Shape: Behavioural scientists have studied the shapes of our bodies and have broadly put them in the following types:

- Ectomorph: thin, youthful and tall,
- Mesomorph: strong, athletic, muscular, and bony.
- Endomorph: fat, round and soft.

We cannot do much about the shape of our body, but we can no doubt put it to effective use. Both our body shape and posture affect what we think about ourselves, how we relate to others and how others relate to us or respond to our moves. Mostly we act spontaneously, whether we meet a friend or participate in a meeting. But we do become self-conscious while appearing for an interview or making a presentation. On such an occasion we try to make the best possible impression.

Posture: A person's general posture, even without specific gestures, communicates meaning. The body position of an individual conveys variety of messages. It is the position of the body or of body parts. For example, superiors usually take a more relaxed posture than their subordinates. Posture is also a way to demonstrate interest in another person. Several writers have concluded what when you lean forward to the persons to whom one is speaking with, you demonstrate interest in that person. Sitting back, on the other hand may communicate lack of interest. It is difficult to assess exactly the meaning of postures. Warren Lamb says that a person's posture and gesture can tell much about how effectively the person will perform in an organization.

Appearance

Appearance, for our purpose, 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, gesture etc.

A famous writer has said that a man is recognized by his "dress and address"; "Dress" does not need any explanation. By address he means the way a person speaks to other. Every occasion has its own particular type of dress. It may be formal or informal. It is normally a part of an organization's work rules to have a formal suit for the working hours. Certain organizations have a uniform for all levels of workers. If one changes from the formal dress to informal or casual he is easily noticed, and his dress speaks volumes about his attitude to life, to work, to his colleagues and his own feelings. It is not just the dress or clothes that are important for any occasion but also shoes, hair style, perfume etc that convey 'meaning' in nonverbal form.

Effective use of Body Language

If Kinesics or body language is so important, the question is-how to make effective use of it. Given below are some useful tips in this regard:

Mind the body-talk: In our day-top-day communication we should carefully notice details about the way we speak and move.

- When standing we should keep our shoulder erect, our body open and or weight evenly balanced on both feet. But we should guard against giving the appearance of a ramrod-straight posture. Such a still posture shows rigidity in thought
- We should carefully identify the little things that people do when they are tense. Some people play with their lock of hair or a pen in their hand. Such behaviour, according to psychologist, undermines the strength of what we want to say.

- In order to look confident and in charge we should sit squarely in a chair, feet on the floor and shoulders straight. Austin says, "Rest your forearms on the table. This posture conveys the message "I will not move". If we slouch or jiggle our feet, we will give the impression of being indifferent, uninterested.
- ***Be careful with the handshake:*** In the business world, handshakes are very important. It conveys crucial messages about power, status and concern for the person we meet. The handshake that really conveys confidence is firm and dry, with strong but not excessive pressure. Bending the wrist or gripping only the fingers gives wrong signals.
- ***Establish good eye contact:*** According to Austin, "Eye contact is the most remembered element in forming an impression of someone.
- You must acquire the ability to sustain direct eye contact if you want to be taken seriously.
- The dominant person always has the right to look and keep looking: the subordinate is supposed to look away. If you maintain eye contact so intently that your boss feels uncomfortable, he will sense that you're challenging his authority-even if that is not what you intended.
- ***Communicate at the level of the person before you:*** The way we hold our body can show the person before us where we had he/they stand. If we fold our arms across our chest or cross our legs while we talk, we are closing off communication. If we tap our foot/feet, it shows that we are impatient.
- With young children we should kneel or bend down so that we are able to look into their eyes. With older people we should lean against a wall or counter, put our weight on one foot and keep our arms at our side so as to appear open to their needs. With people in higher position a straight posture shows respect.
- We must be ourselves: Maple says, "Non-verbal messages come from deep inside you, from your sense of self-esteem. To improve your body language, you have to start from inside and work out. If you're comfortable with yourself, it shows. People who know who they are have relaxed way of talking and moving. They always come across well. "So, avoiding all tension, we must relax and be ourselves, not try to be, or show off to be, what we are not.
- Graceful movements and confident posture improve the atmosphere at the workplace: With only a little care we can look pleasant, send out right signals, enthuse the workers and make the other people interested in us.

Advantages of Body Language

Body language is the most easily visible aspect of communication. It, therefore, helps the receiver of the message in decoding the message. 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. 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. Because people care for body language it goes a long way to improve the overall atmosphere and looks of the organization. An ingenious executive can make very effective use of it.

Limitations of Body Language

Since it is nonverbal 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.

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.

Facial expressions, gestures, postures etc. become ineffective if the listener is inattentive. It, therefore, requires extra care in getting the right message.

Use of body language is not very effective in a large gathering. It is effective in face-to-face situation, which means there are just two or a small number of participants in the communication situation.

Check Your Progress 2

Fill in the blanks:

1. Non Verbal communication is _____ to verbal communication.
2. Kinesics means _____.
3. _____ expressions are a part of body language.
4. _____ are the physical movements of arms, legs and limbs.

9.4.2 Proxemics or Space Language & Surroundings

Introduction

Just as 'Kinesics' is the study of body language, 'Proxemics' is the study of how we communicate with the space around us. Proxemics is made from "Proximity", which means nearness, and includes the space around us and our physical environment or surroundings. It is a complicated matter indeed, but in order to make our communication effective we must take all these factors into account and put them to the best possible use. Scientific studies have been made in respect of all these factors separately as well as how they influence each other. Any organization or individual, critically influenced due to communication can draw great benefit from the findings of these studies.

Space Language

The space around its contents and us convey a definite meaning. Of course, it requires quite some effort on our part to arrange them meaningfully, and on the part of others to understand or interpret the meaning. In other words, it tells that how people communicate with space. How close or far they stand in relation to another person, where they sit in a room, or how they arrange the office furniture which has a real impact on communication. One of the major writers on this type of communication is anthropologist Edward T. Hall. He has identified three major types of space: feature -fixed space, semi -fixed feature space, and personal space.

1. ***Feature -fixed space:*** Feature -fixed space refers to buildings and other fairly permanent structure, such as walls. The manner in which buildings are laid out and the sequence of rooms and offices have a considerable influence on communication. The person will probably communicate more with those individuals whose offices are closer to his own rather than with those further from him. There are evidences

which reveal that bigger the fixed place, the higher will be the status of the individual in an organization.

2. **Semi -fixed feature space:** The placement and arrangement of moveable objects, such as desk and chairs, is referred to as semi -fixed feature space. Currently, a great deal of emphasis is placed on how business offices are arranged. In addition, the quality of furniture has considerable influence on the status of the individuals and this is clearly communicated non -verbally. Frequently, the superior person will come from behind the desk and his face -to -face with the subordinate to make it easier to communicate.
3. **Personal space:** Our interaction with the people around us has rather a well-defined or well-understood spatial dimension. Conversely we can say that the spatial dimension or distance between us and other people tells us something important about our relations and the nature of our communication with them. This branch of Proxemics has come to be regarded as "personal space language". Edward T. Hall has done very useful and interesting work in this area. Placing ourselves in the centre we can present the space around us in the form of the following concentric circles::
 - (i) Intimate zone -physical contact/touch to 18 inches.
 - (ii) Personal zone - 18 inches to 4 feet.
 - (iii) Social zone - 4 to 12 feet.
 - (iv) Public zone- 12 feet to as far as we can see and hear.
 - **Intimate distance/zone:** This ranges from actual physical contact to about 18 inches from another person. Communication and interaction within this distance are intimate activities. Mostly, only our family members, closest friends and selected people enter this area. Those selected people are indeed 'special' people, whatever the reasons for their special status. It has special significance for our communication with these people . In the language used within this small, intimate, perhaps private circle, not many words are used In organizations, confidential information is often communicated with in the intimate distance. When two friends meet each other after a long gap, they hug each other. Eye contact, handshake, pat on the back or shoulders is quite noticeable The major form of intimate contact in business organization is of course, the handshake. Most people respond positively to men who give a firm handshake.
 - **Personal distance/zone:** This range from 18 inches to four feet. Interaction in this zone includes causes and friendly conversation including conversation with close friends, colleagues, associates and visitors. Here we rise above the closed circle of intimacy around us. Although communication in this circle is also mostly personal in nature, it is relaxed and casual for most of the time. It permits spontaneous unprogrammed talking or discussion. However, certain important decisions may be taken in this circle.
 - **Social distance/zone:** It ranges from four feet to about twelve feet and has very aptly been called the social space. We use this space mostly for formal purposes, and the relationships within this circle are more official. We do most of our business within this area. While feelings, emotions, shared likes and dislike may come up in the intimate and 'personal' space, more reason and planning are used in the 'social space. It is therefore, of paramount

importance in business. Much of the communication in organizations is done in the social zone.

- **Public distance/zone:** It ranges from 12 feet to the limits of visibility and hearing. Communication at public distance is considered in public speaking. A good deal of communication within and outside an organization takes place at this range. We can very well imagine the nature of communications/speaking in this space becomes even more formal. The attachment of the 'intimate' and 'personal' space is substituted by the detachment of perception, objectivity of approach and formality of communication /speaking. We have to raise our voice so as to be heard by others whose group is almost always larger in this space. That is why it has been called 'public' space

Space Use

Proxemics is also concerned with the use of space by groups of people. The ways groups of people use the space assigned to them determines their respective places and interaction patterns. For example, people who begin conversation and those seated at the front are usually considered leaders of the group. If the same people are seated in a row their communication pattern will be of a different nature. People seated around / oval table they will most likely communicate in the form of a conference.

Everyone is aware of some of the ways space is used to communicate in business organizations. Experts have identified three basic principles about the use of space as it relates to status within the organization:

1. For higher status people in the organization, more and better quality space is allotted. In many organizations, the president has the most attractive office, while the vice president, the department's heads, and lower level employees have successively smaller offices. The number of windows in the office and the way the office is furnished are also commensurate with rank of position. This is clearly evident that better the quality place, the higher will be position or status of the individual.
2. The higher people in the organization are being protected within their territory. Their territories are closed. Many times the more status a person has in the organization, the more difficult it is to see that person. Outer offices and secretaries often are used to protect the high -status person. Even gates are manned with security people of such people.
3. For higher people in the organization, it is easier to invade the territory of lower status personnel. The superiors usually can enter the subordinate's office at will. The supervisor also has the ability to phone the subordinate at almost any time. This is the privilege. However, the subordinate usually does not have his access to the supervisor.

Surroundings

Our surroundings or physical environment speak their own nonverbal language. It is a vast area. It is, therefore, worthwhile to cover only two important aspects of our physical context-colour and layout or design for the purpose of nonverbal communication. Through our sensory perception we get meaning from our surroundings, in the same way as through our choice of colour and design we send out definite signals to others.

Colours

Most of us know that different colours are associated with different behaviour patterns, attitudes and cultural backgrounds. People make serious efforts to choose the right colour

for any significant moment and indifference to choice of colour is regarded as lack of cultivation.

Some colours are universally known to be associated with gaiety, cheerfulness or pleasant circumstances. Pink, yellow, red, purple, blue, green are gay colours. Black and gray, on the other hand, are associated with negative feelings, melancholy or somber mood. White is generally associated with purity or peace. All this shows that there exists what we may call a 'colour language'. For successful communication it is important to have the right choice of colour of our clothing, home and office interiors, upholstery and decoration pieces.

Layout and Design

Like 'colour language', there is also a 'layout and design language' as a part of nonverbal communication. The space arrangement of an office, carpeting or its absence, the furniture and its design everything conveys a meaning. Everybody is impressed by a 'tastefully' furnished office, the layout of a lobby/dining hall/conference room/reception desk. It is for this very reason that so much attention is being paid to the architecture and furnishing of offices/ hotels/houses of executives in modern times. All this is aimed at conveying the mood/personality/outlook/vision of the organization. Behind all this is the vision of the successful communicators.

9.4.3 Time Language

Time language is another type of nonverbal communication. In it we communicate with others in terms of time by showing them, in our own cultural way, what time means to us. We do this mostly by symbolizing time, and by sending out signals regarding the importance of time and so on. In this connection, it is important to note that 'time management' is now one of the most important parts of the overall management. TMI (Time Managers International) is one of the most important American consultancy companies. It renders valuable advice to business organizations in respect of optimal use of time.

Business community all over the world knows the worth of time. It has been pointed out that "scientific managers of the late 1800's equated the worth of time with money." And then we are reminded repeatedly that "time is money". It is this consciousness of the worth or importance of time and its crucial role in productivity that has led to the invention of many time saving devices. In fact time pervades our thinking and dominates our communication. All communication is meant to be suitably timed. We get/send out/covert signals about whether anybody/anything is early or late. While people in the West are very much time conscious and attach highest importance to punctuality, people in the East have a more relaxed attitude to it.

The way we use and structure time can send intentional and unintentional message about what we value and whom we considered important. This is called chronemics.

9.4.4 Para Language

Introduction

Closer to actual verbal (oral) communication, and always accompanying body language, is paralanguage. It is nonverbal because it does not comprise words. But without it words do not convey their intended meaning, 'Para' means 'like'. Hence, 'paralanguage' literally means 'like language' and 'paralinguistic' is the systematic study of how a speaker verbalizes his words/speech. It is defined as "a type of non-verbal communication that includes articulation, pronunciation, rate, pitch, volume, pauses and other vocal qualities. While verbal communication consists of the 'what' or the content of words, paralanguage

involves the 'how' of a speaker's voice or the way in which the speaker speaks. On careful observation and analysis we find that a speaker intentionally as well as unintentionally uses a vast range of hints and signals.

If someone asks his friend to go to movie or to a particular restaurant for dinner -one may respond, 'Yes, I would love to go' but let his tone of voice betrays his words and convey that he has little or no interest in going. The reaction of his friend to the response will communicate the message in right direction. At times people mean to communicate a particular message through the use of paralanguage. For example, the phrase "I would like to help you" can convey several meanings, depending upon the paralanguage employed. By changing emphasis on each of the words of this sentence, different meaning may be drawn

Voice

The first signal we receive or use is our voice. Everybody knows how important voice is. It tells us so much about the speaker's sex, background, education, training and temperament. There are all kinds of voices-clear, musical, raucous, cultivated, pleasant, unpleasant and so on. Unless damaged by some injury to the vocal cords or some neurological problem, the human voice normally does a satisfactory job. In other words it conveys the meaning of the message. In certain jobs it is absolutely necessary for the applicant or employee to have a clear and pleasant voice. For example, jobs involving the use of telephone, announcing, tape-recording etc. require very clear voice.

The message, however, may not be effectively conveyed if we do not take care of the following points in the use of our voice:

- (a) ***Pitch Variation:*** Most of us introduce wide variations in pitch while speaking. It is necessary to catch the listener's attention and to keep him interested in us. Those who speak in monotones (single tone, without variation) fail to keep the listener's attention. That is why the word 'monotonous' has come to be used as a synonym for 'boring'. Many speakers are not aware of this weakness on their part. Once they become aware of it, the problem can be solved.

A high pitch may indicate nervousness, anxiety, tension, fear, surprise, dynamism, anger, joy, cheerfulness, or impatience. A low pitch may show affection, sadness, boredom, pleasantness, intimacy or empathy.

Most of us, when excited speak in a high-pitched voice and express anger or anxiety in this manner. A situation like this sparks off a heated discussion in which we hear voices at different pitch levels. Quite often we hear, "Raising your voice is not going to convince me". Or "You can't convince me by your shouting." It is equally important to keep up a pitch at which the listener gets our point comfortably.

- (b) ***Speaking speed:*** Fluency in a language is not the same thing as the speed of speaking. We do, however, speak at different speeds on different occasions and while conveying different parts of message. As a general rule we should present the easy parts of a message at a brisk pace because it is likely to be understood easily and soon. On the other hand, the difficult, complicated, highly technical part of information should be conveyed at a slower pace. Easy information, if conveyed slowly, becomes irritating. Hard or complicated information presented rapidly will be difficult to understand. Similarly, an increase in rate could indicate impatience, urgency or anxiety from the person sending the message while decrease in rate can indicate thoughtfulness or a reflective attitude. When we are relaxed we speak at a comfortable speed.

- (c) **Pause:** The pace or speed of speaking is also accompanied by pause. We cannot, and should not, go on speaking without pausing voluntarily or involuntarily. But the pauses have to be at the right moments. Incorrect use of pauses can create problems. A pause can be highly effective in emphasizing the upcoming subject and in gaining the listener's attention. But it must also be noted that frequent, arbitrary pauses spoil the speech and distract the listener's attention. It is, therefore, very important for a speaker to carefully monitor his pauses.
- (d) **Nonfluencies:** Speech is not always a continuous string of meaningful words. There are, as we have noted above, pauses scattered at intervals. These pauses are very often inserted with sounds or utterances like 'ah', 'oh', 'uh', 'um', 'you know', 'ok' etc. They are also sometimes inserted with laughing, yawning or chuckling. Some times they may be effective by inviting the listener's attention or by giving a nonverbal edge to the verbal communication. They are called 'non-fluencies'. It is rather interesting to see that carefully and sparingly used they add to the fluency of the speaker, give him time to breathe or relax, make the listener more alert and get the message conveyed overtly or covertly. But too frequent insertion of these Nonfluencies irritates the listener.
- (e) **Volume variation:** Volume is another voice quality that frequently conveys meanings, especially in conjunction with rate. We must speak loud enough for all of our audience to hear, but not too loud. The loudness of our voice should be adjusted according to the size of our audience. As somebody has very well said, "The contrast provides the emphasis; Volume variation puts life into our speaking." If a supervisor says softly, "I would like to talk with you in my office," you might feel somewhat at ease, but if your supervisor said loudly, "I would like to talk with you in my office!" you would feel disturbed and uncomfortable. Softness and loudness in volume determines the meaning specifically. Voice volume tends to vary with emotional and personality characteristics. Loudness of voice seems to occur in conjunction with anger, cheerfulness, joy, strength, fearlessness, activity, and high status, Softness in volume appears with affection, boredom, sadness, intimacy, empathy, fear, passivity, weakness, and low status
- (f) **Pronunciation:** People pronounce words differently. There variations in pronunciation convey different meanings to different people.

Word Stress

Word stress is of crucial importance in communication or transmission of the intended meaning. By putting stress or emphasis on a word here or a word there in the same sentence or utterance we can change the whole meaning. For example, let us read the following series of statements, emphasizing the underlined word in each:

Vaishnavi sings like a nightingale.

Vaishnavi sings like a nightingale.

Vaishnavi sings like a nightingale.

Vaishnavi sings like a nightingale.

Even though the same words are used in these sentences/statements, we give different meaning to them by concentrating on the underlined words.

It is not always whole words that are emphasized in this way. Stressing or emphasizing syllables or parts of spoken words also changes the meaning as, for example, in the following words:

Conduct	(Noun)	Conduct	(Verb)
Accent	(Noun)	Accent	(Verb)

This way of looking at language takes us into the area of phonetics that is the science of speech sounds. Every educated speaker knows how important it is to put stress or force or emphasis on the word or part of word concerned.

Mixed Signals: Very often problems arise because of 'mixed signals' -saying one thing in one way and using words that convey the opposite meaning. It should be our constant effort to make sure that the 'what' and the 'how' of our message are in harmony. As receivers, we should concentrate on how the message is sent and the meaning of the words. All communication takes place within a matrix of role-relationships, particular contexts, at particular times, in a particular language or a dialect of that language, at regional, national or international levels, and so on. All these factors influence the paralinguistic character of the communication. If the signals get mixed up, the intended message will not be conveyed, or will be wrongly or inadequately interpreted.

Any properly educated person is careful about his voice quality, stress, production of vowel and consonant sounds, consonant-clusters, sound in connected speech, suitably spaced pauses and so on. There must be consistency between what is intended and what is conveyed.

Advantages of Paralanguage

The major function of paralanguage is to express emotions. Several researchers have demonstrated that it is possible to communicate various emotions solely with paralanguage. In a foundation study, actors who read even a small text made sure that the meaning communicated were solely the result of vocal cues rather than vocabulary.

- (a) Paralanguage is very closely allied to language. No oral message is complete without it.
- (b) Paralanguage is a sufficiently dependable indicator of the speaker's place in the organization. On the basis of his voice-quality one can easily guess his position in the hierarchy.
- (c) Paralanguage tells us quite clearly about the speaker's educational background.
- (d) Paralanguage speaks volumes about the speaker's national and regional background. This information is of immense use to the receiver and organization in dealing with him.
- (e) Paralanguage gives us useful clues regarding the speaker's mental state. His voice quality, intonation and speaking speed make it easy for the receiver of the message how best to deal with him.
- (f) Paralanguage has important educational value. A careful listener can learn from an effective speaker.

Limitations of Paralanguage

- (a) Paralanguage is 'like' language, but not language. It is non-verbal part of communication. It therefore, cannot be fully relied upon.
- (b) What is said and how it is said must be blended. But very often it does not happen. It, therefore, requires extra care to get to the exact content of the message.
- (c) The voice quality and pitch of the speaker may unnecessarily prejudice the receiver of the message. The listener/receiver of the message has, therefore, to be very open minded and patient.

- (d) Paralanguage may sometimes misguide or mislead, as there may be difference in the speech and the intention behind the speech.
- (e) As speakers belong to different speech communities it is difficult to achieve uniformity in oral communication.

9.4.5 Sign Language

Introduction

Communication is a process involving the use of mutually understood signs/symbols between the sender and the receiver of a message or piece of information. Language is the most sophisticated or systematic set of symbols. The evolution of any language takes a long time, normally running in centuries. But communication has always been taking place.

From time immemorial man has been using signs and symbols mutually understood between at least two persons, and more usually among people belonging to a group or tribe, or trade. These signs, symbols, signals and indicators have generally been of two types-visual and audio or sound signals. Smell, touch and taste also communicate because sensory perception and impressions are a necessary part of human existence. But the most powerful or effective of them is the visual element. That is why we have the Chinese proverb, "A picture is worth a thousand words". The reason is that we take much of our information - more than 50 percent - through the gateway of our eyes.

Visual Signs

Regarding the importance of visual element in communication, Lesikar and Pettit say, "As we know from our study of communication theory, words are imprecise conveyors of meaning. Thus, it is little wonder that we frequently have difficulty communicating through words...You will need to use pictures of some kind to help communicate your information."

- How effectively pictures communicate becomes clear from the paintings, murals and engravings found on the walls of ancient caves, temples and such other buildings. They tell us a lot about the tribes or races or rulers or traders, their religion, their hunting or other adventurous deeds, their art and so on. Their symbolic and communicative value has been a subject of serious study.
- The tradition of drawing pictures for communicative purpose continues. Posters and pictures-big and small, real-life drawings as well as cartoons/caricatures, statues and effigies are freely used for general information as also for business purposes. Everybody is familiar with the picture of ghastly, skeletal paws symbolizing the deadly, grip of drugs and so on.
- Maps and diagrams are an essential part of a book of geography, science, economics and history in the same way as no pamphlet of tourism and hotel industry, oil refinery or motor company is complete without nice-looking colorful photographs.
- In the same way lights-green or red at traffic points, railway stations and airports, a red bulb outside the operation theatre of a hospital, a neon hoarding, a revolving light on top of a VIP vehicle or an ambulance serve their purpose very effectively without using words. Lights are also used to indicate whether somebody is in or out, and to mark the celebration of a special occasion. Colours of flags, white or black and the colours of flowers in a vase or bouquet speak volumes about the feelings of the communicator.

Many of these drawings and photographs have a local or somewhat limited appeal in the sense that, at a time, only a particular section of people will be interested in them. But a very much larger number of signs, and symbols speak a 'universal language' understood by anybody anywhere.

Audio/Sound Signals

Side by side with visual, signals, audio or sound signals have always been in use since the very beginning of civilization, and have very conveniently been adopted by the world of business. Different kinds of drumbeat were used by people living in jungles in olden times, as we are told in our history and geography books. But drumbeating is very much in use in modern times also to convey or share different kinds of feelings on different occasions or celebrations. In one way or another drumbeating is essential part of many communities' culture. Its immediate impact is to arouse and gather the hearers.

Closely allied to drumbeats, so far as volume is concerned, are the alarm signals. There are various kinds of alarm signals, fire alarms, accident, casualty alarms, air raid or assault alarms, VIP motorcade alarms, machine breakdown alarm and so on. Various kinds of sirens, hooters, whistlers etc are used for these purposes. The main idea is to caution the listener and take the right step. Blowing a horn serves a similar purpose. A clock or watch alarms makes us aware of time and programme our schedule.

No office is complete without a buzzer, press button bell, electrically operated bell and other such sound signaling systems. They put the concerned people on alert, send out signals whether a visitor is welcome or whether it is time to leave.

Touch

This mode of communication is our earliest means of making contact with others. It has actually become essential to human development. Babies and children need to be touched in order to grow, flourish, and avoid numerous health problems. Touch even seems to improve a child's mental functioning as well as physical health. In our life touch plays an important role in how we respond to others and to our environment, and it can communicate many messages. When we appreciate someone, we pat on his back. Parents and elders bless their younger ones by touching their head. Younger people express respect by touching the feet of elderly people. By shaking hands, we show our warmth and affection to each other. When two friends after a long gap hug each other, it shows their warmth and affection.

Touching can show tenderness, affection, encouragement and the full range of emotions.

The infant begins its communicative life largely through the sense of touch. As the baby is hugged, kissed, cradled, cuddled and stroked, human exchange begins to unfold. Psychologists contend that the denial of extensive touching can have untold negative impact upon the infant's development.

Touching actions serve as regulators. They act as both conveyors and elicitors of positive as well as negative feelings. Touching conveys the total range from highly impersonal to highly personal meanings. The touch will be of four types:

- ***Intimate touch:*** A child and mother usually touch to each other to shower affection. Two friends/brothers meet each other after a long gap is also an intimate touch.
- ***Friendly touch:*** When two people meet, they touch their shoulders and back to show their warmth and it is a friendly touch.
- ***Professional touch:*** Doctor examines their patients by touching. Surgeons operate their patients.

- **Social touch:** Handshake is one of the commonest forms of this kind of touch. When a teacher touches his student to encourage him, it is social touch. By touching the head of younger ones, blessings are bestowed by the elder ones.

Advantages of Sign Language

1. Visual signals like pictures, photographs etc economise on verbal communication. What cannot be said in so many words can be easily conveyed in visual terms.
2. Colourful paintings, photographs, posters etc make communication interesting and motivate the receiver of the message.
3. They are also a reflection of the mental make up, intelligence level, cultural background of the communicator.
4. Posters, paintings, illustrations etc have an educational value. Whenever the workers are illiterate, posters etc. go a long way to educate them, and give them instructions in the various operations of machines, adopting safety measures, maintaining cleanliness and so on.
5. Posters are a very effective means of advertising. They immediately attract the attention of the public/potential buyers.
6. Sound signals are very quick in conveying the intended message. For example, the ringing of a bell or the hooting of a siren makes the workers active, both in reporting for duty, winding up the day's work, or to take safety measures.
7. Sound signals are very useful in time management. One can always plan one's day on the basis of time signals.
8. Use of buzzers and such other devices streamlines the working of the organization by regulating visiting hours, giving adequate waiting time to visitors and breathing time to the managers.

Check Your Progress 3

Fill in the blanks:

1. _____ is the study of how we communicate with the space around us.
2. _____ means 'like language'
3. The word _____ expresses its meaning.
4. Use of mutually understood symbols is done in _____.

Limitations of Sign Language

1. Sign language whether using visual signs or audio/sound signals can communicate only elementary and simple ideas. Any complications or skews in ideas can hardly be conveyed through posters/ pictures.
2. It is not at all easy to draw effective pictures. It requires great skill on the part of the artist to be able to get the exact idea.
3. Sign language can be effective in combination with verbal communication.
4. Sign language is quite likely to be misunderstood. The receiver of the message has to be in a proper frame of mind to decode the message/ information conveyed by visual or sound signals.

5. While in verbal communication spot correction is very easy, it is not so in sign language. It is generally not easy to repeat, retract or improve upon these signs/signals.

Non-verbal communication is more important than verbal communication. People try to understand more about non-verbal communication. Researchers have found that even in a spoken message, the listener perceives non-verbal communication as more important than the words. Now, more and more writers on the subject of business communication are stressing the importance of non-verbal communication.

9.5 LET US SUM UP

1. 'Kinesics' is the systematic study of body language works through facial expression, eye contact, gestures, head position, body shape, posture and appearance. Body language accounts for more than half of all communication. All body language is a reflection our thoughts, feelings and our position in the organization.
2. Body language has its own advantages and limitation. It's greatest advantage is that it complements verbal oral communication. Its greatest disadvantage is that it can be misinterpreted.
3. Proxemics' is the study of space language. Any successful communicator makes effective use of it. Distance wise the space around us can be divided into four kinds- intimate, personal, social and public. Only very social or important people enter our intimate space. 'Personal' space is usually reserved for our close friends, colleagues and visitors. 'Social' space is best used for formal/ official purposes. 'Public' space is exclusively means for formal meetings/announcements.
4. Space is both 'fixed' and semifixed', and put to different uses, depending upon the communicators, position/status in the organization.
5. Space time, and physical context- all these three factors are very important parts of nonverbal communication. Availability of space and time are crucial supplements to verbal oral communication
6. Layout, design and colour send out messages, 'loud and clear', in a somewhat subtle fashion. It requires careful observation, considerable experience and intelligence to understand the colour, layout and design, layouts and colour combinations
7. Paralanguage means 'like' language. It is concerned, with the manner in which a speaker conveys his meaning through words. Voice is the first and foremost component of speech. Pitch variation is necessary to make speech effective. On different occasions, and for different purposes a communicator speaks at different speeds. Easy information is generally conveyed at a fast speed, and difficult information is conveyed slowly. One cannot go on speaking continuously. Pauses are very important for emphasis.
8. Speech is often marked by nonfluencies like 'oh'. Or 'um'. But sometimes they can be used effectively. Volume variation makes speech convincing. Proper word stress gives words the intended meaning. We must beware of 'mixed signals'. There must be harmony between the 'what' and the 'how' of our message.
9. No oral message is complete without paralanguage. Though paralanguage is 'like' language, it cannot be completely relied upon. It may even mislead/misguide/ prejudice the listener.

10. Visual and audio/sound signals or signs have been in use since time immemorial. Touch, smell and taste also communicate, but sight and sound play a greater role in communications.
11. Pictures, posters, photographs, cartoons, maps, diagrams, drawings and lights are the most popular forms of visual signs. A large number of visual signals speak a universal language.
12. Drumbeats, alarm signals like sirens/ hooters, buzzers, bell-ringing are the most commonly used sound signals. Sound signals play quite an important role in time management.

9.6 LESSON END ACTIVITIES

1. Give examples of positive and negative Gestures. How do these effect Communication?
2. **Dumb Charades:** Make two or more than two teams. One team can decide the name of one management fundamental and call one person from the other team. This person will be told this fundamental. He/she has to express this to his/her own team without using words, which is through expressions and signals and the team has to guess the right answer within 2-3 minutes. Likewise the other team also takes its turn.

The game can also be played with the names of movies or actors or even the names of famous personalities.

9.7 KEYWORDS

Non Verbal Communication: Communication without the use of spoken or written words.

Kinesics: 'Kinesics' is the systematic study of body language works through facial expression, eye contact, gestures, head position, body shape, posture and appearance. Body language accounts for more than half of all communication.

Proxemics: Proxemics' is the study of space language. Any successful communicator makes effective use of it. Distance wise the space around us can be divided into four kinds- intimate, personal, social and public. Only very social or important people enter our intimate space.

Gestures: Gestures are the physical movements of arms, legs, hands, torso and head, made to express or help to express thought or to emphasize speech. They play a very important role in conveying meaning without using words.

Space Language: The space around its contents and us convey a definite meaning. Of course, it requires quite some effort on our part to arrange them meaningfully, and on the part of others to understand or interpret the meaning. In other words, it tells that how people communicate with space.

Time Language: Time language is another type of nonverbal communication. In it we communicate with others in terms of time by showing them, in our own cultural way, what time means to us.

Para Language: 'Para' means 'like'. Hence, 'paralanguage' literally means 'like language' and 'paralinguistic' is the systematic study of how a speaker verbalizes his words/speech.

It is defined as "a type of non-verbal communication that includes articulation, pronunciation, rate, pitch, volume, pauses and other vocal qualities.

Sign Language: Communication through signs, visuals, etc. is called Sign Language.

9.8 QUESTIONS FOR DISCUSSION

1. "A cry of agony is more powerful than a tale of woe". Elaborate the statement in the context of Non Verbal Communication.
2. "A picture is worth a thousand words". Comment.
3. What is Kinesics? What is the role of body language in Communication?
4. Define Proxemics. What is included in Proxemics?
5. Explain Space Language in detail.
6. Write short notes on: a) Gestures b) Touch c) Audio Signals.
7. What is Time Language?
8. Explain Sign Language in detail.
9. What is the use of Facial Expressions and Eye Contact in Communication? Explain with examples.
10. What are the Advantages and Limitations of Proxemics?
11. How does Body Shape and Posture affect communication?
12. Non Verbal Communication is complimentary to Verbal Communication. Elaborate.
13. Explain how non verbal messages are instinctive in nature?

Check Your Progress: Model Answers

CYP 1

Non Verbal Communication does not stand alone on its own and neither does it completely substitute Communication with words; it complements Verbal Communication and makes it more effective. As an example, when we watch a movie, the dialogues are made more impressive by the way they are delivered, with the modulations in the voice, other gestures and signals.

CYP 2

1. Complimentary
2. Body language
3. Facial
4. Gestures

CYP 3

1. Proxemics
2. Paralanguage
3. Stress
4. Sign Language

9.9 SUGGESTED READINGS

Bowman, Joel and Branchaw, *Business Communication: From Process to Product*, Dryden Press
Courtland Bovee and John Thill, *Business Communication Today*, Random House, New York
Kitty Locker, *Business and Administrative Communication*, Irwin

LESSON

10

DYADIC COMMUNICATION AND TELEPHONIC CONVERSATION

CONTENTS

- 10.0 Aims and Objectives
- 10.1 Introduction
- 10.2 Dyadic Communication: Salient Features
- 10.3 Need for Learning Oral Communication Skills
- 10.4 Useful Tips to make Dyadic Communication more Effective
- 10.5 Telephone as a Medium of Conversation
- 10.6 Tips for Effective Telephonic Conversation
- 10.7 Let us Sum up
- 10.8 Lesson End Activity
- 10.9 Keywords
- 10.10 Questions for Discussion
- 10.11 Suggested Readings

10.0 AIMS AND OBJECTIVES

After studying this lesson, you should be able to:

- know what is dyadic communication
- know how to make face to face communication effective
- know how to make effective telephonic conversation

10.1 INTRODUCTION

Dyadic means that which is between two or more persons. Dyadic communication is face to face communication, in which besides words, feelings are also transferred from one person to another. Face to face communication is the most common form of communication. Dyadic communication also has its own place in business. More than 65 percent of communication in a business organization is dyadic communication. This type of communication needs a great degree of skill and patience. One has to deal with many types of people and there is no chance of manipulation in this.

Telephonic conversation is another type of oral communication, which has gained a lot of importance in today's world of mobiles and media. Again skill of conversation needs to be developed for effective telephonic conversation.

10.2 DYADIC COMMUNICATION: SALENT FEATURES

Dyadic Communication or face to face communication is the best form of Oral Communication. A face to face setting is possible between two individuals or among a small group of persons at an interview, or in a small meeting. Communication can flow both ways in these situations. There is immediate feedback, which makes clarification possible. Some more salient features of face to face conversation are as follows:

1. ***Instantaneous two way process:*** Face to face oral communication is a speedy two way process. The messages in oral communication travel back and forth instantaneously without any loss of time, making the process highly interactive.
2. ***One off exercise:*** Dyadic Communication is a One off Exercise, that is, it is not repeated and there is no written record of the same, which can be referred to.
3. ***Day to day language:*** The use of common, unconventional, day to day conversational language is considered to be most effective in face to face oral communication.
4. ***Presence of Both, Sender and Receiver:*** The presence of both, the sender and receiver is required at the same time, for face to face oral communication to take place.
5. ***Principles:*** Accuracy, clarity and brevity are three principles of dyadic 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 modulations:*** Dyadic communication is highly effected by body language and voice modulations. A high or low pitch of voice or gestures made during the speech, greatly influence the quality of face to face Communication.
7. ***It cannot be erased or mended:*** It is said, spoken words are like arrows shot from a bow, which can not be taken back. While in written communication, it is possible to erase or rectify the language, it is not possible in dyadic communication.

10.3 NEED FOR LEARNING ORAL COMMUNICATION SKILLS

In business transactions that involve face to face interaction between individuals or groups of individuals, it is not enough to be able to talk, speak, discuss, argue or negotiate an issue. A manager should be able to converse or discuss persuasively, effectively and convincingly. To do so, he must know the skills of oral communication. Oral communication skills should include abilities:

- To help in problem solving
- To resolve conflict
- To influence people to work together
- To persuade others to be involved in organizational goals
- To be assertive without being aggressive

- To develop listening skills
- To be an effective negotiator

These skills will develop the necessary tact to work effectively for mutual satisfaction in the above situations.

It is said that it does not matter what you say, what matters is how you say it. Your way of saying includes your choice of words, and your confidence and sincerity.

10.4 USEFUL TIPS TO MAKE DYADIC COMMUNICATION MORE EFFECTIVE

Some useful tips, which the Communicator should follow the following to make his face to face communication more effective are as follows:

- Consider the objective of your communication
- Be confident
- Think about the interest level of the receiver.
- Be sincere and Honest
- Use simple language, familiar words
- Be brief and precise
- Avoid vagueness and generalities
- Give full facts
- Use polite words and tone
- Leave out the insulting messages
- Say something interesting and pleasing to the recipient
- Allow time to respond
- Avoid disagreement
- Avoid use of slang words
- Be sensitive and courteous to the listener
- Develop new areas of conversation
- Maintain eye contact
- Exhibit positive gestures and body language
- Be descriptive but not evaluative
- Avoid making the speech monotonous and boring

Check Your Progress 1

1. Define dyadic communication.

.....
.....

Contd...

2. What is the need for learning oral communication skills?

.....
.....

10.5 TELEPHONE AS A MEDIUM OF CONVERSATION

This form of electronic communication has been around for nearly a century. It is the most useful and universal medium of oral communication with a person who is not present at the same place as the sender. The telephone instrument has evolved, over the years, into very sophisticated forms with many new facilities.

The intercom is an internal telephone system which allows communication between persons in different parts of a building. It eliminates the need for visiting another part of the office and the need for a peon to carry written notes and messages. Information can be passed quickly from one person to another in the office. Some intercom instruments have facility to broadcast messages to the entire office over all the internal lines or a particular location on one line.

STD (Subscriber Trunk Dialling) allows a user to make call to a number in another city directly, without having to call the operator at the telephone exchange. This service is available to almost all cities in the country. Every city has code number which you dial before dialling the personal telephone number. The code number for Mumbai is 022.

ISD (International Subscriber Dialling) allows the user to call a number to any of the major cities of the world, without calling the operator at the telephone exchange. Every country has an international code number which you dial before dialling the required city code and personal telephone number. The code for India is 091.

STD and ISD facilities can be locked with a number code on telephones attached to electronic exchanges. On other telephones, you may have to pay a fee and/or deposit to get the facilities activated. These facilities have made the telephone an instrument for instant communication to any part of the world.

Technological advance has made the telephone instrument so sophisticated that it is able to provide a number of services. An answering machine can take a message if you cannot answer it. Caller identity device attached to the telephone can show the number from which the incoming call is being made.

Cellular phone

The cellular phone is based on a combination of the old radio technology and emerging telecommunication technology. Cellular or mobile phones have some of the characteristics of the home phones but there are several differences. There are some boundaries to cellular coverage outside metropolitan areas and away from major highways.

Air times is charged by the minute on calls made from and received by the cellular phone; a fraction of a minute is rounded off to the next higher minute. Calls made are charged from the time the "send" button is pressed.

When a cellular call is placed, a radio signal travels from the phone to a receiver/transmitter within a cell. A cell is a geographic area ranging from less than a quarter mile to 20 miles in diameter, and contains a fixed radio signal receiver/transmitter. The size of a cell depends on the population and the terrain. As a person making or receiving a call with a cellular phone move from one cell to another, the call is automatically passed from one cell to the other. A receiver/transmitter within the cell relays the call to a mobile transmitter switching office (MTSO) using the home telephone lines. The MTSO is connected to

the local telephone company which routes the call to the destination. The call process takes less than half a second.

Cellular phone instruments have facilities for storage of numbers, record of missed calls (calls which were not answered), for receiving text messages, and for receiving information given by the network about the weather, about conditions on the road, and other vital news needed while traveling.

The mobile has freed many managers from the confines of their offices as they can be in touch with the office from wherever they are. It has become possible to contact persons who are traveling or are out in the open. A manager talking business on his mobile while relaxing on a beach may be a depressing sight, but then, he might not have been relaxing on the beach at all but for the mobile, which allows him to stay in touch.

Check Your Progress 2

Fill in the blanks:

1. Dyadic Communication means _____ conversation.
2. _____ effects the face to face communication.
3. Most useful medium of oral communication, with a person at a distance is _____.

10.6 TIPS FOR EFFECTIVE TELEPHONIC CONVERSATION

Telephone is the most convenient and quick means of communication of present times. The revolution brought about by mobile phones has even made it more useful and profitable for one and all. There are some guidelines to make telephonic conversation more effective:

1. Telephone talk is dependent on the voice, in the absence of close physical presence. Clarity of speech and skilful use of voice are important in this as sounds may be quite similar and confusing over the phone. It is difficult to make out the difference between similar sounding words like "kite" and "night", "life" and "wife".
2. Make the calls short and precise, to save time as well as money.
3. Make limited use of mobiles and keep them at a distance from the body to get freed from the bad effects of strong vibrations
4. Keep your pitch low, as it is very harsh for the ears to listen loud voices on the telephone.
5. Repeat spellings on the telephone, if needed, as there is a possibility of wrong interpretation of words on the phone.
6. The quality of voice has to be very smooth, to make telephonic conversation effective. This is what the Call Centres look for and make use of.
7. Make use of courteous language.
8. Discourage others to talk too much or gossip over the phone.
9. Keep the speed of your speech in control over the phone. Don't be too fast for the listener at the other end.
10. Choose simple words

11. When calling, immediately introduce yourself and your organization and ask for the person you want to talk to.
12. When receiving a call, identify your company or office; then offer your assistance.
13. Don't put the callers on hold, if they don't choose for the same. They may wish to call back later.
14. Be considerate, listen and do not dominate over the phone.

10.7 LET US SUM UP

Face to face conversation or dyadic conversation is the most important form of oral communication. One needs to be confident and courteous in face to face communication. Telephonic conversation is another form of oral communication, which is most commonly used in the present times. Voice quality needs to be very good in telephonic conversation. Consideration and patience are needed in this form of communication.

10.8 LESSON END ACTIVITY

Make pairs of friends and take up various business situations to make a telephonic conversation between the two.

10.9 KEYWORDS

Dyadic Communication: Face to face communication

STD: Subscriber Trunk Dialing

ISD: International Subscriber Dialing

10.10 QUESTIONS FOR DISCUSSION

1. What is Dyadic communication.
2. Why Oral Communication skills are needed?
3. How can face to face communication be made more effective?
4. Give guidelines to make telephonic conversation more effective.

Check Your Progress: Model Answers

CYP 1

1. Dyadic means that which is between two or more persons. Dyadic communication is face to face communication, in which besides words, feelings are also transferred from one person to another.
2. Oral communication skills should include abilities:
 - To help in problem solving
 - To resolve conflict
 - To influence people to work together
 - To persuade others to be involved in organizational goals

Contd...

- To be assertive without being aggressive
- To develop listening skills
- To be an effective negotiator

CYP 2

1. Face to face
2. Body language
3. Telephone

10.11 SUGGESTED READINGS

Effective Business Communication, Herta A. Murphy, Herbert W. Hildebrandt, Jane P. Thomas, Irwin Mc. GrawHill

Business Communication, K.K. Sinha, Galgotia Publishing Company

Effective Business Communication, Asha Kaul, Prentice Hall of India

Business Communication, Theory and Practice, Lesikar & Pettit, A.I.T.B.S. Publishers & Distributors

UNIT V

LESSON

11

CONDUCTING MEETINGS, SEMINARS AND CONFERENCES

CONTENTS

- 11.0 Aims and Objectives
- 11.1 Introduction
- 11.2 Meetings: Meaning and Importance
- 11.3 Purposes and Golden Rules of Meetings
- 11.4 Conducting Meetings
 - 11.4.1 Preperation for a Meeting
 - 11.4.2 Steps in Conduct of Meetings
 - 11.4.3 Role of the Chairperson
- 11.5 Attending Meetings
 - 11.5.1 Participants' Role during the Meeting
- 11.6 Conferences And Seminars
 - 11.6.1 Important Guidelines for Conducting Seminars and Conferences
- 11.7 Written Documents Related to Meeting: Notice, Agenda And Minutes
 - 11.7.1 Notice of Meeting
 - 11.7.2 Agenda
 - 11.7.3 Minutes
 - 11.7.4 Resolution
- 11.8 Let us Sum up
- 11.9 Lesson End Activities
- 11.10 Keywords
- 11.11 Questions for Discussion
- 11.12 Suggested Readings

11.0 AIMS AND OBJECTIVES

After studying this lesson, you should be able to:

- Know the relevance of Meetings, Seminars and Conferences in organizations as a part of Interactive Communication
- Learn about the techniques of conducting meetings
- Learn to be an active participant of meetings
- Know about the written documents related to meetings

11.1 INTRODUCTION

"Conferences, Seminars and meetings refer to an assembly of persons who come together and deliberate on topics and issues of communicable interest".

Meetings and conferences have become an integral part of business life. They facilitate exchange of views and as such constitute an important means of interactive communication. Both these interactive forums facilitate face -to -face discussions that take place at various levels. They may be employer -employee meetings, employee -employee meetings and conferences, employee customers meetings and so on. Seminars are conducted once in a while. A Seminar is a gathering of people, in which, one or more persons give their presentation on a particular topic, to enrich the knowledge of the participants of the Seminar. While, in a conference, all the participants usually express their views on the topic, in a Seminar, there are a few speakers, who are experts in their own field, give their views and the audience is gained by the same.

Meetings take place more often than conferences, and also relate to fewer persons. While there can be a meeting of even two persons, a conference normally connotes an assembly of a large number of people. Similarly, meetings may take place any number of times during a day or a week while conferences are normally scheduled annually, bi -annually and so on. While meetings can be both pre -planned and impromptu, conferences are, by and large, planned in advance.

"Meeting is part of everybody's life "

While some distinction has been made here between meetings and conferences as commonly followed in practice, the distinction is by no means very rigid. There is a certain overlap between the two in actual practice. One may say, for example that the Chief Executive is in conference with the General Managers. The dictionary refers to a meeting as an assembly of persons, especially for entertainment, workshop etc. whereas a conference is described as a meeting of any organization, association, etc. for consultation, deliberation and so on.

Meetings, seminars and conferences, when effectively organized and conducted, can play a significant role in business communication. They facilitate:

- exchange of information
- Articulation of alternative viewpoints.
- Deliberation on specific issues,
- removal of misconceptions,
- elaboration and clarification of concepts and ideas,
- finalization of plans and strategies,

- review of performance,
- Enlistment of support and a host of such communication needs, so essential in a business or organizational context.
- They facilitate intensive interaction with individuals as well as groups, and achieve much more than any written communication.

Meetings, seminars and conferences, therefore, are to be seen as an inevitable yet useful medium of interaction between people in different business and organizations.

"Well -conducted conferences and meetings serve a useful purpose"

Check Your Progress 1

Distinguish between meeting, conference and seminar.

.....
.....

11.2 MEETINGS: MEANING AND IMPORTANCE

Meetings are the most popular method of interactive communication. They facilitate direct, face -to -face communication and are essential at various levels in all organizations. When there are two or more persons, there is a meeting, structured or otherwise. They serve the valuable objective of facilitating exchange of information, fostering of team spirit and commitment to common goals and objectives. More importantly, they help in elaborating ideas, clarifying concepts and clearing confusion, if any, created on account of ambiguous and incomplete verbal or written message. Misunderstandings arising from unclear memos, circulars, directives, targets, etc. can be cleared through meetings with the people concerned.

"Meetings are the most popular method of interactive communication"

Meetings of marketing people with prospective customers while launching a new product or service help in clearly bringing out the significant future of the product by clarifying the finer points. Similarly, meetings with the computer or EDP personal facilitate detailed and effective planning of connectivity; networking etc. these are just two examples of the ways in which meetings can be of use to serve a vital communication need in an organization. In fact, on a regular basis, there can be customer meets, dealer meets, managers' meets, staff meetings, association meetings, business meets, review meets and so on.

Like their western counterparts, Indian executives too, in most organizations spend a large part of their working day in a company meetings. In the United States, it is pertinent to note, decisions are made by groups of managers or executives rather than by individual top management functionaries. Similarly, in India too, we have various committees in the organizations like the Purchase Committee, Audit Committee, Executive Committee, Management Committee, Promotions Committee, Systems Committee, Credit Committee, Recovery Committee, and Legal Committee which take decisions, and that is why it necessary to organize so many meetings.

"High level executive in business organizations spend much time in committees and meetings"

While meetings, which are effective, contribute to decision-making and result in positive outcome, ill conceived and indifferently conducted meetings entail enormous waste of time, effort and resources. They may even lead to chaos and confusion. It would, therefore, be imperative to give attention to certain details while convening meetings. The preparation for an effective meeting starts well in advance and there is much that needs to be attended to on the day of the meeting, during the meeting and thereafter, till the minutes are drawn up and sent.

11.3 PURPOSES AND GOLDEN RULES OF MEETINGS

The following are the important purposes for holding meetings in business organizations:

1. To save time in Communication.
2. To instruct a group for a specific purpose, that is , briefing
3. To discuss and solve problems relating to business
4. To resolve conflicts, confusion and disagreement among interest groups.
5. To give and get new ideas and immediate reactions.
6. To generate enthusiasm and positive attitude.
7. To arrive at consensus on issues.
8. To learn from others and to train others.

Ten Golden Rules with respect to Meetings are:

1. The meeting should be convened only when it is essential.
2. Meetings should have time schedule and must begin and end on time
3. Meetings should be convened only when no telephonic discussion is possible.
4. They must have clear and specific agenda and sub agenda
5. They must have clear objectives
6. Time limit should be specified for each item of the agenda and sub agenda
7. The notice of the meeting should be sent well in time before the meeting, to those who are required to attend the meeting and can make useful contributions.
8. Conclusion of a meeting is summarized so that each one understands the summary of the proceedings.
9. Action oriented minutes should be prepared and circulated after the meeting.
10. Meeting should be closed on a pleasant note.

11.4 CONDUCTING MEETINGS

As meetings are an imperative part of any organization, much effort needs to be done to conduct meetings successfully. It is an important skill which each manager needs to acquire. Conducting meetings requires some prior preparations, like the time, place, venue, etc and other documents relating to meeting. While the meeting is actually going on, it goes through the stages of beginning, leading, conducting and closing. The role of the Chairperson is also quite significant in the meeting. These are the aspects to be covered in conducting a meeting.

11.4.1 Preparation for a Meeting

The following are the broad areas where preparatory work relating to meeting is required:

The Domestic Arrangements:

- Where will the meeting be held, i.e. venue?
- At what time and day it will be held?
- What will be the duration of the meeting?
- Who will be invited to attend?
- Who will chair the meeting?
- Who will be called upon to formally speak?
- Whether lunch/dinner is arranged?

Paperwork: The paperwork for the following will be completed:

- Minutes of the previous meeting and related records
- Reports to be read beforehand along with office notes
- Agenda and related papers
- Written reports or graphics required at the time of the meeting

Purpose:

- What do you want to accomplish?
- What kind of meeting is it?
- Does the leader need to acquire specialist advice on any subject?
- Is the leader conversant with the reason for the meeting?
- Do you need to discuss any of the contents of the meeting with anyone in a higher management position?

Support:

- Is there a need to use advanced visual aids for better presentation?
- Is a written report required?
- How much general knowledge and awareness is required?
- Do you use mike or other audio aids?

Code for meetings: A meeting code is prepared for effective meetings. A few aspects in this regard are as follows:

- Start and end on time
- Be present on time and be prepared mentally
- Establish Objectives
- Set an agenda
- Be brief and precise
- Don't dominate the discussion
- Listen to others

- Encourage participation for ideas
- Don't interrupt unnecessarily
- Don't evaluate presentations
- Give full attention to discussions
- Stay close to the subject
- Don't have side conversations
- Resolve related conflicts and issues
- Decide on follow-up action
- Record ideas/discussions
- Assess the outcome in the end

Important Preparatory Points

The Important Preparatory Points of the meeting are as follows

- (a) ***Agenda:*** Agenda is the list of items to be taken up for discussion during the meeting. It provides the reason for calling a meeting. It should be ensured that there are adequate numbers of worthwhile issues which need deliberation at the meeting. All topics and issues that will be taken up at the meeting call for advance efforts. The item stated in the Agenda should be relevant and appropriate, keeping in view the purpose of the meeting and the expertise of the members who will be participating in the meeting. Calling a meeting for the sake of it, without any serious agenda, or just to ensure that the pre-determined periodicity is met, entails a waste of time and resources.
- (b) ***Background papers:*** Every meeting of some importance will have a set of background papers, which are sent in advance to the members who will participate in the meeting. These background papers relate to the items listed in the agenda, and provide glimpses of the issues involved. Background papers are normally prepared by the concerned functionaries or departments seeking a decision on the issue or a deliberation on the subject matter. Background paper should cover all relevant details that are germane to effective deliberation. This would normally include facts, figures, different views, expert opinion, latest position, and so on. Minutes of the previous meeting are also sent along with the first lot of background papers since they are always the first item on the agenda. They are taken up for confirmation before proceeding to the other items. Background papers ensure that deliberations are focused and cover all relevant dimensions of the subject under discussion.

Background papers, it should be noted, are to be sent to all the members and invitees well in advance to enable them to come prepared with their views and suggestions. In fact, if the subject matter is of a serious nature and if sufficient time has not been provided for advance consideration, there is every likelihood of the agenda item being deferred by the committee for consideration in the next meeting. At the same time, it is worth noting that whenever there are some important developments which are to be brought before the committee members, or when there are urgent decisions called for, and the matter is so urgent that it is not desirable to wait till the next meeting, there is a system of submitting what are called 'table items.' Such items are tabled at the time of the meeting and are not sent in advance. If the chairperson and members agree, such items are also taken

up for deliberation at the day's meeting. As a general rule, however, table items should be put up as an exception and only when warranted.

- (c) **Whom to invite:** To be effective, deliberations at the meeting should involve all the concerned functionaries. Regular members of the committees, wherever formally constituted, will have to be invariably invited. At the same time, in the absence of a formal list, it would be essential to identify people whose presence would be essential to identify people whose presence would be of significance when subjects are taken up for deliberation. In some cases, senior functionaries will have to be necessarily invited to lend authority to the decision-making process, whereas some junior level functionaries and subjects matter specialists will have to be present to provide technical details and other relevant papers. Persons to be invited to the meeting, wherever not specifically stated, are best decided in consultation with the chairperson and other senior functionaries on whose behalf the meeting is convened.

Invitation for the meeting is to be clearly drawn up indicating the day, date, time and venue of the meeting. Invitations have to be sent well in advance to ensure that outstation participants have sufficient time to make appropriate travel plans. Meeting notices will have to clearly indicate who should attend the meeting. Sometimes, people in organizations receive notices, which do not clearly indicate whether they are sent as an invitation or just as intimation. The meeting notice should also state wherever appropriate, whether the addressee may bring one or two other colleagues dealing with the subject or, the alternative if one is not in a position to attend, whether some else can be deputed on one's behalf. Though most of these requirements look obvious, they are often overlooked.

- (d) **Timing and venue:** Care should be taken in fixing up the meeting in a manner that is convenient to most of the members or participants. A notice, well in advance, will ensure that participants get adequate opportunity to schedule or reschedule their engagements. The date and time should be fixed taking into account holidays, other important events and functions which may clash with the meeting dates and time, and make it difficult for the members to choose between one or the other. It is generally expected that the person convening the meeting will take some trouble to ensure that most of the members, if not all, are in a position to attend and contribute. While it may not be possible to totally avoid overlapping in all cases, some advance planning and enquiries will certainly help achieve better attendance at meetings. Indication of the duration of the meeting will also be helpful so that participants would know how much time they have to allot for attending the meeting. Further, details such as arrangements made, if any for breakfast, lunch, accommodation, travel, etc. need to be mentioned.

The venue of the meeting should be fixed up, obviously well before the meeting notice are dispatch. With so many meeting taking place in organizations, there is bound to be considerable demand for meeting halls and conference rooms. The meeting venue should have all the required physical facilities -fans, air conditioners, microphones, projectors toilets, etc. hinder the effectiveness of communication. It is not uncommon in organizations to come across instances where the availability of the venue is not confirmed, or time as a result of which either meeting are delayed or participants are made to move from one venue to the other. A little extra care will avoid embarrassment and inconvenience at the time of the meeting.

There are occasions when the Chief Executive or other senior functionary may decide to convene impromptu or emergency meetings with very short notice, in which case the availability of the venue, physical facilities and other arrangements

for refreshments, etc. will have to be attended to on priority. Any meeting where the deliberations have concluded, and yet refreshment or lunch is not ready, speaks of poor planning and has to be assiduously avoided. The participants' time, it is to be noted, is valuable and cannot be taken for granted.

- (e) **Punctuality:** Starting the meeting on time is an area that calls for conscious effort. Keeping the venue open and ready well in time, reminding the chairperson and other members, ensuring that all papers have reached the participants, table items are placed, and ensuring that the conveners and organizers are at the venue well before the scheduled time are all a must in making meetings time bounds and purposeful. A situation where the convener is still in consultation with the chairperson of the meeting well past the scheduled starting time, while the participants are waiting in the venue, unattended and not knowing when and if at all the meeting would start, is the kind of situation that speaks of indifferent attitude towards the meeting and must be avoided.
- (f) **Time management:** Time management is of essence in ensuring the effectiveness of meetings at all levels. Meetings, which start on time, end on time and provide adequate time for purposeful deliberation of all the listed items, ensure cost effectiveness. One can indeed, assess the level of efficiency of the organization in terms of effectiveness of the meetings conducted at various levels. In the exhibit carried under this chapter, we have noted that executives tend to spend much of their time in attending meetings. Unless every effort is made to make the meetings business-like and focused, organizational effectiveness gets impaired.
- (g) **Check for Meetings:** The convener or the secretariat for the meetings will have to take responsibility for the success or effectiveness of the meetings. They have to invariably give attention to every small detail and ensure that everything is in order. It would be desirable to maintain a checklist of items relevant to various stages, i.e., before, during and after the meeting.

The checklist should include, among others, the following items:

- Confirming that the meeting notice and all the sets of background papers have reached all the members and invitees.
- Ascertaining the participation of the chair-person and the members, and the availability of the quorum.
- Venue arrangements such as ensuring that the meeting hall is ready is open well in time checking whether all equipment such as microphones, air conditioners, fans, projectors, etc. are functioning properly and pens, pads, etc. are provided.
- Refreshments and catering as are appropriate to the meeting have been arranged.
- Checking flight arrivals, room bookings, conveyance, etc. for the chairperson and others wherever required.
- Reminding the local and other members about the time and venue of the meeting.
- Ensuring that the table items for the day's meeting, if any, are put up.
- Briefing the Chairperson and other key members about the issues to be taken up the meeting.

- Entrustment of responsibility concerning the recording of minutes or proceedings.
- Timely intimation of postponement, cancellation, changes of venue etc.
- Changes to be effected in the composition of the members or participants and special invitees.
- Reminding the chairperson, if need be about the priority and urgency of various items which have to be necessarily taken up.
- Probable dates for the next meeting.
- Preparation of minutes or proceedings on time, obtaining approval of the same and their dispatch.

This kind of attention to all relevant details by the convener or the secretariat brings in a professional approach in conducting meetings.

Check Your Progress 2

1. What are the important purposes for holding?
.....
.....
2. What do you understand by the term 'agenda'?
.....
.....

11.4.2 Steps in Conduct of Meetings

The process of conduct of meetings can be divided into: Beginning, Leading, Conducting and Closing

Beginning: The beginning of the meeting must take the following into account:

- Establish the right tone - usually serious, polite and positive.
- Be sure to identify participants who are not known to the group.
- Offer background information and comments that might prove useful to the group.
- Review the objectives of the meeting in terms of items on the agenda.
- Identify time constraints not expressed on the agenda.
- Prepare oneself for arguments and counter arguments

Leading: The following is the checklist of the principal tasks for leading a meeting:

- Arrive early and start on time.
- Remain impartial and objective
- Restate the purpose and objectives periodically.
- Listen attentively to the other group members.
- Summarize the group's decisions or progress at intervals during the meeting
- Diffuse hot controversies with patience and calmness.

- End with the summary of the decisions made.
- Highlight the action to be taken and decide who is responsible for it.

Conducting: The following steps are to be followed in conducting the meeting:

- Preparing the plan, including agenda, sitting arrangements, physical facilities, etc.
- Implementing the plan by keeping the discussions on track and constantly monitoring them.
- Monitoring the time of the meeting, in case of limited availability of time.
- Allowing everyone to present their point of view and controlling those who talk too much and do not let the discussion move.
- Encouraging less confident participants to speak up and share their views and participate in the meeting.
- Summarizing the key items of the meeting at regular intervals.

Closing:

- Meetings should end on time.
- All decisions taken are summarized.
- Courtesy should be extended by thanking the members.
- Vehicles should be arranged for those who have come from outside and have no conveyance.
- Minutes should be prepared after winding up
- Follow up of the decisions made during the meeting should be done.

11.4.3 Role of the Chairperson

The chairperson, the convener or the secretary and the senior members have a vital role to play in conducting the meetings effectively. They have to ensure punctuality and effective the management. While providing freedom to the members for expressing their views on the items taken up for deliberation, the Chairperson also ensures that the discussion does not stray. The Chairperson also ensures that as far as possible, all the agenda items stated for discussions are duly taken up for deliberation. Through experience, wit and wisdom, the Chairperson brings in authority and decisiveness to the deliberations. If during the course of deliberations, members get into a war of words, or a personal clash, the Chairperson or the convener, who should play a complementary role in conducting the meetings should intervene, and bring in the much needed sense of proportion in the deliberations.

The Chairperson must work up the agenda before the meeting, and check that all the requirements are made available in the meeting room, and that the needed staff is in full attendance, to assist at the meeting. The leader has to carry out the task of guiding the discussion, keeping it on track and arriving at a useful conclusion at the end of the given time.

The meeting leader should ensure that there is someone to take notes; if one has not been arranged for, someone from among the participants can be appointed to be the reporter; in a large meeting it is better to have two or three persons appointed for the purpose. The success of the meeting depends, in a large measure, on the Chairperson of the meeting.

11.5 ATTENDING MEETINGS

A meeting is successful not only if it is conducted properly, but if and only if the participants of the meeting have put in their hundred percent efforts and have successfully drawn out some conclusion from the meeting. Every participant in the meeting is like the crew member of an aircraft, whose role is as important as that of the pilot. One must be an active participant in the discussions being held in the meeting, to make the meeting successful. Some onus of the effective participation of all the members lies with the leader of the meeting.

The extent of control will vary depending upon the type of leadership. In case of group leadership, there will be minimum control while the authoritarian leader will have maximum control. Maximum participation on the part of all group members produces the most useful results. Towards this end, the leader can employ a number of skills and techniques for encouraging and channeling participation.

11.5.1 Participants' Role during the Meeting

The following are the specific areas where participants have to play an important role in a meeting:

1. **Punctuality:** Participants have a primary responsibility to arrive at a scheduled meeting at the appointed time, perhaps even a little before. This helps the leader to start the meeting in time.
2. **Adhering to the agenda:** When an agenda exists, the participants should follow it. Specifically, they should not bring up items, which are not on the agenda, nor should they comment on such items if brought up by others. When there is no agenda, they should stay within the general limits of the meeting's goal. They should make every attempt to restrain themselves from making comments that do not relate to the items on the agenda.
3. **Contributing information:** The problem-solving group needs information to reach a decision. Effective group members bring information, which they have gathered about the topic. This leads to disorganization. People need to develop the ability to see where their information on the topic applies. Their participation, however, should be meaningful. A participant should talk only when he has something to contribute.
4. **Evaluating the information:** Group participants need to bring several critical skills to the problem-solving situation. One of the most important is the ability to carefully examine all formation presented to the group. Participants should resist the tendency to accept everything that is said during the discussion.
5. **Raising questions:** Group participants ask pertinent questions at appropriate times. Such questions help to expose inaccurate information or to clarify a point, which one of the other members is attempting to make. Without questions, the process will become monotonous and participation will not be effective. The use of questions encourages feedback, aids the understanding of all group members, and helps to keep the participants on the main subject of the discussion.
6. **Listening empathetically:** Effective group participants listen to the contents. They must also "listen between the lines." The empathetic listener tries to see the topic from the other member's frame of reference, or point of view.
7. **Avoiding side discussions:** A participant may on some occasions be stimulated to discuss a topic with the group member in the adjacent seat. Such discussions obviously disrupt the deliberations of the rest of the group.

8. ***Thinking as the group thinks:*** The group member's needs to be aware that thinking of the group is different from individual thinking. Participants need to relate their comments to that of the group. This helps individuals to integrate their thinking with the group. For the group to function effectively, the group must think together.
9. ***Encouraging others:*** Equal to one's responsibility to share, the expertise of the participant is his obligation to encourage others to share their views by asking questions like, "What do you think about this proposal?" Try to follow up by positively reinforcing the suggestions of the fellow participants.
10. ***Cooperating:*** A meeting by its very nature requires cooperation from all participants. So keep this in mind as one participates. He should respect the leader and his effort to make progress. Some people do not cooperate in groups because of their self-centered behaviour. This needs to be controlled.
11. ***Do not talk irrelevant:*** As one participates in the meeting one must be aware that other people are also attending. One should speak up whenever one has something to say and one should not get carried away. The participants should always respect the rights of others. Whatever one is saying, it must really contribute to the discussion.
12. ***Keep an open mind:*** Though the participants may be well prepared., there is a possibility that they may go wrong at certain points. One should be prepared to learn and correct any mistake, by accepting it gracefully.
13. ***Show interest in what others say:*** When someone makes a good point, show interest even if it demolishes your point.
14. ***Courtesy:*** Perhaps courtesy is a natural part of cooperation. In any event, the participant should be courteous to other group members. Courtesy is related to mannerisms. For maintaining decency and decorum, this is essential.

11.6 CONFERENCES AND SEMINARS

A Conference or Seminar is a meeting of a large group of persons assembled for the purpose of discussing common problems or activities. The number of participants may be anything from 50 to 500 or more. A large Conference is divided into small groups for the purpose of discussions. The participants may not be from the same organization. In a Seminar, however, there are a few expert speakers and the other participants benefit from their knowledge and expertise.

It may be imprudent to draw a rigid line of distinction between meetings, seminars and conferences. Organizations do have 'conference halls' where meeting take place regularly. Conference, seminars as well as meetings are also conducted in hotels and other large venues. The word "Conference" is normally used to describe a gathering of a larger scale, for a specific purpose. One usually refers to Annual Conference or Bi -annual Conference, Zonal or Regional Conference, Two Day Conference and so on, suggesting longer duration and larger participation than a meeting. Business Plan Conferences are regularly held in business organizations. The advent of innovative methods like Teleconference and Video Conferencing has facilitated interactive communication between participants, without necessitating physical presence of all concerned at one venue.

The type of preparations and attentions for details in relation to the conferences are by and large, the same as those of meetings. Sometimes, the conferences or Seminars may also have the features of a function, in which case, presence of a Chief Guest, introduction of the speaker or the dignitary, invocation, lighting of the lamp, presentation of bouquets,

and distribution of brochures and other details become relevant. The check list for meetings suggested earlier will have to be suitably modified to plan for and accommodate all details. We also normally come across words like 'Summit' to describe a meeting of the heads of the states and 'Retreat' to describe temporary retirement from serious business meetings. Viewed in that context, Meeting, Meet, Conference, Workshop, Seminar, Study Circle, etc. are by their nature, platforms facilitating interactive communication and the most appropriate terms may have to be used.

A Seminar or Conference is a tool of learning and training and development; members pool together and share their knowledge and experience, and discuss their problems. It is an enriching activity. It does not have a task to complete; and conclusions that are arrived at during the discussions are included in a report of the Conference. Copies of the reports are given to participants and their organizations and may also be sent to various authorities concerned with the subject of the Conference. A Conference does not have any authority but it may make recommendations since the participants are persons who have experience and are engaged in the activity and are directly affected by the state of affairs in the field.

11.6.1 Important Guidelines for Conducting Seminars and Conferences

It is important to note the following points while conducting Seminars or Conferences:

1. Choose a topic which is most beneficial for all the participants.
2. Decide the date of the seminar or conference well in advance.
3. Send invitations to participants well before the date of the seminar or conference.
4. Check the availability of the Delegates or Spokespersons or Keynote speakers to be invited for the Seminar/Conference.
5. Arrange the stay and hospitality for the Seminar/ Conference in the most appropriate manner.
6. Choose a quiet and peaceful venue for the Seminar or Conference.
7. The electronic gadgets and equipments, like LCD or Laptop, should be checked well in advance and kept in proper places.
8. The delegates and participants should be given handouts relevant to the topic.
9. Folders, files, notepads, pens, etc. should be kept ready for the participants.
10. The outcomes, suggestions, etc. of the Conference/ Seminar should be recorded and kept in black and white, so that if needed, a White Paper (Suggestion Paper) of the conference can be prepared and sent to the requisite authorities.

11.7 WRITTEN DOCUMENTS RELATED TO MEETING: NOTICE, AGENDA AND MINUTES

An official meeting is supported by several written documents. For the smooth functioning of a meeting, the supporting documents must be prepared carefully. Usually, they are prepared by the Secretary, in consultation with the Chairman. Some documents like the Notice of the meeting are routine documents and there is little change in the wordings every time, like the date, time, venue and purpose of the meeting. The other documents like Agenda, Minutes and Resolutions need to be prepared as per the need of each meeting.

The most essential documents are: Notice of the meeting, Agenda, and Minutes. The notice of the meeting and the agenda, together with the minutes of the previous meeting rules of different bodies lay down the number of days of notice required to be given for a meeting.

11.7.1 Notice of Meeting

The notice of meeting is typed or printed on the organizations' letterhead; it must always include the following points:

- (i) Name of the body/group which is to meet
- (ii) Day, date time of the meeting
- (iii) Place of the meeting, i.e. the address and the specific room/hall
- (iv) Agenda of the meeting

Public companies and many registered voluntary organizations use a legal form of notice for general body meetings. The notice is accompanied by the agenda for the present meeting and the minutes of the previous meeting. There may also be notes and background papers related to different item on the agenda.

The notice of the meeting must be sent well in advance, according to the requirements laid down in the organization's rules. Usually, at least a week's notice is required. If members have to come from different places to attend the meeting, longer notice is required

The following are examples given these essential details:

- There will be a meeting of the Executive Committee on Wednesday, 8 April, 1999, at 11.00 a.m. at the Registered Office, in the Conference Room, to discuss ...
- A meeting of the Managing Committee will held on Saturday, 9 November, 1999, at 10.00 a.m. in the Committee Room at the Registered Office to discuss the following items.

If the meeting is expected to go on for a long time, it is customary to indicate in the notice that tea/lunch will be served. It is also necessary to indicate whether traveling allowance will be paid to those who attend the meeting.

11.7.2 Agenda

Agenda is a list of items to be discussed at the meeting. It is also called Business. It is usually sent with the notice of the meeting, but it may be sent later if it takes time to prepare it. Items included in the agenda depend on the type of meeting. According to rules of conduct of a meeting, apologies for absence received from a member are taken up and recorded before the agenda is taken up.

The agenda begins with the item "Approval of Minutes" because the minutes of the previous meeting must be approved and signed before any matter can be taken up by the present meeting. This item may be written in the agenda as "Minutes" or in greater detail as "Approval of minutes of previous meeting."

The second item relates to matter arising out of the minutes. This may be indicated in the agenda as "Matters arising"; however, it is not necessary to indicate this item in the agenda. The new items are set out after this. Some of the items are routine requirements, like payments to be passed and cheques to be signed, Progress reports, Review of activities, etc.

There are two ways of writing the points in the agenda:

- (i) In the form of nouns, for example,
 - Appointment of sub-committee to look in to losses...
 - Proposal to open a branch in...
 - Membership drive
 - Fund collection
 - Review of the month's activities
- (ii) With an infinitive verb, for example,
 - To appoint a sub-committee to look into...
 - To consider a proposal to open a branch ...
 - To organize a membership drive
 - To collect funds
 - To review activities of the month

All the items in an Agenda must be written in the same style.

Different organizations use different style of writing the items in the agenda. Public Limited companies and some organizations use a very formal and detailed style while some use informal style and describe the items in short.

When all the items on the agenda have been dealt with and decisions recorded, the chairman of the meeting may allow members to raise any items which are not on the agenda, if time permits. The Chairman may himself raise a matter which is not included in the agenda. To allow for this, the item "Any other business with the permission of the Chair" (also written as any other business) is included at the end of the scheduled business items. The final item is usually, "Date of next meeting" (also written as Next meeting). It is the usual practice to fix the date of the next meeting before the current meeting is ended.

The order of the items on the agenda cannot be changed during the course of the meeting except by consent of the members. The chairman of the meeting must take great care to decide the order in which the items are to be put on the agenda, especially if there are likely to be controversies over any of the items. It is desirable to have urgent items and non-controversial items first.

Exhibit: Sample Agenda

AGENDA	
1.	To confirm the minutes of the meeting held on 25 May, 2006 (enclosed)
2.	To approve the Revised Budget for the 2005-2006 and the Budget Estimates for the year 2006-07, with or without modifications (will follow)
3.	To consider applications for Life Membership (list enclosed)
4.	To review the working of the Society and its Institutions
5.	Any other matter permitted by the Chair
6.	Next meeting

11.7.3 Minutes

A record of the decisions taken at a formal meeting is called Minutes. All companies, statutory bodies, social organizations, associations (whether registered or unregistered) and Committees have to maintain a record of the meetings. Minutes are the Official Record of work done and decisions taken and the meeting of members; they must be precise and clear. They record what was decided and done. They are meant for future reference. The minutes are made available to all the members on request. If the members are staying outside, a copy the minutes is sent by post. The minutes of companies and statutory bodies are written in formal style. Other organizations may write minutes in informal style. Minutes are a legal document and can be produced in a court of law as evidence.

At the next meeting, the minutes are read out by the secretary or may be taken as read if a copy was sent to members; the minutes are then approved and signed by the Chairman and the Secretary as a correct report of the meeting.

Essential Points in Minutes

The details given below are an essential part of minutes, and must always be included:

- (a) Name of the body and nature of the meeting
- (b) Day and date of the meeting
- (c) Time and place of the meeting.
- (d) Name of Chairperson of the meetings, names of other members present (list is attached if there are many names)
- (e) Names of persons "in attendance", that is, any invited officials like the auditors, the solicitor, who are not members of the meeting
- (f) Leave of absence to those who are not present
- (g) Resolutions
- (h) Thanks to the Chair
 - The first item of the minutes is always the reading and confirming of the minutes of the previous meeting except for first meetings. If minutes are circulated well in advance, they will not be read. If objections are not received to date, the minutes stand confirmed.
 - However, if a Condolence Resolution is to be passed, it is to be put before confirmation of the minutes.
 - Leave of absence is usually recorded before the minutes are confirmed.
 - The last item of the minutes is a vote of thanks to the Chair.
 - Other items in the minutes depend upon the agenda and items discussed during the meeting.
 - The minutes will include only the resolutions passed at the meeting without giving details of the discussion which took place before the decision was taken.
 - The minutes will also include a record of the proposals made, a summary of the discussion, voting on the proposals.
 - The style and method of writing minutes is fixed by custom and practice by each organization.

Language of Minutes and Resolutions

- (i) Minutes are written in simple past tense; for example:

The Secretary read out ---

The Chairman informed---

The meeting ended ---

- (ii) Many of the items are written in passive voice; for example:

The minutes --- were taken as read, and confirmed and signed.

The progress report for December was presented ...

The secretary was authorized ...

The next meeting was fixed for ...

- (iii) Impersonal passive voice is used for recording decisions and regulations. The impersonal passive voice is used only for verbs of mental actions like decide, resolve, suggest, recommend, etc. These are not physical actions; they can be taken by a group collectively. Here are some examples:

- It was decided that a committee be appointed ...
- It was resolved that the meeting be adjourned ...
- It was decided to create a separate fund for the purpose.
- Resolved that the separate fund be created for the purpose.

Check Your Progress 3

Fill in the blanks using as few words as possible.

1. The first item in the minutes is _____
2. The last items in the minutes is _____
3. A condolence resolution is always _____
4. The title of the minutes includes _____
5. Minutes are written for the purpose of _____

11.7.4 Resolution

When the suggestion is adopted by the meeting, the common decision is recorded as a resolution to take action. A resolution may be ordinary or special. Ordinary resolutions require majority support in terms of votes. Special Resolution requires support of three fourth members present. Resolutions are passed unanimously or by vote. In case of voting, it may be carried on either by show of hands or secret ballot.

A Resolution has a heading indicating what it is about; e.g.

- Appointment of Secretary
- Appointment of Bankers
- Endorsement of cheques
- Signature on Negotiable Instruments

Specimen Resolutions: Some specimen resolutions of a company meeting are given below:

- It was Resolved that Mr. Samant be appointed ...
To indicate that the appointment was actually made at that time, the resolution must be written as follows:
- It was Resolved that Mr. Samant be and is hereby appointed ...
- It was decided that the Secretary be and is hereby authorized to ...
- Resolved that a committee consisting of Mr. ABC, Mr. DEF and Mr. PQR, be and is hereby appointed to ...
A complete resolution indicating that a decision was taken and action is to be started will be expressed as follows:
- Resolved that a new building be constructed on the north side of the factory for the staff welfare centre. It was further resolved that the secretary be and is hereby authorized to invite tender for the construction and to make any other arrangement required for getting the building constructed.
- **Chairman of board of Directors:** it was Resolved that Shri N.F. Engineer be and is hereby elected Chairman of the Board of Directors.
- **Appointment of secretary:** It was Resolved that Shri K.T. Swami be and is hereby appointed secretary of the company at a monthly salary of Rs. 7500, the appointed being terminable by either side on three months' notice, and that an agreement be prepared by the Company's Advocate embodying these terms.
- **Common Seal:** the Seal was produced at the meeting. It was Resolved that the seal produced be and is hereby adopted as common Seal of the Company, that an impression of the seal be made in the Minute Book, and the seal be kept in safe custody under lock and key.
- **Appointment of Solicitors:** It was Resolved that Messrs. Udawadia, Bharucia and merchant, Solicitors, Parikh Chambers, Dalal Street, Mumbai, be and are hereby appointed Solicitors of the company.
- **Appointment of Auditors:** It was resolved that Messrs. Mehta, Sanghavi and Lakhani, Chartered Accounts, "Chhaya", Hamam Street, Mumbai 400020, be and is hereby appointed auditors of the company till the conclusion of the first annual General Meeting of the Company.
- **Appointment of Bankers:** It was resolved that Bank of India, M.G. Road Mumbai 400020, be and is hereby appointed bankers to the company, and that the secretary be and is authorized to open the company's account with the bank.
- **Appointment of Etc.:** It was resolved that all cheques and other documents requiring endorsement of the company be endorsed by any one Director and the Secretary. It was further Resolved that the Secretary be and is hereby authorized to send specimen signature of the Directors and secretary to the bank.
- **Signature on Negotiable Instruments:** It was Resolved that bills of exchange, draft of other negotiable of instruments issued or executed by the company be drawn or accepted on behalf on the company by any one Director on counter-signed by the Secretary.
- **Books and Stationery:** It was resolved that the Secretary be and is hereby authorized to obtain the books, forms and other material required by the company.

- **Appointment of Sales Agent for Pune:** Resolved that messrs. Chandog & Co., of Budhawar Peth, Pune be and are hereby appointed the Companies sold agent for Pune on the following terms:
 - (i) Period of contract - 3years
 - (ii) Commission of 7% to be paid annually
 - (iii) The agency may be terminated by either party by giving a notice of 3 months.
- After the some discussion, it was Resolved that a sub committee of the following Director be and is hereby appointed to investigate the causes of the decline of sales in the Calcutta branch and to report with recommendations, by 15 May:
 - (1) C.S. Iyengar, Convener
 - (2) P.A. Saraf
 - (3) S.V. Gupta.
- **Transfer of Shares:** The instruments of transfer nos. 86 to 94 as they appear in the Transfer Register were submitted together with Ordinary Share Certificates Nos. 1780 to 1822 in favour of the transferees given in the Transfer Register. The transferred were passed by the board, and it was Resolved that the said Certificates be endorsed in accordance with the rules.
- **Payments:** Lists of payments due and the required vouchers were submitted to the board by the Secretary, and it was Resolved that the cheques be signed as required.
- **Date of Annual General Meeting:** It was resolved that the third annual General Meeting of the company be held on 20 September, 2000, at 2 p.m. at the Registered Office of the Company.

It was further Resolved that the Secretary be and is hereby authorized to get accounts, reports, notices and other documents signed and printed to send them to the shareholders and other who are entitle to receive them, and to arrange for the publication of the notice of the annual General Meeting in the press.

Condolence Resolutions

A condolence minute is in three parts:

- The first part states that the Chairman referred to the demise and that a resolution was passed.
- The second part mentions the person's achievement, nature, ability, etc. It also expresses the sorrow and sense of loss felt by the members of the meeting the length of this part depends on the personality and the relationship with the members. A condolence message, whether a resolution, a letter or speech, should be brief and yet express sufficient appreciation of the person. Sincerity is the most important requirement of the resolution. A copy of this portion of the minute is sent to the bereaved family.
- The third part mentions that the meeting stood in silence and that it authorized the Secretary to convey the condolences of the meeting to the bereaved family.

Examples: A few examples are given below:

- (a) **Homage to Shri Komal Shastri:** The Chairman referred to the sad demise of Shri Komal Shastri and spoke of his contribution to the theatre and dramatic literature in Hindi. The following Resolution was passed.

This General Body meeting of the Bombay Natya Sangh records its deep sense of loss and grief at the demise of Shri Komal Shastri. The world of literature and the theater as lost a great patron and leader in his passing away.

As a mark of respect of the departed dramatist, the members stood in silence for two minutes. The secretary was asked to convey the condolences of the Natya Sangh to the family of Shri Komal Shastri.

- (b) The Chairman referred to the death of Mr. Murlidhar Jagani, on 15 May, 2006. He said that Murlidhar had been a promising cricketer and his death at the young age of 21, was a great loss to the game of cricket. The meeting passed the following resolution:

The Chairman and the members on the college Youth Sports Club are deeply shocked and grieved at the untimely and tragic demise of Murlidhar Jagani on 15 May, 2006. He was a highly valued and beloved member of his College Cricket team. Last year he contributed to the victory of the college in Bombay University inter-collegiate Cricket, Tournament. Murlidhar will be greatly missed by all cricket loving people and particularly by his teammates. He will be remembered by all who knew him as an affectionate, courteous person and cricketer both on and of the field.

Member of the college Youth Support Club convert their heartfelt condolences to the bereaved family of Murlidhar, and pray to God to give them courage and strength to bear this loss. May his soul rest in peace.

The meeting stood in silence as a mark of respect to their departed fellow member. The Secretary was asked to convey the condolence of the college Youth Support Club to the family of Murlidhar Jagani.

Check Your Progress 4

Fill in the blanks:

1. _____ require majority support in terms of votes.
2. _____ indicate that the appointment was actually made of that time.
3. The chairman referred to the demise and the resolution was passed is the part of _____.

11.8 LET US SUM UP

1. Meetings and conferences have become an integral part of business life. They facilitate exchange of views and as such constitute an important means of interactive communication.
2. It is worth reiterating that Meetings and Conferences, when conducted effectively can bring substantial benefit in resolving even sensitive matter through collective wisdom.
3. The process of conduct of meetings can be divided into: Beginning, Leading, Conducting and Closing
4. Meetings are held to save time in Communication, to instruct a group for a specific purpose, that is, briefing, to discuss and solve problems relating to business, to

resolve conflicts, confusion and disagreement among interest groups and various other purposes.

5. Punctuality, adhering to agenda, contributing constructively and open mindedly, seeking clarifications, cooperating, showing interest, courtesy, etc are some of the attributes of a participant of meetings.
6. Notice, Agenda, Minutes and Resolutions are the most important written documents related to meetings.
7. Meetings can be very cost effective means of instant interaction. At the same time it should be borne in mind that although the people participating are knowledgeable, they may or may not speak out freely and contribute to the deliberations.
8. It takes conscious effort, attention to details, and deft and authoritative steering of deliberations to make meetings effective

11.9 LESSON END ACTIVITIES

Conduct a meeting, in groups, students role playing as Chairperson, Secretary and other members. The main items on the agenda being election of the Class Representative, discussion about the upcoming examination schedule and some other issues. Prepare a proper Notice, Agenda and even write the minutes of the meeting.

11.10 KEYWORDS

Agenda: It is the list of items to be taken up during the meeting

Minutes: A record of decisions taken to a formal meeting is called minutes

Resolution: When the suggestion is adopted by the meeting, the common decision is recorded as a resolution.

11.11 QUESTIONS FOR DISCUSSION

1. What is the relevance of Meetings in a Business Organisation?
2. Give the guidelines for preparation of a meeting.
3. What is the difference between Conferences and Meetings?
4. What are the guidelines for conducting a conference or seminar?
5. Meetings are an integral tool of interactive communication. Comment.
6. Discuss the various written documents related to meetings.

Check Your Progress: Model Answers

CYP 1

A Seminar is a gathering of people, in which, one or more persons give their presentation on a particular topic, to enrich the knowledge of the participants of the Seminar. While, in a conference, all the participants usually express their views on the topic, in a Seminar, there are a few speakers, who are experts in their own field, give their views and the audience is gained by the same. Meetings take place more often than conferences, and also relate to

Contd....

fewer persons. While there can be a meeting of even two persons, a conference normally connotes an assembly of a large number of people. Similarly, meetings may take place any number of times during a day or a week while conferences are normally scheduled annually, bi -annually and so on. While meetings can be both pre -planned and impromptu, conferences are, by and large, planned in advance.

CYP 2

1. The following are the important purposes for holding meetings in business organizations:
 - To save time in Communication.
 - To instruct a group for a specific purpose, that is , briefing
 - To discuss and solve problems relating to business
 - To resolve conflicts, confusion and disagreement among interest groups.
 - To give and get new ideas and immediate reactions.
 - To generate enthusiasm and positive attitude.
 - To arrive at consensus on issues.
 - To learn from others and to train others.
2. Agenda is the list of items to be taken up for discussion during the meeting. It provides the reason for calling a meeting. It should be ensured that there are adequate numbers of worthwhile issues which need deliberation at the meeting.

CYP 3

1. confirmation of last meeting's minutes
2. vote of thanks
3. read first of all
4. date of meeting
5. record

CYP 4

1. Ordinary Solutions
2. Specimen Resolutions
3. Condolence Minute.

11.12 SUGGESTED READINGS

Business Communication - Lesikar and Flately.

Kitty Locker, *Business and Administrative Communication*, Irwin

Murphy, Herta and Charles, *Effective Business Communication*, Tata McGraw Hill

LESSON

12

SPEECH - ORAL PRESENTATION

CONTENTS

- 12.0 Aims and Objectives
- 12.1 Introduction
- 12.2 Determining the Purpose: Selection of the Topic
- 12.3 Audience Analysis
 - 12.3.1 Preliminary Analysis
 - 12.3.2 Analysis During Presentation
- 12.4 Researching the Topic
- 12.5 Planning and Drafting the Speech
 - 12.5.1 Introduction
 - 12.5.2 Body
 - 12.5.3 Conclusion
 - 12.5.4 Draft of Debatable Topics
- 12.6 Organizing the Speech
 - 12.6.1 Organizing the Speaking Aids
- 12.7 Presenting the Speech
 - 12.7.1 Ways of Delivering the Speech
 - 12.7.2 Other important aspects related to Presentation of Speech:
- 12.8 Developing Confidence and Overcoming Fear
 - 12.8.1 Strategies to Overcome Stage Fear
 - 12.8.2 Important Qualities to be Possessed by AaSpeaker
 - 12.8.3 Handling Questions
- 12.9 Terms used in a Debate Speech
- 12.10 Let us Sum up
- 12.11 Lesson End Activity
- 12.12 Keywords
- 12.13 Questions for Discussion
- 12.14 Suggested Readings

12.0 AIMS AND OBJECTIVES

After studying this lesson, you should be able to:

- Learn the skill of Oral Presentation : Public Speaking
- Know about the Activities involved in preparing for a Speech
- Learn the Guidelines to prepare the Aids for speech
- Learn to Draft a speech
- Acquire the strategies to overcome stage fear.

12.1 INTRODUCTION

Though talking informally is most common among people and is loved by all, most people feel uncomfortable in presenting a formal speech; Reason being lack of skills to speak in Public. There are various occasions when one has to face the public and express his or her views/ideas. With efforts, we can improve our ability with respect to Public Speaking. We can do this by learning effective techniques of public speaking. Then we may put these techniques into practice.

Public speaking is a form of communication in which a person speaks face -to -face to a relatively large audience. In public speaking, the speaker speaks in a fairly continuous manner. Further, the focus of the event seems to be on a single product, which is the speech itself. Those who communicate with large audiences most effectively, however, recognize that they are involved more with a process than simply with a product.

Activities Involved in Public Speaking

Developing public speaking skill requires attention to the following activities:

- Selection of the topic
- Audience analysis
- Researching the topic
- Planning and drafting the speech
- Organizing the speech.
- Presenting the speech (verbal and non -verbal)
- Developing confidence and overcoming fear.

It is important to remember that although these are parts of a process, but there are no specific steps to follow in exact order. Ordinarily, the speaker will not begin with one, finish that part, go on to two, finish that, and so on to six. Instead, he might begin by analyzing the audience, than choose a tentative topic and purpose, do some planning and research, narrow the topic, think of a good idea for an introduction and write out a draft of it, go back and analyze the audience. Once again more carefully, do some more research, and so on.

Check Your Progress 1

What do you understand by the term 'public speaking'

.....

.....

12.2 DETERMINING THE PURPOSE: SELECTION OF THE TOPIC

The speaker's first step in formal speech making is to determine the purpose and topic of his presentation. In some cases, he is assigned a topic, usually one within his area of specialization. In fact, when he is asked to make a speech on a specified topic, it is likely to be his expert knowledge in that area. If the speaker is not assigned a topic, he must find one on his own. In his search for a suitable topic, he is to be guided by three basic factors.

1. **Background and Knowledge:** Any topic which he selects should be one with which he is comfortable. It should be within his area of proficiency.
2. **Interest of his audience:** Selecting something which his audience can appreciate and understand is vital to the success of one's speech.
3. **Occasion of the speech/Purpose of the speech:** The purpose of public speech is related to occasion and it is identified while selecting the topic. The purpose may be:
 - To inform or instruct: Here, the goal is to clarify, secure understanding and explain a process, issue or procedure.
 - To persuade: The goal here is to create willingness among the audience, to accept the idea, proposal or claim as presented by the speaker.
 - To encourage : Here, the goal is to raise the spirit of the audience, to motivate the listeners and to inspire them
 - To entertain: In social occasions, parties, anniversaries, cultural programmes, etc, one may have to speak in order to entertain people.

12.3 AUDIENCE ANALYSIS

One requirement of making a good speech is to know about the kind of audience available for the speech. The content and manner of presentation of speech will depend upon the kind of audience and their attributes like education, qualification, age, etc. The speaker should study his audience before and during the presentation in the manner narrated below:

12.3.1 Preliminary Analysis

In analyzing the audience before the speech, the speaker should research for the audience's characteristics that will affect his presentation. For example, size of audience is likely to influence how formal or informal the speaker has to make his speech. (As a rule, large audiences require more formality.) The audience's personal characteristics also can affect how to make his speech. Characteristics such as age, sex, education, experience, and knowledge of subject matter can determine how a speaker presents his message: choice of words, need for illustrations, and level of details required. The speaker

should adapt his speeches to his target audiences. This knowledge about his audience is the first step in adaptation.

1. **Age:** The following questions' regarding age are important:

- What is the general age of the audience members?
- How wide is the age range?
- Does the audience include different age groups who need to be addressed differently?
- What effect might the age of the audience have on the topic and purpose? What are the main points, which the speaker plans to speak on?

It is important to understand the effect of age on the examples, illustrations, and visual aids which the speaker may select further. Age will also have an effect on the language, which the speaker intends to use. Audience analysis is very important. Age is one of the most important criteria. When we look at this criterion only, we may look into the following:

- Children may like stories
- High school children may prefer visual aids
- College students need informative presentations
- Young adults want progressive and innovative viewpoints.
- Middle -aged people tend to be conservative. They prefer status quo issues and listen to them with interest.
- Old people may be interested in news and views.

2. **Sex:** The following questions relating to sex help the speaker to analyze the audience:

- Does the audience comprise all males and all females, or predominantly one sex?
- Do Males and females view the topic differently?
- Have they different interests, experiences, and knowledge about the topic?
- How will this influence the way in which the speaker will develop his topic and purpose?

3. **Background and attitudes:** Regarding background and attitudes, the following questions help the speaker:

- How much knowledge or experience does the audience bring to this topic?
- Do their experiences and opinions differ so much from the speaker that he must adjust the way and construct the speech accordingly?
- Will the audience identify with the speaker or see the speaker as an outsider?
- Does he expect the audience to be hostile even before he speaks to them?
- What is the ethnic, racial, and socio -economic composition of the audience?
- What does this composition mean for his topic and purpose?
- Are there any implications here for development of his speech?

4. **Appearance:** Regarding appearance, the following questions are important:

- Is his appearance similar to that of his audience?
- Is he better or worse dressed, more formal or more casual, than they are?
- How are they likely to expect the speaker to be dressed?
- Whether their appearance in relation to the speaker causes him to feel either inferior or superior?

5. **Context:** Two specific questions are considered for context. They are:

- What about the place, time, and occasion for his speech.
- Do any of these impose restrictions on what his audience might consider appropriate or create expectations that he has to take into account.

12.3.2 Analysis during Presentation

The audience analysis should continue as the speaker starts making the speech. This is also called as feedback phase. This phase of audience analysis gives the speaker information about how is a listener is receiving his words. With this information, he can adjust his presentation to improve the communication result. The eyes and ears of the speaker will help him to get this feedback information.

Following is the check list, which may help the speaker to analyse the audience during the presentation:

- Facial Expressions of the audience will tell him how the listeners are reacting to the message.
- From smiles, blank stares and movements he will get an indication of whether they understand or agree with the message.
- From their sounds or silence, he can guess whether they are listening
- If questions are being asked by the audience in order, the speaker can learn how the message is coming across.

By being alert, the speaker can learn much from his audience and direct his speech accordingly.

Check Your Progress 2

Fill in the blanks:

1. The first thing in preliminary analysis of audience is to check the _____ of the audience.
2. During the speech, the _____ of the audience will tell the speaker how the audience is reacting.
3. The purpose of a speech may be to _____, _____ or _____.

12.4 RESEARCHING THE TOPIC

After the purpose of the speech is determined, the speaker should gather the information, which will form the basis of his speech. He may select the main ideas and then gather additional information that will be in support of the core idea. In some cases, this involves mentally and logically searching supporting experience for idea development. Sometimes he will have to conduct primary research library or in company records. With some

topics, he may need to consult colleagues or people from other companies. This list of core ideas may be gathered in a haphazard or disorganized manner. Later the workable ideas can be developed into a unified theme. In short, he has to do whatever is necessary to get the information he needs, he must be ready to begin organizing his speech.

Once the speaker decides on a topic for presentation, he can determine the main points that will serve as the basis of his speech. He can discover what they might be by simply asking himself some questions about his presentation topic. A few of them are as follows:

- If his speech is informative, he will ask primarily what and how questions, such as -what are the main themes of this topic? And how can he develop each theme?
- If his speech is persuasive or intended to promote common feeling, he will ask more of why -related questions, such as (i) Why should the audience be interested in this topic? (ii) Why should they agree to what I say?
- In developing the points, which he intends to make, he should always keep his audience in mind:
 - (a) Who are they?
 - (b) How much do they already know about his topic?
 - (c) How do they think?
 - (d) What do they think about his topic?

If this audience is going to be interested in listening to him, he will need to adapt his speech to them. He will need to present them with new ideas, or at least present old ideas in a new light.

This kind of research on the topic and his audience will help the speaker to draft the speech and make an impressive presentation before his target audience.

12.5 PLANNING AND DRAFTING THE SPEECH

A clear vision of his objective and a good amount of research on the topic will help the speaker to gather enough ideas to plan and draft his speech.

When preparing for a public speech, each speaker should consult a wide variety of sources. When the research has been completed, the speaker should organize all the information, arguments, and evidence into a complete outline. Its purpose is to help the speaker to understand both sides of the speech issue. It also serves as a source of the specific information, which the speaker will include in the outline for this or her public speeches.

Although variations are sometimes appropriate, usually he should follow the time -honoured order in planning the speech:

- Introduction
- Body
- Conclusion

12.5.1 Introduction

It is rightly said, "A good beginning is half ending" and "First impression is the last impression." So, it becomes imperative that the speaker makes an impressive beginning to capture the attention of the audience.

Regarding introduction, a few aspects are narrated below:

1. ***To establish rapport by using:***

- Chairman's remarks
- Previous speaker's words
- Occasion of meeting and
- Showing pleasure and happiness

2. ***Focusing attention:***

- Raising possible questions
- Fact and figures
- Story
- Reference of famous personality and
- Proverb or quotations related to the topic or the occasion

Other important points to be kept in mind regarding Introduction are:

1. Although not really a part of the speech, the first words usually spoken are the greetings. The greeting, of course, should fit the audience. "Ladies and Gentlemen" is appropriate for a mixed audience: "Gentlemen" fits an all male audience: and "My Fellow Rotarians" fits an audience of Rotary club members.
2. The introduction of a speech has the same importance as the introduction of a written report, i.e., to prepare the listener (or reader) to receive the message. But the introduction of a speech usually has the additional requirement of arousing interest. Unless the speaker can arouse interest at the beginning, his presentation is likely to fail. The situation is somewhat like that of the sales letter. At least some of the people with whom he wants to communicate are unlikely to be interested in receiving his message.
3. The techniques of attracting interest are limited only by the imagination. In some cases, beginning with a human interest story may be successful. It is said that story telling has strong appeal. Humour is another possibility and is probably the most widely used technique. Putting basic questions about the issue is also one of the important techniques. In fact, when his audience already is interested in what he has to say, he can begin here and skip the attention -gaining opening. Presentations of technical topics to technical audiences typically begin this way. Whether he leads to a statement of the topic or begins with it, his statement should be clear and complete.

12.5.2 Body

Body is the main part of the speech. This contains the main contents, for which the foundation has been laid by the introductory part of the speech. The Body of the speech is structured according to:

- Purpose
- Audience

The other points to be kept in mind are:

- Begin with easy ideas and explanations to difficult ones

- Begin with acceptable ideas to newer ones
- Incidents be narrated at a faster pace

12.5.3 Conclusion

The conclusion should be attention -focussing. It may take the shape of question or quotation. Only sentences are used. The concluding remarks should not be dragged. The concluding observations are related to:

- Summary of the main theme
- Repeat thanks for invitation
- Thank the audience
- Relate to the occasion.

12.5.4 Draft of Debatable Topics

For debatable topics or issues, the following parts of a brief may be considered.

I. Statement of the proposition

II. Introduction

- A. Importance of the issue or topic
- B. Short history of the issue/topic
- C. The main arguments will be brief and precise
 1. List the common arguments for the affirmative side. Common arguments are that the proposed change is needed, that the change is practical, that the change is desirable, and that the advantages of making the change are greater.
 2. List the common arguments for the negative side. Common arguments are that the proposed change is not needed, that the change is impractical, and undesirable, that the disadvantage of making the change are greater and that there are solutions better than those proposed by the affirmative side.

Sometimes the speaker may find it undesirable to reveal a position early because of the nature of the subject. In these cases, he may prefer to move into his subject indirectly -to build up his case before revealing his position. He should sue this inductive pattern especially when his goal is to persuade, or when he needs to move his audience's views from one position to another. But in most business - related presentations, a direct statement of his theme early in the speech is desirable

III. Body (this is the longest, most detailed portion)

- A. State again each argument for the affirmative. After each argument, list the specific evidence that supports it. Cite also the source for each item of evidence.
- B. State again each argument for the negative. After each argument, list the specific evidence that supports it. Cite again the source for each item of evidence.

IV. Conclusion

- A. Summarize the position and arguments of the affirmative side.

B. Summarize the position and arguments of the negative side.

Like most reports, the speech usually ends with a conclusion. Here the speaker brings all that he has presented to the audience. He achieves the speech's goal. In doing this, he should consider including these three elements in his close:

- (1) A restatement of his subject.
- (2) A summary of the conclusion (or main message).

Usually it is effective to bring the speech to a climatic close that is, make it the high points of the speech. He can do this by presenting the concluding message in strong language so that it may gain attention and be remembered.

Check Your Progress 3

1. What are the main elements of a speech?
.....
.....
2. What do you understand by 'body' in the context of a speech?
.....
.....

12.6 ORGANIZING THE SPEECH

Organizing the body of his speech is much like organizing the body of a report. The speaker takes the whole and divides it into comparable parts. Then he takes these parts and divides them. He continues to divide as far as it is practical to do so. In speeches, however, he is more likely to use factors as the basis of division than time, place or quantity. The reason is that in most speeches, his presentation is likely to build around issues and questions that are subtopics of the subject. Even so subdivisions like time, place, and quantity are possibilities. After preparing a brief of a presentation, the speaker is ready to begin preparation for presenting it.

The speaker will organize his preparation and presentation of speech on the following line:

1. On the basis of his own knowledge and interests, does he still think the topics that he has selected will be interesting to the listeners and engaging to them? This time ensure that the listener likes the topic.
2. If this is the first time the speaker has done research or if he has little knowledge of the topic, he will begin by reading some general information, taken from an encyclopedia or magazine article. If he knows or can think of any person(s) who has specialized knowledge about the topic, he must try to interview them. Specific notes are taken on what he reads and learns.
3. On a piece of paper, the speaker should write his presentation draft. Therefore, he must review it for the speech. Perhaps, it is something completely new from what he has already known or spoken on. That doesn't matter. What does matter is that it is truly the essence of what the speaker wants his audience to get from the speech.

4. Below his presentation draft, he writes several questions about it, leaving space under each question for an answer. Remember that if this speech is informative, he will primarily ask what and how questions. If his speech is persuasive, he will ask more of why questions.
5. Now the speaker must answer each of these questions. These answers will provide him with the key points or major elements. Later on, this will form the basis of his speech.
6. When he has completed his presentation of the whole speech and main points, it should be shared with a partner or a small group. If not, revise them as necessary.
7. In the end, the speaker should speak the main points of his presentation draft.

He needs to completely prepare his speech by carefully crafting his conclusions. He should wrap up his ideas and give his audience a sense of completion. It should emphasize his main idea -his thesis -and summarize the main points, which he has made.

12.6.1 Organizing the Speaking Aids

Organising the speech also includes putting all his points in a logical sequence and being ready for all the queries that may be asked during the speech. While presenting a formal speech, the speaker prepares his speech manuscript, speaking notes and visual aids, at times. There are a few guidelines to prepare these aids. These are discussed as follows:

Guidelines for a Speech Manuscript

A speech manuscript is the written document containing the whole of the speech in a hand written or printed form. The following points are important in this regard:

1. The speech script is printed on only one side of the paper or card sheet.
2. Both capital and lower -case letters are used. For important letters, all capital letters could be used.
3. The text must have double -or triple -space.
4. The pages are numbered clearly.
5. The speaker finishes reading each page, slides it to the side on the podium or shuffles it to the bottom of the stack of pages.
6. The eye contact is maintained with the audience. Look at them as often as he can without losing his concentration.
7. The speaker must use pauses at appropriate places. There is a tendency to speak too rapidly and run ideas together while reading a manuscript. This needs to be avoided.

Guidelines for Speaking Notes

Usually, the speakers do not carry the whole speech to read, they carry the main points jotted clearly on cards or paper. These notes are called the Speaker's Notes. The following are the important guidelines for notes to be prepared for public speech:

1. The speaker has to prepare the brief and concise notes. Notes should not distract his listeners. Index cards of 3"X5" are an ideal size and are stiff enough to be handled easily.
2. He should print the information on the cards large enough so that it may be read at a glance from arm's length.

3. He should write on only one side of each card.
4. He should limit the total number of cards to as few as possible.
5. He should arrange his notes in such away so that the main ideas can be picked up and understood quickly. Underline, capitalize, or colour any point which the speaker wants to repeat or emphasize.
6. The cards must be numbered. The possibility of dropping his cards just before the speech should be controlled.
7. During the speech, the cards should be kept in one hand as inconspicuous as possible. If the speaker is using the podium, he may put the notes comfortably over there.

Guidelines for using Visual Aids

Visual aids enhance the comprehension and attention of listeners. The following points are important in this regard:

1. The speaker should feel that a visual aid is relevant and useful. If it is cleverly designed and attractively presented, it should be a part of the speech as whole, not something tacked on to it.
2. The aid is large enough so that the smallest detail which his audience wants to see is visible in the room. If the message of the aid is not clear, then the aid is a distraction. If the transparencies prepared are not neat, it will lead to more distractions.
3. The speaker must make the aids neat and attractive. It should be appealing enough to hold the attention of the audience, but not so attractive that it engages them to the point of distraction. He can use computer software to generate graphs and diagrams, for example, Clip Art. He should remember that the speaker needs pictures large enough to be seen by everyone in his audience. Small computerized pictures that cannot be seen do not facilitate the presentation.
4. If the aid requires the use of special equipment, such as a slide projector or a videotape recorder, the speaker must make sure that he can operate the equipment. Just before his speech, he should check them to make sure that the equipments are working properly.
5. He should indicate in his not cards where (in his speech) he will use each aid. He should also practice the use of the aids when he practices his speech.
6. He should stand in such a way so that he is not blocking his audience's view of the aid. Audience should not be distracted in this regard.
7. He should not keep looking at the aid continuously as he talks. He should point out each major feature in the aid briefly. At the same time, he must keep his eyes on the audience to see whether they understand his speech.
8. He should be cautious about distributing materials to be looked at by listeners. Such activity will probably distract them from his speech instead of aiding communication. He may, however, wish to distribute such materials after his speech.

12.7 PRESENTING THE SPEECH

A well prepared speech can go waste if it is not presented well. The success of all the efforts put in by the Speaker depends on how skillfully he presents it. At this time, he will need to decide on his method of presentation. There are three methods or ways of

presenting a speech - presenting it extemporaneously, or by reading it, or by memorizing it.

12.7.1 Ways of Delivering the Speech

1. **Extemporaneous presentation:** It is the most popular and effective method of presentation. Using this method, the speaker initially thoroughly prepares his speech. Then he prepares notes and presents the speech from them. This allows him to have a good eye contact, while he may feel confident, having the support of the Notes with him
2. **Memorized presentation:** It is the most difficult method of presentation for most of us. Probably, a few speakers actually memorize an entire speech. Memorized speech does have poor display of non-verbal cues. The fear of forgetting the speech in between is a big hurdle and does not allow the speaker to be at ease. Instead, memorizing key parts and using notes to help through the presentation is a better option.
3. **Presentation by reading:** Usually, the inexperienced speakers use this method, as lack of confidence does not allow them to memorise even a part of the speech. Unfortunately, most of us do not read aloud well. We tend to read in a dull monotone voice, producing a most uninteresting effect. We fumble over words that lose our place, miss punctuation marks and such other lapses. Of course, many speakers overcome this problem and with effort, this can be eliminated.

Using any of these methods of presenting the speech, the speaker also has to be aware of how his audience is reacting towards his speech. As has already been discussed in the section about Audience Analysis, the speaker's eyes and ears will give him feedback information. For example, facial expressions of the audience members will tell him how they are reacting to his message. From smile, blind stares and movements, the speaker will get an indication whether the listeners understand or agree with his message. Wording includes non-verbal content.

12.7.2 Other Important Aspects Related to Presentation of Speech:

A few other aspects relating to presentation of the speech, which the speaker should be aware of, are as follows:

1. **Appearance and bodily actions:** As his listeners hear his words, they are looking at him. What they see is part of the message, and it can have real effect on the success of his speech. What his audience sees, of course, is the speaker; they also see what surrounds the speaker. Thus, in his efforts to improve the effects of his oral presentations, the speaker should also pay attention to his appearance and bodily actions.
2. **The communication environment:** Much of what his audience sees is all that surrounds him as he speaks -everything that tends to add to a general impression. This includes the physical things -the stage, lighting, background etc. his own experience as a listener will tell him what is important.
3. **Personal appearance:** The personal appearance of the speaker is part of the message. The audience, from the personal appearance of the speaker receives most of the non-verbal cues. All that is necessary is that he uses appropriately what he has. Specifically, he should dress appropriately for the audience and the occasion.

4. **Posture:** Posture or body position is likely to be the most obvious thing, which his audience sees in him. Even if listeners cannot be close enough to detect facial expressions and eye movements they can see in general the structure and state of the body. The speaker probably thinks that one should tell him what good posture is. He may know it when he sees himself. He should keep his body erect without appearing stiff and uncomfortable. His deportment should be poised, alert, and communicative. He should do all this naturally. The greatest danger with posture is appearing artificial. People may become too much artificial by reading books on communication.
5. **Walking:** The way the speaker walks before his audience also makes an impression on his listeners. A strong and sure walk of the speaker gives an impression of confidence. Walking during the presentation can be good or bad, depending on how the speaker does it. In public speech, we rarely find speakers walking.
6. **Use of voice:** Good and effective voice is an obvious requirement of good speaking. Like bodily movements, the voice should not hinder the listener's concentration on the message. Voices that cause such difficulties generally fall into four areas of fault.
7. **Avoid a few words or phrases:**
 - Latin and French words
 - Technical terms
 - Socially unpleasant words
 - Cheap, hollow and slang terms
 - Difficult words
 - Repeating phrases -you see, you know

While actually delivering the speech, the Speaker may make use of Visual Aids, Notes or his own Manuscript. The guidelines for using them have already been discussed in Organising the Speech.

12.8 DEVELOPING CONFIDENCE AND OVERCOMING FEAR

All steps narrated above regarding public speaking will not give any results if the speaker has the fear to face the audience. The speaker observes some signs of discomfort like increase in the Heart Rate, rise in the blood pressure, rise in the body temperature, shivering of legs and hands, fumbling of words, sweating of palms. These are signs of nervousness and lack of self confidence. The reviews should help him to pinpoint the problem areas and give him some practical suggestions to overcome them.

12.8.1 Strategies to overcome Stage Fear

Fear is the manifestation of our own mind. A feeling that one knows the subject matter better than anyone else, a feeling that he is in charge, infuses enough confidence in the speaker to overcome fear.

Some strategies to overcome stage fear are as follows:

1. **Know your subject well:** Prepare with the attitude that you should know the subject better than anyone else.

2. **Rehearse Several times:** At least a few complete rehearsals help to memorize the subject matter and be confident. It also helps to improve the non verbal part of the speech.
3. **Pre-check the Equipment:** The projector, screen, display board, etc. required during the speech should be checked prior to the speech. If at the time of the speech, any of the equipment does not work, it leads to humiliation of the speaker and loss of impact on the audience
4. **Carry the notes:** The speaker's notes, clearly written, should be carried by the speaker, for reference, before and during the speech. This helps to overcome nervousness.
5. **Move during the speech:** Some movement during the speech holds the attention of the audience and helps the speaker to release his stress.
6. **Breathe deeply and slowly before speaking:** A controlled breath helps to control the heartbeat and thus remove signs of nervousness. It also calms down the mind, thus preparing the speaker to face the audience.
7. **Maintain poise and enthusiasm:** The speaker should maintain his poise, body posture and should emanate a good level of enthusiasm from his body language. This will help him to be friendly towards the audience.

Check Your Progress 4

Fill in the blanks:

1. The three ways of presenting a speech are _____, _____ and _____.
2. The three important parts of a speech are _____, _____ and _____.
3. _____ during the speech holds the attention of the audience and helps the speaker to release stress.

12.8.2 Important Qualities to be possessed by a Speaker

The speaker should possess the following qualities to be an efficient and eloquent speaker:

1. **Confidence:** Even the most confident speakers have the nervousness whenever they occupy a stage for public speech. A primary characteristic of effective oral reporting is confidence. This includes his confidence in himself and his audience in him. Actually, the two are complementary to each other. For example, he can prepare his presentation diligently and practice it thoroughly. Such careful preliminary work will give him confidence in himself. Unfair and logical as it may be, certain style of dress and hair create strong images in people's minds. Thus, if he wants to communicate effectively, he should analyze the audience to whom he seeks to reach. He should work to develop the physical appearance that will project an image in which his audience can have confidence. Yet another suggestion is simply to talk in strong and clear tones. Such tones do much to project an image of confidence. Although most people can do little to change their natural voices, but they can try to add sufficient volume.
2. **Sincerity:** The speaker must be sincere. Listeners always appreciate sincerity in the speaker. The listeners will be quick to detect insincerity in the speaker. When

they do so, they are likely to give little weight to what he says. He must make efforts to project an image of sincerity to succeed.

3. **Thoroughness:** The speaker must be thorough regarding the subject matter of public speech. Thoroughness in his presentation generally will make his message better received than scanty or hurried coverage. Thorough coverage gives the impression that he has taken proper time and adequate care, and such an impression tends to make the message believable. But he can overdo thoroughness.
4. **Friendliness:** A speaker who projects an image of friendliness has a significant advantage in communication. If the speakers are not friendly and are more receptive to what they say. Like sincerity, friendliness is difficult to pretend. It must be honest if it is to be effective. But with most people, friendliness is an honest effort. A few people want to be friendly also.

12.8.3 Handling Questions

Much of the audience phobia comes from the questions raised by them. Following guidelines will help to answer questions effectively. The speaker must listen to the question raised carefully fully:

1. He should be sure about his understanding of the questions. Then he should have clarity before he attempts to answer it. If he is not sure what a question means, ask the questioner to clarify it.
2. The speaker must be sure that the audience knows what question he is answering. Unless he is speaking to a very small group, the speaker must repeat each question before answering it.
3. If a listener is asking several questions at a time, answer them one by one. If the answer to his first question is very long, the speaker can ask the listener to repeat his or her other questions.
4. He should make his answers direct and understandable. He should limit his answer to the question, which has been asked. Concrete language is to be used.
5. He should ensure that the listener understands his answer. In case of any doubt, he should ask that the question be repeated, and repeat the answers as well.
6. If the speaker doesn't know the answer to a question, he should clearly tell it to the audience and should not bluff the listeners.
7. He should treat the people who ask question with respect, even if they don't all treat the speaker that way.

12.9 TERMS USED IN A DEBATE SPEECH

The most important terms used in a formal debate speech are explained below:

1. **Proposition:** The formal of the issue to be debated. During a debate, the speakers take opposing sides on the proposition. It should propose a specific change in existing conditions or policies.
2. **Affirmative:** The side of the debate that argues for the change advocated in the proposition pertains to be affirmative. During the debate, the affirmative side presents arguments and evidence to support the proposition.
3. **Negative:** The side of the debate that argues against the change advocated in the proposition.

4. **Argument:** The statement of an objective reasons that directly supports the position of either the affirmative side or the negative side.
5. **Evidence facts:** Statistics, expert testimony, or other specific details that directly support an argument pertain to evidence.
6. **Brief:** A complete out line of all the necessary definitions, arguments, and evidence on both sides of a proposition.
7. **Refutation:** An effort by speakers to answer or disprove argument presented by the other side.
8. **Constructive speech:** This is the first speech give by a speaker in debate. Expect for the first speaker in the debate, they may also include some refutation in their constructive speeches.
9. **Rebuttal speech:** A speech in which refutation is the primary activity. Usually each debater is given one constructive speech and, later on one rebuttal speech.

12.10 LET US SUM UP

1. Public Speaking is a part of Oral Communication, which requires specific skills to be possessed by the speaker.
2. The speaker should select the Topic of the speech as per the requirement of the Audience, Occasion and his own knowledge on the topic.
3. The purpose of the speech may be to inform, to persuade, encourage or to entertain.
4. The speaker needs to Analyse his audience as per the age, gender, educational background and other factors, so that he may prepare himself to face them.
5. After selecting the topic, the speaker must Research the topic, so that his knowledge on the topic is complete.
6. The speaker should carefully draft his speech, after gathering all the main points through his research. The draft of the speech is divided into: Introduction, Body and Conclusion.
7. The speaker must organize his speech in a logical sequence and prepare his speaking notes, manuscript and visual aids with thorough planning.
8. There are three ways to delivering a speech: Reading, Memorised Speech and Extemporaneous Speech.
9. The Speaker has to be aware about his Appearance, Body Language, Environment, Feedback of the audience, etc, while presenting his speech.
10. The Speaker must possess qualities like Friendliness, Confidence, Sincerity, Humour and Honesty to be a good speaker.
11. In order to overcome stage fear, the speaker must practice his speech several times, show enthusiasm in his speech, breathe deeply before delivering his speech and Handle the queries of the audience in an amicable manner.

12.11 LESSON END ACTIVITY

1. Should a speaker keep in mind the age of the audience while giving his speech/ presentation? Explain with examples.

2. Draft a speech on the Topic: "Should Celebrities endorse harmful products like colas and whisky?"

12.12 KEYWORDS

Public Speaking: Public speaking is a form of communication in which a person speaks face -to -face to a relatively large audience. In public speaking, the speaker speaks in a fairly continuous manner.

Audience Analysis: Knowing about the kind of audience available for the speech. The content and manner of presentation of speech will depend upon the kind of audience and their attributes like education, qualification, age, etc. The speaker should study his audience before and during the presentation.

Speech Manuscript: A speech manuscript is the written document containing the whole of the speech in a hand written or printed form.

12.13 QUESTIONS FOR DISCUSSION

1. Public Speaking requires special skills. Comment.
2. What is Audience Analysis? How does it help the speaker?
3. There are numerous activities involved in preparing for a Public Speech. Enumerate those activities.
4. What can be done to overcome Stage Fear?
5. State the guidelines for effective Public Speaking.
6. How should a speaker handle questions of the Audience?

Check Your Progress: Model Answers

CYP 1

Public speaking is a form of communication in which a person speaks face -to -face to a relatively large audience. In public speaking, the speaker speaks in a fairly continuous manner. Further, the focus of the event seems to be on a single product, which is the speech itself.

CYP 2

1. Age
2. Facial Expressions
3. inform, persuade or entertain

CYP 3

1. Following are the main elements of any speech:
 - (i) Introduction
 - (ii) Body
 - (iii) Conclusion

Contd..

2. Body is the main part of the speech. This contains the main contents, for which the foundation has been laid by the introductory part of the speech.

CYP 4

1. Extemporaneous, memorized, reading
2. Introduction, Body, Conclusion
3. Moving

12.14 SUGGESTED READINGS

Bowman, Joel and Branchaw, *Business Communication: From Process to Product*, Dryden Press

Courtland Bovee and John Thill, *Business Communication Today*, Random House, New York

Urmila Rai and S.M. Rai, *Business Communication*, Himalaya Publishing House

P.D. Chaturvedi, Mukesh Chaturvedi, *Business Communication, Concepts, Cases and Applications*, Pearson Education

LESSON

13

GROUP DISCUSSIONS

CONTENTS

- 13.0 Aims and Objectives
- 13.1 Introduction
- 13.2 Technique of Group Discussions
- 13.3 Qualities Needed for Group Discussions
- 13.4 Strategies for Group Discussions : Do's and Don'ts
- 13.5 Discussion Techniques
- 13.6 Listening in Group Discussions
- 13.7 Let us Sum up
- 13.8 Lesson End Activity
- 13.9 Keywords
- 13.10 Questions for Discussion
- 13.11 Suggested Readings

13.0 AIMS AND OBJECTIVES

After studying this lesson, you should be able to:

- Know what is meant by Group Discussions
- Be an effective participant in Group Discussions
- Learn the Do's and Don'ts of Group Discussions
- Learn the importance of Listening in Group Discussions

13.1 INTRODUCTION

The Group Discussion is a personality test, most popular with public/private sector undertakings, government departments, commercial firms, IIMs, Universities and other organizations, used to screen candidates, after the written test. Group Discussion is a part of Oral Communication.

The entire study of communication would remain incomplete if there was no analysis of the system of group discussions (henceforth, GD,s). To gauge/judge the mettle of students prior to their entry into any organization, the communication skills of each one of them are tested vis -vis other equally, academically, competent candidates. The ones who

qualify at this level are further subjected to rigorous interviews where, under pressure, their responses are measured.

A Group Discussion primarily evaluates one's ability to interact in a group on a given topic. One's group behaviour means so much for one's success as a manager or an executive responsible for coordination and organization of activities of groups of individuals. The GD Evaluators, therefore, focus on group dynamics rather than contents of the discussion.

13.2 TECHNIQUE OF GROUP DISCUSSIONS

In a group discussion, a group usually consists of 8 to 10 candidates. No one is nominated as a leader, coordinator or chairman to conduct the discussion. Normally, 20 to 30 minutes are given as time to complete the discussion. Each candidate is addressed by name or number. The seating is arranged in a circle or semicircle and the candidates are seated according to the numbers allotted to them.

A Group Discussion starts without a leader. It is conducted in an atmosphere of free and equal chance for all candidates to express their views on the topic. It is during the course of discussion that a leader emerges gradually. A candidate, by his/ her maturity, initiative, ability, clarity of ideas and understanding of group dynamics gradually begins to direct the course of discussion and mediate between the opposing views to evolve a comprehensive view of the whole group.

13.3 QUALITIES NEEDED FOR GROUP DISCUSSIONS

Group Discussions are held with a particular purpose in mind. It may be to select a suitable candidate for job or suitable candidate as student for admission to a particular course. In any of these cases, the aim is to select a person owning some qualities. There are certain qualities, which are looked for during a GD.

1. ***Leadership Qualities:***

- (a) *Taking Initiative:* Primary among the qualities looked for is the leadership quality. In GDs leadership qualities necessitates that the individuals have the capacity to take initiative during the course of the interaction. This could entail adopting strategies such as beginning the discussion, picking up the threads at a later stage, etc.
- (b) *Ability to Give Direction:* It is not necessary to take the initiative if one is not familiar with the topic. The quality which comes subsequent to it is the quality of possessing the ability to give direction to the entire discussion. It follows naturally that the interactant should have the power and ability to sum up all that is being said in a manner which is conducive to the growth of the discussion. Often, it happens that one is led astray by emotions or by an inability to comprehend the topic. This is coupled with the feeling that one must make a perceptible contribution right at the very beginning of the discussion in order to get noticed. In instances such as these, if an individual is able to give some kind of direction it becomes easier to follow the flow of the discussion. The essential attributes of a leader are, therefore, to give direction an individual would be viewed as a leader with the capacity of chalking out a strategy, filtering and assimilating the ideas while leading and controlling the interactants.

- (c) *Taking the Group Along:* The ability to sum up the discussion not only at the end but also in between is a major quality of the interactant. This helps in preventing the group from straying away from the topic. In the course of the discussion is not important to be the first speaker, but it definitely is important to make even and regular contributions throughout the discussion. This can only be achieved when there is some one who is willing to take up rather tedious and monotonous task of conjoining all the ideas and presenting them in a nutshell to the participants at regular intervals.
 - (d) *Listening:* All this necessitates that the individual should possess capabilities of listening to what the other interactants are saying. Here, once again we must emphasise the difference between hearing and listening. Listening would only be evident when the listener shows signs of absorbing, assimilating and then presenting the spoken material to the rest of the participants. On the contrary, if only hearing has taken place it indicates that the speaker has not been able to penetrate the screen of indifference.
 - (e) *Goal Fulfillment:* These leadership qualities observed in the group indicate that either the goal has been achieved or is in the process of being achieved. In other words, we can say that the topic has been thoroughly discussed by all the participants with appropriate input from the leader and all of them have been able to perform the important feat of bringing into focus the main/ancillary points related to the topic. Trying to conjoin the efforts of all the participants in a fruitful manner which would reveal all of them to be part of a cohesive group is no mean achievement. It is definitely a Herculean task which only a leader could perform.
2. ***Knowledge of the Subject Matter:*** Together with leadership qualities, the individual should also be rather well-read about the issues under discussion. His knowledge of the subject matter, two things need to be kept in mind -the quantitative and the qualitative aspect of the topic. Where the former is concerned, figures and numbers should not be reeled off merely to prove one's point or knowledge about an issue unless and until one is absolutely confident of the same. If not in the group, then definitely among the experts there is bound to be someone who would be aware of the details. Keeping quiet because of lack of information or knowledge is really not as bad as trying to impress the experts by spouting incorrect information. The quality of presentation would be an appropriate assessment of the topic and the issues discussed.
 3. ***Analytical Ability:*** The next in the sequence of trying to present an acceptable picture of the self is the capacity to use one's analytical ability to the optimum. While it is relatively simple to present data on an issue, it gives the appearance of a well thought of and analysed presentation in the GD.
 4. ***Clarity of Thought:*** Clarity of thought is extremely important which can be brought about by a distillation of the essentials and abandonment of the peripherals. The move in the discussion could be either from the core to the periphery or from the periphery to heart of the issue. The participants should not get hooked to the peripheral issues. This could lead to unnecessary emphasis on trivial issues. There has to be concentration in the moves which would indicate awareness on the part of the participants regarding the subject matter and the delineation of the topic. The shift from the general to the specific will indicate awareness along all lines and areas pertaining to the topic are bound to creep in.

5. ***Conviction and Flexibility:***

- (a) ***Conviction:*** Whatever is being said should be stated with conviction. It often happens that the participants communicate their ideas in a group without really believing in them. This more than evident at the face level and is easy for the experts to decipher and identify. It normally happens when the interactants harbour under the misconception that to be heard in the group is more important than positing of concrete ideas. Here, they are exposed because they reveal a lack of conviction at the time of making a statement.
- (b) ***Flexibility:*** Conviction while speaking goes hand in hand with flexibility in approach and ability to appreciate the viewpoint of the other person. Often a participant makes an error in interpreting the topic which he realises, much to his dismay, some where in the middle of the interaction. The need then arises to rectify the mistake and proceed along correct lines. The transition, which must be made, needs to be extremely subtle. Without really admitting that a mistake has been made, the speaker has to accept the view point of the other interactant and change sides to be one with those who have a more positive understanding of the topic. To cite an example, if a glaring blunder has been pointed out by a co-participant you need to be alert enough to realise that it is a mistake. You can start by saying, "I understand your point of view/ that's really good point..." and proceed by substantiating the point of the co-interactant. You are new part of the group and are no longer an alien. But this strategy should be adopted as a last resort. In the first instance, there should be no errors made. Careful thought should be given to the topic floated, before any kind of discourse is begun on the same. This strategy has been presented as a rescue measure for extreme cases in which an error has been made, albeit unwittingly, and the situation demands a rectification. If unfortunately this be the case, the interactant would not be at a loss to make suitable amends.

Check Your Progress 1

Fill in the blanks:

- 1. The first quality that is looked for in a group discussion is _____ quality.
- 2. Clarity of _____ is important for a participant.
- 3. Each candidate is addressed by _____ or _____ in a group discussion.

13.4 STRATEGIES FOR GROUP DISCUSSIONS : DO'S AND DON'TS

The first thing which needs to be kept in mind at the time of a GD and interview is that one should be immaculately dressed. It is the first impression of the interactant which to a great extent influences the interviewers. Together with this, accessories which as individual carry or possesses are also important. They speak a language of their own which could be of great significance in transmitting a positive impression to those monitoring the show. Besides the dress, for the conduct during the Group Discussion, there are a number of dos and don'ts which should be kept in mind at the time of participating in the GD.

DO's:

1. **KISS(Keep It Short and Simple):** The KISS principle which states -Keep It (interaction) Short and Simple is the most important of all the strategies to be adopted in a GD. The descriptive mode which could be used in lieu of brief statements should be avoided at all costs. This could lead the participants into lengthy monologues merely to prove a point. For example:
 A: The harmful effect of Mathura refinery on Taj Mahal cannot be underestimated. Even the interior of Taj has started looking pale. While almost the whole of it has been affected from the outside, the interior...and so on and so forth till all the participants are led astray.
 The delivery should be crisp with only one or two points being presented at a particular time. This strategy is extremely important as it helps the other interactants in retaining the focus. If there are more than two ideas discussed at the same time the interactants might get confused. There are even chances that the participant who is trying to make a mark in the GD would get lost in the labyrinth of jumbled ideas and issues.
2. **Follow Principles of oral communication:** While presenting ideas, all essentials of oral communication need to be observed. Like being polite, audible, pleasant and effective, besides being courteous, concise and correct.
3. **Make Even Contributions:** In a GD it is important that the contributions made by the participants should be evenly spaced. Often it is noticed that the participants are in a rush to start speaking. In case you are not familiar with the topic you can easily shelve the idea of trying to be the first speaker. What is important in a GD is that you should make even contributions if you, as a participant, want to create a long -lasting impression in the minds of the people monitoring the discussion.
4. **Make Periodical Conclusions:** It should be noted that periodical conclusions are also important. They help in retaining focus of the group. This strategy could also be adopted if the interactant is not familiar with the topic but still needs to be listened to and to make a mark in the GD. This however, should be the best resort. Prior to participating in a GD you should be rather well -versed and updated on all the current topic of national and international concern. But God forbid, if a situation of this sort does arise where you feel that worthwhile contributions from your side are not forthcoming from the very start of the discussion, then you can adopt a strategy of this kind. This also helps you to get the group in to focus and prevents it from digressing from the main topic. Here, you show leadership qualities and give the impression on one hand, that you are a strong individual with the capacity of controlling the GD.
5. **Be Deliberate and Slow in Delivering the Points:** Every time you speak, try to be deliberate and slow in delivering your points. If you start speaking too fast the rest of the interactants would keep probing ideas and issues and wondering as to what is the true import of the concepts. A number of factors come into play when there is a situation of this sort. Does your speed of speaking fit in with the other individual's speed of listening and assimilation? As stated in the earlier chapter on listening, there is a difference in the speed of speaking and comprehension. Rarely does it happen that there is a perfect match between the two. You being a new member in the circle of participants in a GD, would definitely find it difficult to be accepted with your ideas if you insist on speaking too fast. Secondly, it is also contingent upon your diction. If you do not have a very clear diction, once again the

same problems are going to arise. By the time the rest of the participants become familiar with the talking strategies and try to respond accordingly, they have already missed out on a vital part of the discourse.

6. ***Adhere to Principles of Politeness:*** Once you start speaking, there would be, at the same time, many interactant who would like to have their voice heard over and above yours. You have the floor but it may not be yours for long if, and when, others make some "uncommunicative" attempts. You need to finish stating your own point but there are others who would not let you complete your statement. In this kind of situation, what you need to do is to tackle the situation in firm and decisive manner. All principles of politeness need to be adhered to in the process. Your "please", "Excuse me, I have a point to make" and "I still have not finished speaking" should be in place. You should abide by the basics norms of etiquette. There is bound to be someone monitoring the GD who would be impressed by these strategies, where despite odds, in which probably the entire discussion has taken the face of a fish market, you have been able to continue. But once again what needs to be kept in mind is the fact that you need to be heard. "If you cannot beat them, join them" should be the ultimate guiding factor which should help you to determine which strategy needs to be adopted or avoided.
7. ***Substantiate your Point with examples:*** Substantiating point with examples is also a very good strategy to be observed at the time of the GD and should be adhered to in an orderly manner. The individual should, at no cost, start by narrating an incident or cite an example and then round it off with a point. While this could be an effective strategy in informal interaction or discourse of any kind in GDs, one needs to observe a different code for communication. If you get the floor and begin with an example, the first thought which crosses the mind of the people monitoring the GD, is that you are merely substantiating the point of another participant by citing an example. In a GD on "Baneful Effects of Pollution", the discourse could take the following turn:

A: *Nature too be subjected to pollution.* The impact of smog on natural forests is evidenced in the form of withering trees and natural deforestation. This could jolly well harm the balance in nature.

B: The Taj Mahal in Agra is a perfect example of the after-effects of pollution. The yellowing effect...

The example cited by B at the first instance seems to be a continuation or substantiation of A's point. Had it been reversed and stated in the following manner it would have definitely had a different and more lasting impact.

B: Inanimate object/relics and monuments of international importance too are not spared from the baneful effects of pollution. The Taj Mahal is a perfect example of a monument which has been subjected to the...

Don't's

1. ***Don't Speak Loudly:*** Inability to make oneself heard above the loud noise in the GD can lead to virtual screaming on the part of the interactant. Not only the tone becomes loud but even the manner of presentation becomes rather overbearing and pushy. This move has a negative impact on the rest of the participants as well as on the people monitoring the GD. Try at all costs to avoid this kind of strategy as it could well have some kind of negative repercussions.
2. ***Avoid taking a negative stance:*** Coupled with this is the "don't" which normally come into play -avoid taking a negative stance against any participant, however

incompetent or ill -informed he may appear to be. He might try to make his voice heard above those of the other participants. Your feelings, positive or negative, towards particular participants are found to surface during the course of the interaction. They should be kept in check as they would prove contrary to leadership qualities which you are expected to possess.

3. ***Don't Provide Opportunities for others to talk, at your own cost:*** At the time of the GD the need of the hour is to avoid being magnanimous where offering opportunities to other interactants is concerned. Suppose you decide to relinquish the floor to another person you may not be able to regain the same. This normally happens when you ask a question and wait for a response. This begins with the other interactant answering the question and then talking on the role of the sender of the forcing you to interchange your role. To cite an example,

A: There are a number of ways through which pollution could be brought under control. What are your views on it? (Looking at B).

B: I am certain of it. One of the ways could be...

Once a has committed this mistake it is probable that a would not get the floor. The best strategy would be to ask a rhetorical question which would necessitate, at its best, a "yes" or a "no" as a response, i.e. statements like, "Isn't pollution going to lead to erosion and depletion of natural resources, illness of the mind and the body?" This would give the impression that you as a participant are including all in the interaction and are open enough to accept differing views.

4. ***Don't give the look of a Casual Approach:*** There is a tendency among some participants to convey an impression of casualness during participation in a GD. Some obvious manifestations would be evidenced in the positioning of hands and legs during the course of an argument. The following body postures should be avoided:

- (a) Sitting with one leg folded square on top of the other leg so that the ankle comes to rest on the knee of the other leg. This casual posture is more or less like numeric 4 and indicates that the individual wishes to adopt an informal approach to the discussion. This posture is evidenced in people with a closed personality who like comfort.
- (b) Crossing the legs primarily to make them selves more comfortable in the course of the exchange. However, this needs to be avoided. At no juncture, in a formal discussion, must the interactant indulge in a posture of this kind.
- (c) Shaking of one's legs when listening to the other interactants is another gesture commonly witnessed. This once again creates a negative impression of the interactant. Frustration and inability to get what one wants is normally associated with this gesture.
- (d) Stretching of legs in front of the self as if the entire floor belonged to the interactant is again a rather casual mode of positioning of the self in the discussion.
- (e) Too much flying of the hands as if one was in the middle of theatrical performance can be counter -productive. Excessive hand movements while speaking denotes that hands are being used as props to communicate and that, one lacks the ability to use proper words or suitable expressions to get the ideas or message across.

- (f) This does not imply that you should keep your hands tightly locked and convey a rather stiff impression about your self to the people monitoring the GD.
- (g) Draping the arm around the head of the chair is once again a rather casual gesture which needs to be done away with. It indicates an intimacy of a rather personal kind where proximity connotes familiarity. This posture should be avoided for two reasons. One, the discussion is not of an informal nature, and two, proximity with other participants should be minimized

You are an individual in your own right and need to remain so with a distinct and different personality. You must not make an attempt to submerge your personality with that of the other individual. If you so wish to indicate that you are leader it is all the more necessary for you to portray that you are an individual with a distinct personality.

13.5 DISCUSSION TECHNIQUES

Group Discussion is not a debate in which you either oppose or support the topic. There are no clear cut positions or stands to be taken. GD is a continuous discussion, a live interaction, in which you examine a subject/ problem from different angles and view points. As a participant, you may disagree with or support the other's point of view or bring in a new point of view. This should not be done by showing disrespect for the other person, even if you do not accept his/ her point of view. Courtesy in discussions indicates our level of culture and sophistication.

Some techniques or guidelines to be followed by the Group Discussion participants are as follows:

1. ***How to join the discussion:***
 - I'd like to raise the subject of....
 - What I think is.....
 - In my opinion.....
 - If I had to say a word about it.....
 - I feel strongly that.....
 - May I make a point about.....
2. ***To support what some other participant has said:***
 - I'd like to support the view point of Mr. A about.....
 - I completely agree with Mr. B about the point.....
3. ***To support disagreement:***
 - I would like to offer a different viewpoint....
 - Please allow me to differ here.....
 - I think differently on this issue.....
 - I do not agree here, in my opinion.....
4. ***To make a point very strongly:***
 - I am convinced that.....
 - You can't deny that.....

- Anybody can see that.....
- It is quite obvious that.....

5. *To bring a discussion back to the point:*

- Perhaps, we could go back to the point.
- Could we stick to the subject, please.....
- I am afraid; we are drifting away from the point.

Your analytical ability and your verbal and non verbal skills of communication give you a competitive edge over others.

Check Your Progress 2

Fill in the blanks:

1. _____ is the most important principal of all the strategies to be adopted in a GD.
2. _____ is a very good strategy to be observed at the time of Group Discussion.
3. _____ is not a debate in which you either oppose or support the topic.

13.6 LISTENING IN GROUP DISCUSSIONS

In Group Discussions, only speaking is not essential, but listening has its own vital importance. Only a good listener can be an effective speaker and can bind and convince the group with his opinions. In GDs, Listening is also a participative act. Listen to what others have to say. Do not listen with a desire to refute. Listen to assimilate and analyse ; then speak to express your thoughts in the light of thoughts of others.

Do not interrupt, but try to join in the discussion tactfully.

Finally, if you really want to stand out, do not try to dominate by demolishing other participants.

13.7 LET US SUM UP

1. The Group Discussion is a personality test which evaluates one's ability to interact in a group on a given topic.
2. In a group discussion, a group usually consists of 8 to 10 candidates. No one is nominates as a leader, coordinator or chairman to conduct the discussion. Normally, 20 to 30 minutes are given as time to complete the discussion on a particular topic.
3. Group Discussions are held with a particular purpose in mind. There are certain qualities, which are looked for during a GD. Primary among them are Leadership Quality, Knowledge of the Subject matter, Analytical Ability, Clarity of Thought, Conviction and Flexibility
4. There are certain strategies: Do's and Don'ts to be followed for an Effective Group Discussion. The desirable things include following a polite way of discussion, giving suitable examples, showing positive body language. The undesirable behaviour includes sitting cross legged or with arms folded, or other negative gestures.

5. There are certain techniques which can be followed to politely enter a discussion, or to express the non acceptance of a point or to put forward a point with conviction.
6. Listening attentively and with patience is very essential in a Group Discussions.

13.8 LESSON END ACTIVITY

Prepare a set of arguments on the following GD topics:

- Reservation for OBCs: a boon or bane for the country
- Actors as politicians.
- Has Cricket become religion in India?

13.9 KEYWORDS

GD: Group Discussion

KISS: Keep It Short and Simple

13.10 QUESTIONS FOR DISCUSSION

1. How does a candidate become a leader of the discussion in a group?
2. What traits of candidates are evaluated by the panelists of a group discussion? Elaborate your answer with examples.
3. Comment on the importance of body language for being successful at a Group Discussion.

Check Your Progress: Model Answers

CYP 1

1. Leadership
2. thought
3. name, number.

CYP 2

1. Keep It Short and Simple (KISS)
2. Substantiality point with examples
3. Group Discussion

13.11 SUGGESTED READINGS

Mastering Business Communication Woolcott& Unwin -, Mcmillan

Business Communication Raisher: - Aitbs

Business Communication - Vandana Khetarpal, MK Sehgal, Excel Books

MODEL QUESTION PAPER

MBA
First Year (General)

Sub: Executive Communication

Time: 3 hours

Total Marks: 100

Direction: There are total eight questions, each carrying 20 marks. You have to attempt any five questions.

- Q1. What is Communication? Give its significance for management. Write the principles of effective communication.
- Q2. What are the norms for writing business letters? How can one differentiate between a good letter and a bad letter? What are the parts of a business letter? Explain what is Post Script and when is it used?
- Q3. Write short notes on:
- Dyadic Communication
 - Sign Language
 - Telephonic Conversation
 - Complaint letters
 - Conducting Seminars
- Q4. Explain Non Verbal Communication in detail. Give its significance. What is Kinesics and Proxemics? Give examples in support of your answer.
- Q5. Give the technicalities of Report Writing. Explain Technical report writing. How is a business report different from a research report? What is Research methodology?
- Q6. Meetings are important to business. Substantiate this statement by giving the need and importance of meetings. What are the important preparatory points in a meeting? What are minutes? What is a resolution?
- Q7. What are the various barriers to communication? How can these be overcome?
- Q8. How is an oral presentation different from Group Discussion? What are the important qualities needed for effective participation in group discussion? How should one overcome fear while giving an oral presentation? What is audience analysis?