BUSINESS COMMUNICATION

VI SEMESTER

Additional Course(In Lieu of Project)

B Com

(2011 Admission)

UNIVERSITY OF CALICUT

SCHOOL OF DISTANCE EDUCATION

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SCHOOL OF DISTANCE EDUCATION

STUDY MATERIAL

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BUSINESS COMMUNICATION

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Layout: *Computer Section, SDE*

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MODULE I

BUSINESS COMMUNICATION

In the changing business environment of multinational competition and globalisation, communication tends to become an important component of an organisation. Like the functional areas of production, marketing and finance, communication too is shaping into a distinct area, in the form of business or organisational or corporate communication.

Communication is the life blood of social as well as corporate world. We exist because we communicate. Even our silence communicates a lot. We all have a layman's idea of what communication is, but let us try to understand the concept fully so that we can use it effectively. Communication is the process by which we exchange meanings, facts, ideas, opinions or emotions with other people. It is an essential condition of our existence and the most important activity of ours. The word communication has been derived from Latin word *"communicare / communis'* that means to 'share' or 'participate'. Everybody knows that most of the time, through speech or writing or any other means like exchange of a common set of symbols, we are sharing information with other human beings. It is, therefore, first and foremost a social activity. Man as a social animal has to communicate.

Communication is defined as "The flow of material, information, perception, understanding and imagination among various parties". Business includes those organizations, which are engaged in the production and distribution of goods and services to earn profit. Therefore Business communication means, "Flow of information, perception etc. either within a business organization or outside the organization among different parties".

Simply, Communication is an exchange of facts, ideas, opinions or emotions by two or more persons. General communication is different from business communication / Administrative communication. Business communication means the sharing of information between people within an enterprise that is performed for the commercial benefit of the organization.

In addition, business communication can also refer to how a company/business organisation shares information to promote its product or services to potential consumers. **Business communication** is the specialized branch of general communication that is especially concerned with business activities.

When communication takes places among business parties concerning business affairs or business related issues is known as business communication. *Business communication* is nothing but, the communication between the people in the organization for the purpose of carrying out the business activities

According to William Scott in his book organizational theory **"Administrative communication / business communication is a process which involves the transmission and accurate replication of ideas ensured by feedback for the purpose of eliciting actions which will accomplish organizational goals"**

We can extract the following points from the above definition;

(I) Flow between two or more parties.

In business communication the materials flow from one person to another person or from many persons to different people. This flow may either be inside the organization or outside the organization.

(ii) Flow of information, perception, imagination etc.

Flow of information takes place when a party transfers the material to another mind. Flow of perception means transfer of different feelings. Finally, flow of imagination that occurs when a painter conveys his/her imaginations through a portrait.

Objectives of Business Communication

1. Stronger Decision Making

Your ability to communicate effectively increases productivity, both yours and your organization.

2. Increased Productivity

 With good communication skills, you can anticipate problems, make decisions, co-ordinate work flow, supervise others, develop relationships and promote products and services.

3. Steadier Work Flow

Communication acts as tool for the effective work related flow of information.

4. Strong Business Relationships & Enhanced Professional Image

You can shape the impressions you and your company make on colleagues, employees, supervisors, investors, and customers in addition to perceiving and responding to the needs of these stakeholders (the various groups you interact with) without effective communication, people misunderstand each other and misinterpret information. Ideas misfire or fail to gain attention and people and companies flounder.

5. Clearer Promotional Materials

 Your organizations need for effective reach of company name and public promotions are based on effective promotional material such as advertisements , bill boards , online add , posters etc are all communicated for effective message delivery and meaning.

6. Provide Advice

 Giving advice is based on individual-oriented and work-oriented ,advice should not given to the person for pinpointing his mistakes rather it should be helpful for his improvement. Effective advice promotes understanding and it can be a two way process if the subordinate staff given freedom.

7. Provide Order

Order is an authoritative communication pattern and it is directive to somebody always a subordinate to do something. Orders will be written and oral orders , general and specific orders ,procedural and operational orders , mandatory and discretionary order. Order should be clear and complete, execution should be possible and given in a friendly way.

8. Suggestion

Suggestion is supposed to be very mild and subtle form of communication. Suggestions are welcomed for it is not obligatory to accept them, it can be voluntary and anonymous and submitted through suggestion boxes.

9. Persuasion

Persuasion may be defined as an effort ' to influence the attitudes , feelings ,or beliefs of others , or to influence actions based on those attitudes , feelings , or beliefs. Persuasion can be done to others if you are convinced, you do not imposed, you are not rigid are prepared to meet half-way and you can look at the situation from the other person's angle also.

10. Education

Education is a very conscious process of communication, it involves both teaching and learning by which organizations provide to their employees in the form of training. Education is given for management, employees and outside public.

12. Warning

If the employees do not abide by the norms of the organization warning is a power communication tool and it can be general and specific. Specific warning should be administered in private and after thorough investigation. The aim of the warning should be the organization betterment.

13. Raising Morale and Motivation

Morale stands for mental health and it is a sum of several qualities like courage, resolution, confidence. High morale and effective performance go hand to hand. Motivation is a process that account for an individual intensity, direction, and persistence of effort towards attaining a goal.

14. To Give and Receive Information

Communication's main idea is to give and receive information because managers need complete, accurate and precise information to plan and organize employee need it to translate planning in to reality. Information will cover all aspects of the business.

15. To Provide Counselling

Counseling is given to solve employee's mental stress and improve the employee's productivity.

16. To Improve Discipline

Finally discipline is the foremost part of any business communication. The various disciplinary codes are effectively communicated to employees through disciplinary codes.

The role of effective business communication within and outside the organization OR Why Business Communication is called, "Life blood" of an organization?

A business Organization is a group of people associated to earn profit. Various kinds of activities have to be performed by the people of an organization so as to earn profit. These activities need an effective and systematic communication. Without efficient communication, one cannot even imagine to do work and hence will be unable to earn profit. Since the aim of business organization is to earn profit, the organization will die without profit and this death is a result of the absence of communication. This is why communication is called life blood of a business organization. We can prove this statement in the following manner.

Communication inside an Organization:

Different employees and officials in an organization need to communicate to each other. This internal communication with its importance is shown in the following way:

1. Setting goals and Objectives:-

Mostly, the organizations have a variety of formal and informal objectives to accomplish. These objectives may be financial results, product quality, market dominance, employees satisfaction, or service to customers. So the communication enables all the persons in an organization to work towards a common purpose.

2. Making and Implementing decision:-

In order to achieve the objective, people in a business organization collect facts and evaluate alternatives, and they do so by reading, asking questions, talking or by plain thinking. These thoughts are put into a written form. Once a decision has been made, it has to be implemented which requires communication.

3. Appraisal:-

Having implemented the decision, management needs to determine whether the desired outcome is being achieved. Statistics on such factors as cost, sales, market share, productivity and inventory levels are compiled. This is done through computers, manual papers, memos or reports.

4. Manufacturing the products:-

Getting an idea for a new product out of someone's head, pushing it through the production process and finally getting the product also require communication. Designing the plan regarding product, introducing the workers, purchasing raw material, marketing and distributing the product all require effective communication.

5. Interaction between employer & employee:-

Employees are informed about policies and decisions of employers through circulars, reports, notices etc. Employers also get in touch with employees through application, complaint etc. So, communication plays a vital role in the interaction of employer and employee.

External Communication:

1. Hiring the employees:-

If a company wants to hire someone, it advertises the vacancy, receives applications, calls the candidates, takes the interview and then offers job to the successful candidates. The whole process requires communication.

2. Dealing with customers:-

Sales letters and brochures, advertisements, personal sales calls, and formal proposals are all used to stimulate the customer's interest. Communication also plays a part in such customer related functions as credit checking, billing, and handling complaints and questions.

3. Negotiating with suppliers and financiers:-

To obtain necessary supplies and services, companies develop written specification that outlines their requirement. Similarly, to arrange finance, they negotiate with lenders and fill out loan applications.

4. Informing the investors:-

Balance sheet, income statement, and ratio analysis are used to inform the investors regarding performance of business.

5. Interacting with Govt.:-

Government agencies make certain rules to regulate the economy. These rules are communicated to organizations through various papers. These organizations try to fulfil, these requirement like filling taxation form and other documents.

The importance of communication for an individual and for an organization

"Communication is the process by which information is transmitted between individuals and organization, so that an understanding response results". "Communication is the process which involves transmission and accurate replication of ideas, ensured by feedback for the purpose of eliciting action which will accomplish organizational goals".

Importance of Communication for an Individual

(1) Helps in getting a desired job:-

Getting a desired job is not an easy task. It requires a person to be excellent, especially in terms of communication abilities. Communication abilities can be classified into five categories that is reading, writing, speaking, listening and observing. If a candidate is a good reader of not only text books and reference books but also of newspapers and magazines, this would help him developing confidence level at the time of interview. Writing skills are necessary for preparing an appropriate Bio data and covering letter, so that a better initial impression could be created. No doubt, conversational skill right at the time of interview is equally countable towards success of the candidate. Listening abilities on the other could prove to be fruitful especially when the interviewer is making a comment or asking a question. In short we can say that the presence of above mentioned five communication skills could give a better chance of being selected during an interview.

(2) Help in maintaining social relationships:-

We as human beings live in a cobweb of relationships rather social relationship. These social relations compel us to act simultaneously in the capacity of father, child, husband, uncle, neighbour, cousin, teacher, nephew and so on. All these relationships especially near one's could be maintained properly if we can communicate well to all these relations, that we are here to take care of them and our services are always there to help them in case of any needs.

(3) Helps in getting on the job promotion:-

Perhaps finding a job would not be a big deal in case of if the candidate is well connected and belongs to a well off family. But promotion on the job requires some extra skills on the part of the candidate. Amongst those skills, communication abilities rank on the top. If a person can speak well during interactive and presentation sessions, can reports properly, he will automatically be in the eyes of the management and whenever a chance for promotion comes, he will be on the top of the list.

(4) Helps in solving other's problems:-

It is commonly observed that around us there are so many people whom we like to meet; their company is a source of enrichment for us. When we are with them we feel secured. The only reason for such types of feelings is that such type of people are not only good listeners but they also know it well that whenever they would speak, it would only be for the sake of encouraging, not discouraging others, only for solving other's problems and not for creating problems for others. Such people are no doubt excellent communicators.

Barriers or obstacles of Communication

The various inadequacies that can be identified through communication evaluation are required to be analyzed in terms of various factors - obstructions and barriers - that impede flow communication. Any managerial action in this regard can be effective only when it strikes at the very root of the factors that lie at the very root of the problem. From this viewpoint, identification

of different factors is necessary. Recognizing barriers to effective communication is a first step in improving communication style. Following are the barriers of communication process.

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

1. **Lack of Sensitivity to Receiver.** A breakdown in communication may result when a message is not adapted to its receiver. Recognizing the receiver's needs, status, knowledge of the subject, and language skills assists the sender in preparing a successful message. If a customer is angry, for example, an effective response may be just to listen to the person vent for awhile.

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

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

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

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

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

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

2. **Conflicting Messages**. Messages that cause a conflict in perception for the receiver may result in incomplete communication. For example, if a person constantly uses jargon or slang to communicate with someone from another country who has never heard such expressions, mixed messages are sure to result. Another example of conflicting messages might be if a supervisor requests a report immediately without giving the report writer enough time to gather the proper information. Does the report writer emphasize speed in writing the report, or accuracy in gathering the data?

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

4. **Long Communication Chain.** The longer the communication chain, the greater the chance for error. If a message is passed through too many receivers, the message often becomes distorted. If a person starts a message at one end of a communication chain of ten people, for example, the message that eventually returns is usually liberally altered.

Decoding Barriers. The communication cycle may break down at the receiving end for some of these reasons:

1**. Lack of Interest**. If a message reaches a reader who is not interested in the message, the reader may read the message hurriedly or listen to the message carelessly. Miscommunication may result in both cases.

2. **Lack of Knowledge**. If a receiver is unable to understand a message filled with technical information, communication will break down. Unless a computer user knows something about the Windows environment, for example, the user may have difficulty organizing files if given technical instructions.

3. **Lack of Communication Skills.** Those who have weak reading and listening skills make ineffective receivers. On the other hand, those who have a good professional vocabulary and who concentrate on listening, have less trouble hearing and interpreting good communication. Many people tune out who is talking and mentally rehearse what they are going to say in return.

4. **Emotional Distractions.** If emotions interfere with the creation and transmission of a message, they can also disrupt reception. If you receive a report from your supervisor regarding proposed changes in work procedures and you do not particularly like your supervisor, you may have trouble even reading the report objectively. You may read, not objectively, but to find fault. You may misinterpret words and read negative impressions between the lines. Consequently, you are likely to misunderstand part or all of the report.

5. **Physical Distractions.** If a receiver of a communication works in an area with bright lights, glare on computer screens, loud noises, excessively hot or cold work spaces, or physical ailments, that receiver will probably experience communication breakdowns on a regular basis.

Responding Barriers-The communication cycle may be broken if feedback is unsuccessful.

1. **No Provision for Feedback**. Since communication is a two-way process, the sender must search for a means of getting a response from the receiver. If a team leader does not permit any interruptions nor questions while discussing projects, he may find that team members may not completely understand what they are to do. Face-to-face oral communication is considered the best

type of communication since feedback can be both verbal and nonverbal. When two communicators are separated, care must be taken to ask for meaningful feedback.

2. **Inadequate Feedback.** Delayed or judgmental feedback can interfere with good communication. If your supervisor gives you instructions in long, compound-complex sentences without giving you a chance to speak, you may pretend to understand the instructions just so you can leave the stress of the conversation. Because you may have not fully understood the intended instructions, your performance may suffer.

Types of communication (classification)

We classify the communication into different types as following;

1) **Intrapersonal communication** – it is talking to oneself in one's own mind. Soliloquies or asides in dramatic work are example of intrapersonal communication.

2) **Interpersonal communication** – it is exchange of messages between two persons. Conversation, dialogue, interview etc. are examples of interpersonal communication.

3) **Group communication**- it can be among small or large groups, like an organization, club or class room, in which all individual retain their individual identity.

4) **Mass communication-** it occurs when the message is sent to large groups, for example, by news paper, radio, or television etc.

5) **Verbal communication**-(details are given in following pages)

6) **Non verbal communication**-(details are given in following pages)

7) **Meta communication**- Here speakers' 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.

8) **Formal communication**-(details are given in following pages)

9) **Informal communication**-(details are given in following pages)

10) **Electronic communication**-(details are given in following pages)

Channels of Communication

Channel of communication means how communication flows from one point to another point. It may be divided into the following types

Internal Communication,

External Communication

Internal Communication

When the flow of communication is within an organization it is internal communication. It does not include outsiders. Internal communication helps people to interact in the organization to plan, organize, staff, lead and control. It is used by all people in the organization at every level. It is Intra-company communication. Internal communication can be further subdivided into the following parts or channels:

- Horizontal communication

- Downward communication

- Upward communication

Horizontal Communication

It is the communication between people of the same department, or with other people of the same level in other departments. It is also called cross-wise communication. Horizontal communication helps in sharing information through meetings, chats, brain storming sessions and peer-to-peer talk.

Downward communication

When the flow of communication is from the superior level to a downward level it is called downward communication. When managers pass instructions to subordinates they are using the downward channel of communication. Downward communication helps in leading, giving policies and procedures, assigning tasks and controlling subordinates. **Upward Communication**

When the flow of communication is from the subordinate to the upper level it is called upward communication. When subordinates submit reports and give information to managers they are using upward channel of communication. Upward communication helps in submitting reports, appeals, requests, sharing problems or asking for advice and guidance.

2. External Communication

In external communication the flow of information is outside the organization. It is Inter-company communication. It is used to communicate with vendors, suppliers, competitors, Government, Consumer groups and general public. In external communication special care and consideration has to be given as it is also important for the goodwill and image of the company. Legal aspects are also given special attention while communicating externally.

Differentiate between formal and informal language;

Formal language	Informal Language
(1) It is the language spoken in office, business and other formal places.	**(1)** It is the language spoken at home or with friends.
(2) Proper and standard words are used.	**(2)** Improper words and slangs are used.
(3) It consists of specific purpose words like manager, supervisor, owner, employer etc.	**(3)** It has all purpose words like "boss" that stands for various personalities.
(4) It is used comparatively less than informal language.	**(4)** It is used in daily life
5) It is used when the speaker is relaxed.	**(5)** It is used when speaker is in a hurry.

The process of communication. OR "Communication is a two way process of exchanging ideas or information between two human beings".

Communication simply means exchange of ideas & information between two persons. A person sends a message to another person and gets the response from the receiver on the message. This whole phenomenon can be explained as under.

1. Sender's thoughts:-

The very first step in the process of communication is generation of thought in the sender's mind. These thoughts may be about a request, order, inquiry production or any other such activity.

2. Encoding / Message:-

The thought generated in the mind of sender is ambiguous and unable to be communicated unless it is put into a receivable form. This step is known as encoding where the sender converts his thought into a message by means of a language. For example, a sender thinks about having a job. Now, he will put his thought on a paper. That is called job application. In his way, his thought becomes a message.

3. Transmission through media:-

Once a thought is converted into message, it should be transmitted to the receiver through a suitable medium. This media might be electronic media as T.V., E-mail, radio etc. or it may be print media like newspaper, magazines, letters or merely sound that is transmitted through the medium of air.

4. Noise and Barriers:-

While transmitting the information to the receiver, the sender faces lots of barriers. These noise and barriers are explained as under:

(i) On sender's side:- Noise and barriers may take place during the process of encoding. Some of them may be caused by distraction, lack of concentration, typing mistake, poor language etc.

(ii) In the medium:- Some barriers are caused by medium such as poor transmission on T.V. and radio misprinting in newspapers etc.

(iii) On receiver's side:- The receiver can also create certain barriers to the receiving of message such as poor reading ability, emotions, lack of concentration etc.

5. Decoding by Receiver:-

Having received the message from the sender, the receiver attempts to understand and interpret the message. This process of converting the language of message into thoughts is known as decoding. For instance, the receiver, having received job application, reads the application and understands the message conveyed by the applicant.
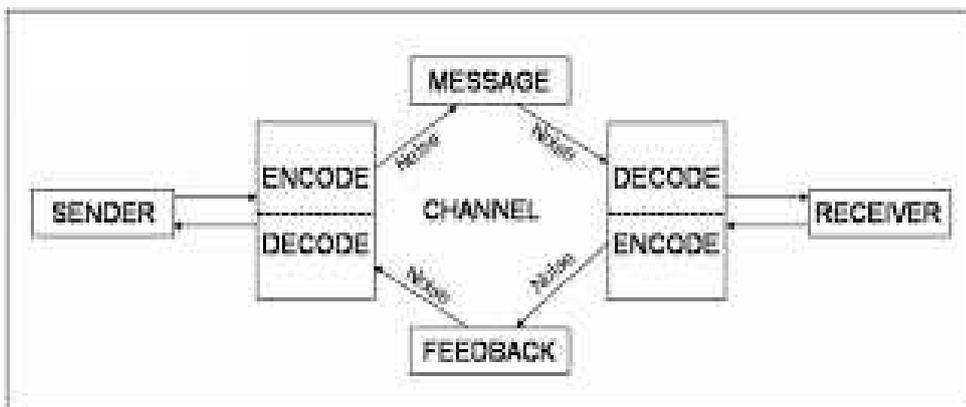
6. Idea Received:-

As soon as the process of decoding is finished, the idea given by the sender is received by the receiver. It means the thought that was generated in the mind of sender has been transmitted to the mind of receiver. In our example, the sender wanted to inform the receiver about his thought of having a job. Now the sender has got this idea.

7. Feed back:-

Process of communication is incomplete until the receiver responds to the sender. This response may be negative, positive, or for further enquiry. It means when the receiver of job application welcomes or regrets the sender, the process of communication is deemed to be complete. This whole process can be depicted through the following diagram.

Five elements (Factors) of the process of communication;

Communication as a process can be understood from the given diagram. A sender encodes the message, and sends it using a channel to a receiver, who then decodes the message. The receiver, in turn, encodes his feedback on the message received, and sends it to the sender, which is then

decoded by the sender. Different channels or media is used for this transmission of message. Noise, in the communication process, refers to any obstruction that hampers the transmission of the message from the sender to the receiver or the feedback from the receiver to the sender. Noise here can refer to both the verbal and non-verbal cues, oral and written communication etc. For instance, language barriers, misinterpretation of symbols used, incoherent diction and articulation, unintelligible handwriting etc.

Communication is the exchange of ideas between two minds. This process of exchanging idea is based on following five factors.

1. Sender:-

Sender is the person who initiates the process of communication. He generates an idea in his mind regarding production invention, innovation, request, order, enquiry etc. So, he is the first factor of communication process and his function is to generate an idea. Therefore, it is necessary that the idea should be clear, and convertible into message. For this purpose, the sender needs to apply his knowledge and imaginative power.

2. Message:-

The idea in the mind of sender is transformed into words that is called message. The sender decides on the length, style, organization and tone of the message. The message may be presented in many ways, depending on the subject, purpose, audience, personal style, mood and cultural background.

3. Media:-

The media of transmission of message are electronic media as T.V., radio, computer and print media as newspapers, letter, magazine etc. media play a very important role in helping the receiver's understand the message. A wrongly chosen medium can interrupt the process of communication; Selection of medium depends upon message, audience, urgency and situation.

4. Receiver:-

Receiver is the person who gets the message from the sender, decodes it, understands it and interprets it.

5. Feed Back:-

Having understood the message, the receiver responds to the sender in yes or no or asks further questions. This process is called feedback.

Formal Communication

Formal communication refers to interchange of information officially. The flow of communication is controlled and is a deliberate effort. This makes it possible for the information to reach the desired place without any hindrance, at a little cost and in a proper way. This is also known as 'Through Proper Channel Communication.'

Characteristics

Following are the chief characteristics of the formal communication:

(1) Written and Oral:

Formal communication can both be written and oral. Daily works are handled through oral communication, while the policy matters require written communication.

2) Formal Relations:

This communication is adopted among those employees where formal relations have been established by the organisation. The sender and the receiver have some sort of organisational relations.

(3) Prescribed Path:

The communication has to pass through a definite channel while moving from one person to another. For example, to convey the feelings of a worker to the manager, the foreman's help has to be sought.

(4) Organisational Message:

This channel is concerned with the authorised organisational messages only and the personal messages are out of its jurisdiction.

(5) Deliberate Effort:

This channel of communication is not established automatically but effort has to be made for its creation. It is decided keeping in view the objectives of the organisation.

Advantages

The formal communication has the following advantages:

(1) Maintenance of Authority of the Officers:

Formal communication maintains constant relations among the superiors and the subordinates as a result of whom the dignity of the line superiors is maintained. Consequently, it is convenient to control the subordinates and fix their responsibility which is absolutely needed for effective and successful control.

(2) Clear and Effective Communication:

In formal communication, there is a direct contact among the managers and the subordinates. Both understand the capability, habits, feelings, etc. of one another. Managers know as to when and under which conditions their subordinates need information. In this way, this communication is capable of making available timely information. Hence, it is clear and effective.

(3) Orderly Flow of Information:

The information has to pass through a definite route from one person to another. Hence, the flow of information is systematic.

(4) Easy Knowledge of Source of Information:

In this type of communication, the source of each information can be easily located.

Limitations

Following are the disadvantages or limitations of the formal communication:

(1) Overload of Work:

In a modern business organisation much information, many messages and other things have to be communicated. Under formal communication, they are routed through a definite channel and this consumes much of the time of the superiors and thus some other important works are left unattended.

(2) Distortion of Information:

This method can be a hindrance in the flow of information. Sometimes the distance between the sender and the receiver is so big that the information has to pass through many hands and by the time it reaches the receiver it is distorted. Thus it fails to serve its purpose.

(3) Indifferent Officers:

The officers do not pay much attention to the suggestions and complaints of the subordinates. In such a case a subordinate may come lose his faith in the effectiveness of communication.

Types of Formal Communication (Channels of Communication)

Formal communication is of two types:

(1) Vertical Communication:

(i) Downward Communication

(ii) Upward Communication

(2) Horizontal Communication.

(1) Vertical Communication

Vertical communication is of the following two types:

(i) Downward Communication:

The communication by top hierarchy with their subordinates is called downward communication. This communication includes orders, rules, information, policies, instructions, etc. The chief advantage of the downward communication is that the subordinates get useful timely information which helps them in their work performance,

(ii) Upward Communication:

This is quite the reverse of the downward communication. This flows from the subordinates to the superiors. The subject-matter of this communication includes suggestions, reactions, reports, complaints, etc. This sort of communication helps the superiors in taking decisions.

(2) Horizontal Communication

Horizontal communication takes place when two individuals of the same level exchange information. Horizontal communication is used by the same level officers to solve the problems of similar nature and profit by the experience of other people. The subject-matter of horizontal communication includes information, requests, suggestions, mutual problems and coordination-related information.

Formal Communication Network

The way in which formal communication is done, is known as formal communication network. Formal communication can be done in different ways-it may be vertical communication or horizontal communication. The different forms of formal communication network have been shown in the following diagram:

(1) Chain Communication:

Chain communication refers to the communication between a superior and a subordinate. All the people in an organisation from top to bottom are linked with the help of a scalar chain as has been shown in diagram (1). A is placed at the highest rank, B is a subordinate of A, C is the subordinate of B, D is the subordinate of C and E is the subordinate of D.

(2) Wheel Communication:

In this form of communication, all the subordinates of a superior talk to one another through his medium. The superior works as a hub of a wheel. In the diagram (2), A is the superior and B, C, D and E are the subordinates. All the four subordinates communicate through the medium of A.

(3) Circular Communication:

This communication takes place among the members of a group. Every member of a group can communicate with the nearest two members. In the diagram (3), A can have communication with B and E. Similarly, B can have communication with A and C. The same applies to all the members of the group. In this case the communication moves at a slow speed.

(4) Free Flow Communication:

This form of communication also takes place among the different members of the group. Its special feature is that every member of the group can talk to all the other people in the group.

This has been clarified in diagram (4). A can talk directly to B, C, D, E. In the same way B can talk directly to A, C, D, and E. The same applies to all the members of the group. In this case, the communication moves at a rapid pace.

(5) Inverted 'V' Communication:

In this form of communication, a subordinate is permitted to communicate with the boss of his boss. In this form of communication the messages move at a rapid speed, fn the diagram (5), C and D are the subordinate of B who, in turn, is a subordinate of A. Here C and D can talk directly to A who happens to be the boss of B.

Informal communication

 It refers to interchange of information unofficially. This communication is based on informal relations (like friendship, membership of the same club, the same place of birth, etc.) and, therefore, is free from all the organisational formalities.

The exchange of informal messages usually takes place on the occasion of community meals, social occasions, parties, etc. On such occasions, the superiors gather such information from their subordinates as may be difficult to get through formal communication. Such communication includes comments, suggestions, etc.

Under this, communication takes place through gesticulation, moving of head, smiling and by remaining quiet. For example, a superior wants to complain against his subordinate to his higher officer and at the same time he is afraid of giving it in writing. This can be conveyed to the higher officer through informal communication, say during the course of a conversation.

Informal communication is also called grapevine communication because there is no definite channel of communication. Under it some information passes through many individuals and covers a long distance making its origin obscure. This is exactly like a grapevine where it is difficult to find the beginning and the end.

Characteristics

Informal or grapevine communication has the following characteristics:

(1) Formation through Social Relations:

This communication is born out of social relations who mean that it is beyond the restrictions of the organisation. No superior-subordinate relationship figures therein. A more sociable superior can gather much information through this channel.

(2) Two types of Information:

Through this communication, information about the work and the individual can be collected.

(3) Uncertain Path:

Since it is beyond the restrictions of the organisation, it follows no definite channel. Like a grapevine, it moves in a zigzag manner.

(4) Possibility of Rumour and Distortion:

Responsibility for the true or false nature of communication does not lie on any individual and, therefore, not much attention is paid to its meaning while communicating. Consequently, the rumours keep floating.

(5) Quick Relay:

Informal communication makes news spread like wildfire. Not only this, people start adding something of their own which sometimes changes the real meaning of the communication.

Advantages

The informal channel of communication has the following advantages:

(1) Fast and Effective Communication:

Under this communication, the messages move fast and their effect is equally great on the people.

(2) Free Environment:

Informal communication is done in a free environment. Free environment means that there is no pressure of any office-big or small. The reactions of the employees can easily be collected.

(3) Better Human Relations:

Informal communication saves the employees from tension. Freedom from tension helps the establishment of better human relations. This also affects the formal communication.

(4) Easy Solution of the Difficult Problems:

There are many problems which cannot be solved with the help of formal communication. There is more freedom in informal communication which helps the solution of difficult problems.

(5) Satisfying the Social Needs of the Workers:

Everybody wants good relations with the high officers at the place of his work. Such relations give satisfaction to the employees and they feel proud. But this can be possible only with the help of the informal communication.

Limitations

The defects or limitations of the informal communication are as under:

(1) Unsystematic Communication:

This communication is absolutely unsystematic and it is not necessary that information reaches the person concerned.

(2) Unreliable Information:

Most of the information received through this communication is undependable and no important decision can be taken on its basis.

Difference between Formal and Informal Communication

1. Formal communication is communication that takes place through the formal official channels. Whereas **informal communication is communication** that takes place by passing the formal channels

2. Formal Communication is not flexible but **Informal communication** is flexible.

3. Formal communication is totally controlled by the management. On other hand **informal communication** cannot be controlled by the management.

4. Informal communication has documentary evidence. **Informal communication** has no documentary evidence.

5. In **Formal communication** official discipline is strictly maintained, but in **informal communication** Official decorum and discipline are not followed.

6. In case of **formal communication** secrecy can be maintained. Here in **informal communication** maintaining secrecy is very difficult.

7. Formal communication is time consuming. But in case of **informal communication** Less time is taken for transmitting information.

8. Formal communication is expensive where as **informal communication** is less expensive than **formal communication.**

9. In case of **formal communication**, there is almost no chance of misunderstanding. In **informal communication** due to lack of control misunderstanding can takes place.

10. In **formal communication** official discipline is maintained chance of mistakes is very low. On the other hand, in case of **informal communication** strict rules are not followed, there for possibility of mistakes is very high.

Business Writing Principles or Seven C's in Business Communication

1. Correctness:

Normally it is assumed that correctness only refers to spelling, punctuation and grammar etc. but business Communication is something more than that. Following guideline should be considered for achieving correctness.

Use the correct level of language

Include only accurate facts and figures.

Maintain acceptable writing mechanics.

(a) Use the Correct Level of Language:

There are usually three levels of language that is formal, informal and sub-standard. Informal level of language is the language of business letters, memos and reports. Formal language is used for writing research papers and legal documents etc. Sub-standard level of language is not used in any type of communication because it either refers to the street language or unacceptable language.

(b) Include Only Accurate Facts and Figures:

The writer of a business message should specifically be careful when he is quoting any fact or figure. The situation is more critical when the reader relies on the accuracy of facts and figures. An incorrect figure may lead even to the loss of customer, because customer might feel that he is not dealing with business like people. For example if a bank manager provides a wrong balance figure to his account holder, the result might be disastrous for the bank.

(c) Maintain Acceptable Writing Mechanics:

Writing mechanics include a number of considerations. For instance, use of grammar rules, Sentences structure, composition, punctuation, spelling and all other considerations.

2. Conciseness:

With the advent of information revolution, business messages are getting short day by day. This is because of huge inflow and outflow of messages on daily basis. Therefore, conciseness is a prime requirement. Following points should be considered for achieving conciseness.

Omitting trite expressions.

Avoid unnecessary repetition.

Include relevant facts.

(a) Omitting Trite Expressions:

Trite expressions are also called clichés or stereo typed expressions. They are usually longer, formal and relatively meaningless because of over use.

Example:

Trite: In accordance with your request of recent date, we are enclosing herewith our cashier's cheque in the amount of Rs 20,000, representing a withdrawal of said saving A/c. No. 3595.

Improved: According to your request of April 25, cheque of Rs. 20,000 is enclosed.

(b) Avoid Unnecessary Repetition:

Skilful business writers avoid unnecessary repetition by rewording their message and trying to reduce it by almost 50%. In other words first draft of the message is never final and it always requires a second reworded reduced draft before dispatched to the receiver.

Example:

Wordy: I have your letter of October 14 and wish to say that we will be glad to give you a refund for shirt you purchased here last week.

Improved: You can avail refund for the shirt you purchased last week.

(c) Include Relevant Facts:

Relevant facts refer to those necessary facts which should be present and should never be compromised for achieving conciseness.

3. Clarity:

Clarity refers to a clear understanding of the message by the receiver. In other words the receiver should not face any problem in getting the meaning of the message. The clarity could be achieved by the following techniques.

> Choose words that are short, familiar and conversational.

> Construct effective sentences and paragraphs.

> Achieve appropriate readability.

> Include examples, illustrations etc.

(a) Choose Words that are Short, Familiar and Conversational:

The vocabulary of English language is so rich that a number of words are possible for a single occasion. In today's business English, analysts suggest that it's better to use such words in business writing, which are normally used in day to day conversation. Therefore, it is always better to avoid difficult and high sounding words.

Example:

The bank statement shows an Overdraft of Rs. 10,000.

The bank statement shows an excess withdrawal of Rs. 10,000.

(b) Construct Effective Sentences and Paragraphs:

The number of paragraphs for a business message should not exceed more than 3-4 paragraphs. Within one paragraph, number of sentences should not exceed more than 3-4 sentences and within one sentence, number of words should not exceed more than 12-15 words.

(c) Achieve appropriate Readability:

For achieving readability 'FOGINDEX' is calculated. The calculation is given below.

Formula:

Word Count 110

No. of sentences 7

Average sentence length (110 ÷ 7) 15.7 (a)

Hard Words 13

% age of hard words (13 ÷ 110 x 100) 11.8 (b)

Total of 'a' and 'b' 27.5

Multiplier (27.5 x 0.4) 0.4

FOGINDEX =11

If the answer of Fog Index ranges between 10 and15, this means the message is readable by a person having average educational background the answer exceeds the mark of 15, this means to understand the message, some higher educational qualification is required.

(d) Include Examples, Illustrations etc.:

Examples and illustrations work as supplementary tools for the writer. Examples help the reader to understand meaning of the message.

4. Completeness:

It is not necessary that all seven C's could be applied to all types of business messages. The 'C' of completeness should be kept in mind especially giving replies to inquiries and writing adjustment letter. Following points are considered for the 'C' of completeness.

Answer all questions asked.

Give something extra when desirable.

Check for five W's.

(a) Answer all Questions Asked:

If in the product related inquiry the prospective customer has asked four questions, it is much necessary to answer all the four questions. Even if a single question is missed and not answered, the inquirer is having all the reasons to believe that the person giving reply is a careless person or he is not interested in answering the questions or there is something wrong which he is willing to hide.

(b) Give Something Extra When Desirable:

Normally a good marketing technique applied by managers is to offer something extra apart from original questions asked. This something extra may be the point of sale for the producer because customer would like to buy from such a manufacturer who is offering something extra, which others are not offering.

(c) Check for 5 W's:

Five W's to Who, What, When, Where and Why. For example to order merchandise, we should make clear **What** we want, **When** we need it, **Where** it is to be sent, **How** the payment will be needed.

5. Concreteness:

Concreteness adds conviction to the message. It is easy for the reader to believe on concrete messages. Concreteness also increases credibility of the sender of message. Following points should be considered for achieving concreteness.

> Use specific facts and figures.

> Put action in the verb.

> Choose vivid image building words.

(a) Use Specific Facts and Figures:

Use of fact and figures play a vital role especially when describing a product or service.

Example:

General: These brakes stop car within short distance.

Specific: The hydraulic pressure brakes stop a car with a distance of two feet as soon as they are applied.

(b) Put Action in the Verb:

The basic function of the verb is to describe action of a noun or pronoun. Therefore, care should be taken that the action should always be represented by verb and an action is found in a noun, it should be converted into verb.

Example:

Noun: They held meeting in the office.

Verb: They met in the office.

(c) Choose Vivid Image Building Words:

Vivid image building words are generally used for creating an impression upon the reader, so that the reader should start building an image of the product or service in his mind. Such words are used in sales and sales promotion letters.

Example: This is a very good computer.

The P-IV 800 MHz, 20GB HD, 64MB RAM, 500 MB CACHE, Intel genuine processor, in ATX casing is a computer of new millennium.

6. Consideration:

Consideration refers to giving importance to the other person whether he is a reader audience, spectator or listener. For achieving consideration following points are considered.

> You attitude
>
> Show readers interest
>
> Apply integrity in the message
>
> Emphasize the positive

(a) You Attitude:

You attitude means writing a business message from the point of view of the customer or at

least showing that the customer is very important.

Example:

I - Attitude: We allow 5% discount on Cash Payment.

You - Attitude: You can enjoy 5% discount on Cash Payment.

(b) Show Readers Interest:

People are basically selfish in their nature. They are only interested in themselves and they always look for some material benefit. Therefore business messages should always be drafted in such a manner to offer something to the customer, which is of interest for him. Mind it customers are not interested in the producer or service provider. Their focus of concentration is their own self. A customer will be a loyal customer, if he is obtaining some benefit on a regular basis.

(c) Apply Integrity in the Message:

Integrity refers to character in the business message. This would come by being honest and truthful with the customer. Never make such a promise, which can be fulfilled never give false hopes to the customer and also never bluff the customer.

(d) Emphasize the Positive:

Most of the statements even in business messages could be written from angles. One is the positive angle and the other is the negative one. It is always better to highlight positively rather than negatively.

Example:

Negative: We do not refund if the refund item is soiled and unsalable.

Positive: We do refund if the returned item is clean and saleable.

7. Courtesy:

Surviving in today's business world requires courtesy on the part of producer or seller. A discourteous producer or service provider cannot succeed in the buyer's market. That is why famous slogan of 'Customer is always right' invented. To achieve courtesy following points should be considered.

> Be tactful.
>
> Omit expressions that can irritate.
>
> Answer/mail promptly.
>
> Grant and apologize.

(a) Be Tactful:

Tact means handling customer with a right technique. Otherwise, if customers are not handled properly, business may suffer.

Example:

Tactless: Your letter is not complete I cannot understand it.

Tactful: If I understand your letter correctly, you want to say that…….

(b) Omit Expressions that Can Irritate:

Irritating expressions are disliked by all and customers are not any exception.

Example:

You have failed

You have no choice

You neglect

You claim that

(c) Answer / Mail Promptly:

It is a matter of business courtesy that all mails should be answered promptly. A late reply may give an impression that the manufacturer is not interested in the customer.

(d) Grand and Apologize:

It is always advisable to give some favour to the customer if he asked for it, and if some mistake is committed, it is better to apologize.

Electronic Communication Channels

Electronic channels range from the electronic mail (email) to television and from the telephone to videoconferencing. When Samuel Morse invented the telegraph in 1835, no one imagined that electronic communication systems would have such a pervasive impact on the way people send and receive information. In general, electronic channels serve as *transducers* for written and oral communication. A fax machine, for example, converts text and graphic information into electronic signals to transmit them to another fax machine, where they are converted back into text and graphic images. Likewise, television converts oral and visual images into electronic signals for sending and then back into oral and visual images at the receiver's end.

Communication using electronic media known as electronic communication. Such communication allows transmission of message or information using computer systems, fax machine, e-mail, tele or video conferencing and sate lite network. People can easily share conversation, picture, image, sound, graphics, maps, interactive software and thousands of things for the development of electronic communication. Due to electronic technology, jobs, working locations and cultures are changing and therefore people can easily access to worldwide communication without any physical movement.

L.C. Bovee and Others said, **"Electronic communication is the transmission of information using advanced techniques such as computer moderns, facsimile machines, voice mail, electronic mail, teleconferencing, video cassettes, and private television networks."**

Electronic channels usually have the same basic characteristics as the other channels, but electronic media exert their own influence. The most obvious of these are speed and reach. Electronic channels cover more distance more quickly than is possible with traditional means of conveying information. The speed and reach of electronic channels create new expectations for both sender and receiver, and while the fundamental characteristics of oral and written communication remain, the perceptions of electronic messages are different from those of their traditional equivalents.

The advent of electronic communication channels created an awareness of whether communication was *synchronous* or *asynchronous.* Synchronous communication requires both the sender and the receiver to be available at the same time. Face-to-face meetings, telephone conversations, "live" radio and television (most talk shows, sporting events, and anything else not pre-recorded), videoconferencing, and electronic "chat rooms" are all examples of *synchronous* communication. Letters and other printed documents, electronic mail, electronic conferences, voice mail, and prerecorded video are all examples of *asynchronous* communication.

The **advantages** of synchronous communication are based on the immediacy of feedback. Because both sender and receiver are present at the same time (even if their locations are different), the receiver usually has the opportunity to comment on a message while it is being sent. The exceptions are, of course, with one-way media, such as radio and TV. The principal **disadvantage** of synchronous communication is the need to have sender and receiver present at the same time. A meeting or phone call may be convenient for one person but not for another. This is especially true when the people involved are from different time zones.

The **advantages** of asynchronous communication are that messages can be sent and received when convenient for sender and receiver. Also, because asynchronous communication requires a methodology for storing and forwarding messages, it automatically provides a relatively permanent record of the communication. The principal **disadvantage** of asynchronous communication is that feedback is delayed and may be difficult to obtain.

1. Telephone

The telephone was the first electronic channel to gain wide acceptance for business use. Telephones are everywhere—at least in the industrialized world. The telephone offers many **advantages.** It is often the fastest, most convenient means of communicating with someone. The telephone is also economical in comparison with the cost of writing and sending a letter or the travel involved in face-to-face meetings. Although standard telephone equipment limits sender and receiver to exchanging vocal information, tone of voice, rate of speech, and other vocal qualities help sender and receiver understand each other's messages.

Modern telephone services expand the utility of the telephone through answering machines and voice mail, telephone conferencing, portable phones, pagers, and other devices designed to extend the speed and reach of the telephone as a communication device.

The telephone does have **disadvantages.** The most common complaint about the telephone is *telephone tag.* It means that while we try to call a person over telephone, that other person is not available to attend that call. Telephone tag is time consuming, expensive, and—if it goes on long enough—irritating.

Telephones can also be intrusive. Senders place calls when it is convenient for them to do so, but the time may not be especially convenient for the receiver. This is especially true when the person placing the call and the one receiving it are in different time zones, perhaps even on different continents. Another disadvantage of the telephone is that they are so common that people assume

that everyone is skilled in their use, when this is actually far from the case. Most people have had little or no training in effective telephone skills and are poorly prepared to discuss issues or leave effective voice mail messages when the person with whom they wish to speak is not available.

2. Radio

Although its business uses are limited, radio is an effective means of broadcasting information to many people at once. For this reason, radio is a form of *mass communication.* The *mass media* also include newspapers, popular magazines, and television. Radio and other forms of mass communication do not allow for convenient, prompt feedback. Receivers who wish to provide feedback on a particular message typically need to use some other communication channel— telephone, email, or letter—to respond to a sender. The most common business use of radio is for advertising, primarily at the local level.

The **advantages** of radio are that it is a relatively inexpensive medium for both sender and receiver, and vocal qualities can be used to help clarify the meaning of messages. Radio messages may be pre-recorded for a later broadcast, and receivers may record messages to listen to them at a more convenient time or for repeated play. The **disadvantages** are the absence of a convenient means of feedback and the use of radio to provide background entertainment, which leads receivers to pay less attention to information delivered by radio than to that delivered by other means.

3. Television

Television, another of the mass media, is also an effective means of broadcasting information to many people at once. In addition to using commercial television for advertising, business has been making increasing use of TV for education and training programs and videoconferencing. Because it combines auditory and visual images, TV provides a fairly effective substitute for face-to-face communication when time, distance, or cost of travel would make face-to-face communication difficult.

The **advantages** of television—video—are that it combines both audio and visual information in a way that approximates face-to-face communication. Receivers can see facial expressions and other nonverbal signals as well as hear tone of voice, rate of speech, and other paralinguistic elements that contribute to the interpretation of the verbal message. Messages may be pre-recorded and checked to ensure that they communicate the intended message before delivery at a later time. They can also be recorded by the receivers for viewing at a convenient time or viewing repeatedly to ensure that the message has been understood.

The principal **disadvantage** of television is that it is expensive, especially when it is done well. Videoconferencing rooms, which serve to send and receive video images of meetings, are sufficiently expensive that typically only large organizations have them. Organizations that have installed videoconferencing rooms use them to avoid the costs of travel. In recent years, the cost of such equipment has been coming down, and inexpensive desktop-to-desktop video designed for use with computers connected to the Internet have become available.

Recording and broadcasting equipment are expensive. Recording, duplicating, and distributing videotapes (or DVD disks) is also expensive, so the message needs to be important to the organization and to those whom it wishes to reach. Training videos, for example, are produced to show members of an organization how to perform a specific task. Once produced, they can be shown to hundreds and perhaps thousands of people, which keeps the "cost per view" at an acceptable level.

Television is also difficult to do well. Broadcast quality video requires good cameras, trained operators, and usually a trained producer. Those who will be on camera require sufficient training to be comfortable speaking to the camera lens, which has been called "the eye that never blinks."

4. Electronic Mail

Email has recently become the most common form of business communication, substituting for letters, memos, and many telephone calls. It is quick, convenient, and—once the appropriate hardware and software are installed—inexpensive. Most organizations in the industrialized world now have email and access to the Internet, a world-wide network connecting most of the world's major computer networks. Although email permits most of the advantages of other forms of written communication, email users tend to prepare email messages quickly and with less attention to detail, including grammatical and mechanical correctness, than they do when preparing paper documents.

The **advantages** of email are that it is both quick and convenient. It can be printed, saved electronically, or forwarded to multiple recipients. Email lists—whether maintained by an individual or by special software designed for the purpose (such as *listserv, listproc,* and *major-domo)*—simplify the process of exchanging information with groups of people who share common interests.

The **disadvantages** of email are that because speed often seems more important than correctness, email messages often contain egregious errors in spelling, grammar, mechanics and content. Messages containing such errors may be saved or forwarded and/or printed, duplicated, and sent to a number of people. If such a message were sent to a large mailing list, hundreds or perhaps thousands of people would see it and form an opinion about the person who sent it.

5. Electronic Conferencing

Although mailing lists enable large numbers of people to participate in discussions about issues of common interest, they are not well-suited to organizing that information in a logical way. Messages are sent and received in chronological order rather than by topic. Also, even though mailing lists store or *archive* messages, retrieving information about a particular topic from the archives may not be easy. Electronic conferences eliminate those problems by categorizing subjects by topics or *threads.* Access to such conferences can also be easily restricted to qualified individuals, making them useful for discussions of proprietary matters.

Individuals who belong to an electronic discussion group can read about and respond to the subjects of most interest to them and skip those in which they have no interest. Someone who joins an existing electronic conference can review everything that has been said about a particular subject without reading the comments about irrelevant subjects.

The principal **advantages** of electronic conferences are that the information is categorized by topic and the channel is asynchronous, allowing sender and receiver to access the information when convenient.

The principal **disadvantages** of electronic conferences are that they require deliberate access. Whereas messages from an email list arrive in a person's mailbox automatically, he or she must deliberately access an electronic conference to see what new topics or responses have been added since his or her last access. If the person forgets to access the conference regularly, he or she might miss an important message. Also, those posting responses to items on the conference may not stick to the subject of the item. Such deviation from the topic is usually called *drift,* and if the amount of drift on a conference is significant, the usefulness of the conference is diminished.

6. Web-based Communication

Since its inception in 1992, the portion of the Internet known as the World Wide Web—or more simply as *the Web*—has grown at virtually an exponential rate. Most organizations of any size and thousands of individuals have *Web sites,* which consist of one or more *pages* of information. One of the reasons that the Web has grown at such a phenomenal rate is that it provides many of the advantages of the other communication channels with very few of their disadvantages.

Information presented on the Web can include text, graphics, sound, and video. It can be prepared quickly or carefully, depending on the purpose of and audience for the message. It can also allow for immediate feedback by providing email addresses or special forms for feedback on specific topics. Web sites can be designed for access by anyone with an Internet connection or for a limited audience on an organization-specific *Intranet.*

Materials for the Web use a special computer programming language known has Hypertext Markup Language, or HTML, for formatting text and graphics for online readability. The inclusion of feedback forms and other types of interactivity requires additional software. While programs, such as Microsoft's FrontPage and Netscape's Composer, can help individuals prepare acceptable Web pages, effective Web site design and management usually requires special training.

The **advantages** of the Web as a communication channel is that Web pages can communicate quickly using text, graphics (including animated graphics), sound, and video with anyone with an Internet account and allow for immediate feedback. Web page authors have considerable control over the appearance of their material using HTML and other programming languages.

The principal **disadvantage** of using the Web to communicate is that the receiver must want the information badly enough to look for it. Most communication channels allow the sender to initiate the process, perhaps even at times inconvenient for the receiver. To communicate on the Web,

however, the sender places the information on a Web site and then must wait for the appropriate receivers to access it. Another disadvantage is that the sender forfeits some control over the appearance of a Web-based document. Receivers have the option of choosing not only when they access the information but the appearance of the document as well. Receivers can, for example, choose to view or print the document using a typeface and/or type size different from the one selected by the author.

An additional disadvantage of Web-based communication is that the same information will display differently depending on the computer platform, the size of the monitor, and the Web browser being used. For this reason, Web designers need to test materials on common computer systems and with different Web browsers.

Communication using electronic media known as electronic communication. Such communication allows transmission of message or information using computer systems, fax machine, e-mail, tele or video conferencing and satellite network. People can easily share conversation, picture, image, sound, graphics, maps, interactive software and thousands of things for the development of electronic communication. Due to electronic technology, jobs, working locations and cultures are changing and therefore people can easily access to worldwide communication without any physical movement.

L.C. Bovee and Others said, *"Electronic communication is the transmission of information using advanced techniques such as computer moderns, facsimile machines, voice mail, electronic mail, teleconferencing, video cassettes, and private television networks."*

Advantages of Electronic Communication

The following points highlight on the advantages of electronic communication:
1. Speedy transmission: It requires only few seconds to communicate through electronic media because it supports quick transmission.

2. Wide coverage: World has become a global village and communication around the globe requires a second only.

3. Low cost: Electronic communication saves time and money. For example Text sms is cheaper than traditional letter.

4. Exchange of feedback: Electronic communication allows instant exchange of feedback. So communication becomes perfect using electronic media.

5. Managing global operation: Due to advancement of electronic media, business managers can easily control operation across the globe. Video or tele- conferencing e-mail and mobile communication are helping managers in this regard.

Disadvantages of Electronic Communication

Electronic communication is not free from the below limitations :

1. Volume of data: The volume of tele-communication information is increasing in such a fast rate that business people are unable to absorb it within relevant time limit.
2. Cost of development: Electronic communication requires huge investment for infrastructural development. Frequent change in technology also demands for further investment.
3. Legal status: Data or information, if faxed, may be distorted and will cause zero value in the eye of law.

4. Undelivered data: Data may not be retrieved due to system error or fault with the technology. Hence required service will be delayed.

5. Dependency: Technology is changing everyday and therefore poor countries face problem as they cannot afford new or advanced technology. Therefore poor countries need to be dependent towards developed countries for sharing global network.

Legal aspects of communication

As the volume of business communication increases so does the risk of getting things wrong or saying what was not meant to be said. You have to be very careful while communicating as a single word might cause a case to be filed against you or your organization. To avoid these circumstances be honest and respectful to others while communicating. Speak or write to others as you would like others to speak or write to you. From a legal aspect remember even true sentences can lead to a legal action while some untrue words or sentences might go unnoticed or be harmless. To avoid legal complications the following points should be kept in mind

- Defamation

- Invasion of privacy

- Misrepresentation and Fraud

- Employment, credit and collections

- Other areas of caution

Defamation
Defamation is the communication of a statement which tends to be false or harmful to an individual's or organization's character, reputation or fame. Defamation is the result of the following:
Slander is oral defamation which means it is spoken words, signs or gestures which defame a person in the eyes of others. Slander is also known as calumny.

Libel is written defamation which means that it is defamation through the written word. If you write something which might injure the reputation of someone he might sue you in the court of law.

Note that the key element in defamation is making certain information public. This statement leads to two legal terms: Publication and privilege.

Publication means that you make some defamatory material public or communicate it to a third party. A private letter or conversation about a person regarding his/her inabilities is fine but if you communicate this information to a third party you are making this public whereby you are defaming. The same goes for making any other injurious information about a person public so even if there is no choice try your level best that you do not have to go public with such information.

Privilege is the legal right of a person or persons to communicate defamatory statements in certain conditions and situations. Privilege is divided into two parts (i) Absolute privilege, (ii) Conditional privilege.

Absolute privilege is the right of a person due to his/her rank, position, nature or status in an organization or society, it is possible in three situations (a) Court proceedings, (b) Legislative proceedings, (c) Actions of important Government officials.

Conditional privilege arises from different situations where one has a temporary privilege in certain conditions. Suppose if someone inquires you about a person before hiring or granting a loan to that person and you think that person is not worthy reply in a true manner and do not mislead in this situation you have conditional privilege, but you also have to be careful if you give negative remarks and that person was indeed worthy of that job or loan you might be sued for damages.

Invasion of privacy

Every human being has the right to privacy, whenever someone intrudes into personal matters of an individual it is termed as invasion of privacy. In other words we can say whenever someone trespasses into another person's private matters it would be invasion of privacy. According to this definition it means that one should be free to work in the work area without anyone trespassing into it. Same goes for land and confidential information. Everyone has the right to keep their information private from others. This information might include: a) someone's personal disabilities, b) Personal facts and private matters. c) Past records, reports, data and results etc.

Misrepresentation and Fraud

Fraud basically means when we misrepresent material information or when we change facts and figures intentionally or when we hide some facts from someone. False representation whether in a direct or indirect manner leads to fraud. People usually provide false information or hide some facts for their own benefits in some manner for their own profit or use. Due to fraud people are deceived and act on that deception resulting in a loss of some sort.

Warranties
Warranties are basically an undertaking by the seller of a product that the product being sold is in a certain condition, state, nature and of a certain quality. Warranties may be express or implied. Express warranties are those which are created by a seller's direct statements regarding the product, its characteristics, its properties and its condition. If the product is later found to be in some other state than initially stated it would result in a fraud.

Implied warranties are those which are not directly stated by the seller but are rather implied even if the seller says nothing about them. They may arise out of an action of the seller or by an indirect statement by the seller.

Fraud

Fraud can take up a lot of different forms including credit card fraud, computer fraud, sales of goods fraud, documentary fraud and many other forms of fraud. We have to be very careful while communicating that we do not commit some sort of fraud.

Employment, credit and collections

The employee has the right to some information regarding the personal and professional facts. We have to be careful when an enquiry is being made concerning a employee we have to be true and honest while recommending a former employee to an other company. As this information is crucial to the employee, the new company and your own company, we have to report the true facts and not withhold any information that would benefit the applying person. But there is also another situation when we cannot recommend a person to some other company due to any reason; again we have to be careful and diplomatic. The non-recommendation should not be written and should be communicated to the concerned person only not in front of someone else. The name of the applying person or any other information identifying that person should not be included.

Other areas of caution

Computer data is very easily accessed, but some data is of confidential nature and we have to be careful while accessing such data. Copyright material such as books and software cannot be copied without permission of the owner. Confidential and prohibited documents should not be copied and we should be honest and fair with any type of communication. We should consult our lawyers in case of any confusion in these legal matters and furthermore we should be aware of our legal responsibility.

Ethical Issues in business communication

Communication is the lifeblood of human experience. It helps us to develop relationships, understand others and the world we live in. For better communication, understanding the obvious and the subtle issues relating to communication is necessary. **Ethical issues of business communication** are one such issue. The vital characteristics of ethical communication are discussed below.

Conveying the point without offending the audience:

While communicating to the audience, conveying the desired message to them in a significant manner is of primary importance. For instance, the employees in a company can be asked to increase their efficiency in a demanding manner whereas managers and executives will feel offended if the same tone is used on them. There are different ways to explain the exact things to them in a much smoother manner.

Maintain a relationship with the audience:

Maintaining the same wavelength with the audience is very important for a communicator to ensure the audiences feel at home. Experienced communicators immediately build a relationship based on trust with the audience as soon as they start speaking. Great orators such as Winston Churchill and Mahatma Gandhi always were able to maintain a relationship with their audience because they were masters at striking the same wavelength of the audience.

Avoid withholding crucial information:

In the modern era, information is vital for all decisions. Hence, it is vital for any organization to be cautious when communicating with the public. The communicated information should be absolute and all vital information must be conveyed appropriately. Purposely withholding crucial information might result in the public conceiving a bad image.

Well organized value system:

In order to ensure that this concept is successfully practiced and understood in an organization, a well-organized value system must be established throughout the organization by the top management. If an organization functions on the base of value systems common to both the top management and the employees, mutual respect between them will be present. A sound and healthy value system can make way for ethical communication.

Accuracy of information is necessary:

Any information that is to be passed on must be true and accurate. Communicating without checking the truth of the information can be highly dangerous for the organization. Identification of the source and testing the information is necessary before communicating it.

Ways to overcome ethical dilemma

Message ahead of the person - Common good approach:

Most people in organization face ethical dilemma when they want to withhold crucial information because of conflict with an individual or a group. In such situations, importance should be given to the message to be communicated and not on the person or the group to which the message is to be communicated. Hence people should give priority to the common good of the organization rather than interpersonal or inter-group conflicts.

Decisions that produce more good and less harm – Utilitarian approach:

When in ethical dilemma consider the effects of various alternatives after a certain period of time. Ethical decision is to choose the alternative which provides more good and less harm to the organization.

MODULE II

LISTENING

Listening

Listening is the ability to accurately receive and interpret messages in the communication process. Listening is key to all effective communication, without the ability to listen effectively messages are easily misunderstood – communication breaks down and the sender of the message can easily become frustrated or irritated. Adults spend an average of 70% of their time engaged in some sort of communication, of this an average of 45% is spent listening compared to 30% speaking, 16% reading and 9% writing.

Type of listening

Here are several different types of listening that people resort to, which may be classified as:
1. Discriminative listening
2. Biased listening
3. Evaluative listening
4. Appreciative listening
5. Sympathetic listening
6. Empathic listening
7. Therapeutic listening
8. Relationship listening
9. False listening
10. Initial listening
11. Selective listening
12. Partial listening
13. Full listening
14. Deep listening

1. Discriminative Listening

It is the first and foremost type of listening in which we learn to discern the difference in sounds. The best illustration of discriminative listening as a phenomenon is the way a child learns to speak. Therefore, discriminative listening is both a function of our hearing abilities and the ability to distinguish between sound structures.

2. Biased Listening

In *biased listening,* the receiver holds preconceived notions, which shape the way a receiver decodes the sender's message.

3. Evaluative Listening

Evaluative listening is also referred to as critical/judgmental listening. In *evaluative listening*, we listen to the sender's message, and make judgments on the same. In evaluative listening, we also tend to evaluate the message against our own beliefs and values, trying to gauge whether the message is good or bad.

4. Appreciative Listening

In *appreciative listening*, the person listens to things that he/she appreciates. For instance, have you ever noticed that the day you decide you want to lose weight; you tend to pick up more sounds/messages pertaining to the topic of losing weight? In other words, we tend to seek out useful things pertinent to us.

5. Sympathetic Listening

As the name suggests, we engage in *sympathetic listening* when we sincerely care about the other person. For example, when your close friend discusses his/her work concerns with you, you listen with rapt attention so he/she knows that you care about him/her. We show the other person that we care, which makes it an important constituent in the context of relationship building.

6. Empathic Listening

Empathic Listening entails not only caring for but showing compassion for the other person. When we go beyond sympathy and "literally" feel what the other person is feeling, we engage in empathic listening. However, to get the other person to open up, you must show the person that you share their pain and happiness.

7. Therapeutic Listening

Therapeutic Listening does not mean just listening to the other person to express sympathy or to feel their happiness and pain. Its purpose is to take remedial actions, which will bring about a desired behavioural change in the other person.

8. Relationship Listening

An important function of communication is to build a rapport with another person. This is where relationship listening comes in. In *relationship listening*, we simply listen to the other person in order to develop, maintain, and nourish a relationship.

9. False Listening

False Listening occurs when a person is pretending to listen but, in reality, does not hear anything that is being said. Typically, we are all masters of this art. False listening is often used by the people who want to give a good impression that they are indeed listening but know completely well that it is not important for them to listen to the other person.

10. Initial Listening

Initial Listening occurs when we listen to the other person in the beginning or when we listen to the opening message but then stop midway. This happens owing to one primary reason: You are simply listening to find an opening in the conversation, so that you can interject with your own points.

11. Selective Listening

Selective Listening takes place when you listen to only those things that you want to hear or to those that interest you. However, do not confuse selective listening with biased listening. Selective listening is not a result of our biases; on the contrary, it stems from our interest/disinterest in a particular topic or even the level of knowledge that we want to gain from the same.

12. Partial Listening

Partial Listening is a subtype of selective listening in which we make an utmost effort to listen but get distracted midway. The most common reason for this is the speed at which we process thoughts. In other words, since we process thoughts at three times the rate of speech, even if we try to listen attentively, our mind tends to wander because of this time differential.

13. Full Listening

During *Full Listening,* we concentrate completely on what is being said. It is also known as active listening, wherein we try to understand the content wholly and completely. This form of listening is replete with paraphrasing and seeking clarifications from the speaker, etc. It obviously takes great effort on the part of the listener but is advantageous since the listener does not miss a point.

14. Deep Listening

Deep Listening is the most profound of all listening types. Deep listening occurs when you go beyond what is being said and try to fathom what is not being said. This entails reading between the lines, reading nonverbal cues, understanding the speaker's personality, etc. Deep listening is not an easy art to acquire and requires learning and effort on the part of the listener. However, having said that, deep listening has a lot of advantages in the workplace, therefore making the effort worthwhile**.**

The responsibilities of a good listener OR factors to be considered before starting listening

There are following responsibilities of good listeners;

1. Preparation for listening:-

A listener should prepare himself to listen. This preparation includes following point:

1) **No talking:-** A listener must not talk when he is going to listen otherwise, the idea may not be received or it may be interrupted.

2) **Avoiding distraction:-** The listener should not distract his attention from the speaker to some other object. Shuffling papers or doing any other thing may disturb the person of receiving ideas.

3) **Good environmental condition: -** The listeners should arrange a suitable condition before listening. Noise of traffic, poor ventilation, extraordinary warmness or coldness and many other such things cause problems in listening.

2. Concentration on message:-

A listener is required to concentrate on verbal and non-verbal message. For having good concentration, following points are to be considered:

1) **Controlling emotion and feelings:-** Sometimes it happens that speaker's words hurt the feelings of listeners. In this situation the listeners should control his/her emotion and feeling because if he loses temperament, he cannot get the message.

2) **Avoiding evaluation:-** The listener should concentrate only on listening and avoid jumping to conclusion or evaluating the message.

3) **Showing interest:-** The listener should show his interest to the topic so that the speaker can be motivated to convey his ideas in a better way.

The faults/pitfalls/Barriers of listening

Listening is a very important aspect of oral communication. If there is any lacking or fault in listening, it might cause failure to communication process. So, people should be well aware faults in listening so as to improve the overall communication ability. These faults are enumerated as under:

1. Prejudice against the speaker.

2. External Distraction.

3. Thinking speed.

4. Premature evaluation.

5. Semantic stereotype.

6. Delivery of speech.

7. Language.

8. Sluggishness.

The explanation of above mentioned points is as under:

1. Prejudice against the speaker:-

Sometimes the speaker conflicts with our attitude. The summary of these conflicts is as follows:

(i) Personality of the Speaker:- If the speaker is not liked by the listener, the listener may not pay attention to listening. For example a business person might not listen to his rival because he is biased with the personality of that rival.

(ii) Thoughts of speaker:- If the thoughts of speaker are in contrast with the listener's thoughts the listening process could be damaged.

2. External Distraction:-

External environment affects listening a lot. Noisy fans, poor light, distracting background music, overheated or cold room, poor ventilation and many other things distract a listener's attention from the speaker's message.

3. Thinking speed:-

On average, most of us speak between 80 and 160 words per minute. Whereas, people have the ability to think at the rate of up to 800 words per minute. Despite this fact, the listener may have slower thinking process due to the following reasons:

(i) Competition of concentration:- The listener could not concentrate on the message because he has many things to think besides listening to the message.

(ii) Doing some other activity:- The listener might be involved in doing some other activity.

4. Premature evaluation::-

When the listener starts evaluating the message during the process of listening, he/she is not attentive enough to the message. This is another fault of listening.

5. Semantic stereotype:-

There are many topics to which the listener has emotional and psychological belongingness. So, the topic and issues which hurt his feelings are not absorbed by him easily.

6. Delivery of speech:-

A monotone can easily put the listener to sleep or cause him to lose the interest.

7. Language:-

Another fault of listening is the language. If the speaker using such words, idioms, or structure of language with which the listener is not familiar, the speaker will face difficulties in conveying his message.

8. Sluggishness:-

If the listener is mentally or physically tired, or habitually lazy, he would feel difficulty in listening to the message.

The guide lines to effective listening OR How can good listening habits be developed?

Listening is very important aspect of communication. Around 20% of overall communication is listening. Therefore, one should strive for adopting good listening habit. There are following guidelines for good listening:

1. Preparation before listening.

2. Listening to understand, not to refute.

3. Focusing the attention.

4. Concentration on context.

5. Taking notes.

6. Curbing the impulse to interrupt.

7. Asking questions.

8. Summary & evaluation.

The details of each point are as follows:

1. Preparation before listening:-

As already mentioned that listening plays important role in communication. So one should prepare himself before starting listening. In preparation, there are following guidelines:

(i) Stop talking:- Human brain can perform one activity efficiently at a time, so during listening there should be no talking by the listener.

(ii) Remove distraction:- Noisy fan, traffic noise, entrance of unauthorized persons may interrupt the listening process. All these barriers should be removed.

(iii) Good environmental conditions:- There should not be extraordinary cold or warm environment and ventilations should be proper.

2. Listening to understand, not to refute:-

There could be many topics to which the listener has reservations. Apart from these reservations, the listener should try his best to understand the message.

3. Focusing the attention:-

There may be many objects on which the listener should construct a mental outline of where the speaker is going in his speech.

4. Concentration on context:-

The listener should keep in mind the background and theme of speech. This thing enables him to absorb the material quickly and efficiently.

5. Taking notes:-

Listener should keep on taking notes. Hence, he should jot down ideas rather than sentences. In this way, he/she could make the message safe for a long time.

6. Curbing the impulse to interrupt:-

One should avoid interrupting the speech until the speaker invites questions. This habit puts

the speaker and listener both at ease.

7. Asking questions:-

Asking right question on right time is quite different form interruption. Listener should have an idea to know right time to ask questions.

8. Summary & evaluation:-

The listener should summarize and speech but not during listening process.

Advantages of Good Listening/ Purpose Of Listening

Listening is an important aspect of business communication. It stands third after writing and speaking. A business communicator has to listen to various customer, employees, officer, suppliers, financiers etc. Obviously, it is an unavoidable task for a business person. This important reason as to why a business communicator should known about listening is enumerated as under.

> To gain new information and ideas.

> To question and test evidence and assumptions.

> To be inspired and motivated.

> To improve overall communication.

The explanation of these points is as under:

1. To gain new information and ideas:-

A business person has to get new information and ideas from various parties. For example he gets the information from customers regarding the product. He takes various ideas from the employees inside the organization. He receives order or instruction forms his superiors. He gets training form his instructor. All these activities require him to be a good listener.

2. To question test evidence and assumptions:-

Any activity, particularly business, activity requires good analytical skill to survive in the environment. A good listener does not feel much difficulty in doing so. The message of speaker mostly consists of facts (Verifiable data) or opinions (inferences). Good listeners test those facts and opinions against assumptions and then question the speaker. In this way he is able to analyze the massage and treat it on its merit.

3. To be inspired a motivated:-

A dynamic business man wants to be motivated again and again. Good listening enables him to take inspiration from the message and brings about enthusiasm in his attitude.

4. To improve overall communication:-

A business person needs strong communication skills to survive in the market and to face a high degree of competition. This can only be achieved by having strength in all areas of communicating i.e. writing, reading, speaking and particularly listening.

Good Listening and Bad Listening

Good listening means a person's ability to understand the message effectively and efficiently. It results in improved communication and quick feedback.

Advantages of good listening:

Listening is not just heart. It permits understanding of what is heard and makes the listener a share in communication. Listening is a skill that requires parlance and fact. There are certain advantages of good listening.

- It leads to helpful positive attitudes.

- It permits the speaker and listener to improve communication.

- It provides a feed-back to the speaker who can adjust to the situation and helps his/her give better presentation.

- It creates better understanding of the two parties.

Bad listening:-

It means a person's disability to understand the message partially or completely. It results in **(i)** Poor hearing **(ii)** Poor understanding **(iii)** Poor interpretation; it can be overcome by following the guidelines of listening.

Verbal and non verbal communication

Verbal communication: Verbal communication means such a communication that takes place by means of a language or words". It includes the following contents.

a. Oral communication (Speaking & listening)

b. Written communication (writing & reading)

1. Speaking:-

In order to send message in business, speaking plays a vital role. Giving instruction, conducting interviews, attending meetings, sending orders through telephone calls are very common in today's business.

2. Writing:-

It is used when a complex message is sent. Placing order through letters, informing employees through circulars, sending reports and memos, filling different government forms, keeping records in writing are some examples of this aspect of verbal communication.

3. Listening:-

People in business spend more time in obtaining information then transmitting it. Listening is the most important way to receive information: information regarding order of employers, instruction, rules and regulation, customer trend etc, is obtained through listening. But in listening, people generally forget 75% of the message after few days.

4. Reading:-

Reading reports, memos, policies, circulars, and different business statements are essential for an organization: Reading involves understanding and interpreting the material.

Non verbal communication:

It means communication without the use of language or words. Non verbal communication is a process of communication that occurs without words. (Communication which occurs through our body movements, space, time, voice patterns, colour layout and design of our surroundings). It includes appearance, body language, silence, etc.

Classification of non verbal communication

Kinesics

Proxemics

Time language

Paralanguage

Physical context

1. KINESICS: Kinesics is the study of body physical movements. It is the way our body communicates without words and it's occupying a major aspect of non verbal communication process. When we communicate our thought process and attitude is transmitted in the form of body movements by which our inner state of mind is reflected in our movements. Thus you can realize these expressions by face and eyes, gestures, posture and physical appearance.

Facial expression is the first way to communicate particularly eyes and eye movement. We can express happiness, surprise, fear, anger and sadness everything through our eyes.

The gesture is our body parts especially arms, legs, hands and head convey meaning. All these movements are made rationally along with our speaking and not made with any intention.

Body shape is related to our biological factor and it is natural but poster is how we stretch our body in different styles. Body shapes are classified in to three they are ectomorph which is thin, youthful, and tall then the mesomorph is muscular fit body and finally endomorph which is fat, round, and soft.

Appearance includes clothes, hair style, jewellery, cosmetics and such styles which we include in our daily life by which we communicate how we want to project our self.

2. PROXEMICS: It involves how we arrange personal space and what we arrange in it. They create meaning in your mind and others mind as well. They are also called personal space language which involves how we are maintaining relationship with a person with intimate space, personal space, social space and finally public space. All this things are typical example of our relationship space with our father, friend, boss and a stranger.

3. TIME LANGUAGE: Time language is all about the meaning we convey through time. In western countries time equates money because their business culture is like that. The same thing apply may differ for other cultures. Therefore time language is associated with culture as well.

4. **PARALANGUAGE:** It involves how we say something in different pitch, tone and voice modulation such as slow or fast. Based on voice language we infer people background and personality.

5. **PHYSICAL CONTEXT**: It refers to our surroundings, colour, layout and design of our physical environment. For example colour of the building and room, design of table and chairs etc. All these things communicate a lot to our feelings and emotions.

Non verbal communication is an art as well a skill. We communicate through letters, reports, mails but they are all one way communication but daily we communicate with people which is a two way process.

Different categories of non-verbal communication and their importance in communication process.

Communication may be verbal – by written or spoken symbols (usually words) or it may be non-verbal – without words. Non-verbal messages are sometimes more clear, accurate and effective as compared to verbal communication, because they are internationally used and understood. Non-verbal communication may be divided into the following three categories:

1. Appearance

2. Body Language

3. Silence, Time and Sounds

1. Appearance:

Appearance affects the quality of written and spoken messages as follows:

I. Written Messages:

The envelope's overall appearance size, colour, weight, postage and the letter's overall appearance length stationary, enclosures, layout, etc. may convey significant information and impressions.

ii. Spoken Messages:

Personal appearance of the speaker-clothing, jewellery, hair-style, neatness, etc. may tell about the age, sex occupation, and nationality, social, economic and job status. Similarly, appearance of the surroundings room-size, location, furnishings, lighting, etc. may tell a lot about the message.

2. Body Language:

Facial expressions, gestures, posture, smell, touch, voice etc are included in body language.

i. Facial Expression:

The eyes and face may express the hidden emotions e.g. anger, fear, joy, love, surprise, sorrow, interest etc.

ii. Posture and Gestures:

The message can effectively be communicated by actions. Deaf people and traffic constables make use of actions. In our daily life clenched fists may indicate anger, leaning forward to the speaker may reveal interest and repeatedly glancing at the watch may be a sign of being bored.

iii. Smell:

Good or bad smell often expresses the situation e.g. smell because of oil or gas leakage warns the danger. Similarly, fragrance and perfume convey emotions and feelings better than spoken or written words.

iv. Touch:

Touching people in different ways (and places) can silently communicate friendship, love approval, anger or other feelings.

3. Silence, Time and Sounds

i. Silence:

Silence is an effective medium of expressing serious feelings and emotions e.g. death of relative or loss in business. A mistake may be admitted by silence. Silence may also confirm a statement.

ii. Time:

Time communicates in many ways, e.g. waiting for a long time may indicate interest or love and giving a short notice means urgency.

iv. Sounds and Para-language:

The style of speaking and the volume of voice (Intonations and Modulations) of voice may produce variations between what is said and what is meant, e.g. the words "how prompt you are" may criticize a person arriving too late.

Importance of Non-Verbal Communication:

1. Reliability:-

Non verbal communication is more reliable then verbal communication. Words can be controlled more easily but it's difficult to hide facial expressions like sadness, gladness, joy etc. So non-verbal communication is regarded as a more reliable means for transmitting message.

2. Support to verbal communication:-

Body language and appearance support the verbal communication. A wave of hand, smile etc might be very useful to explain and understand a particular point of view.

3. Quickness:-

A denial or acceptance expressed by moving head saves lot of time. So, it is important in this respect that non-verbal communication transmits the message quickly.

Function Of Non-Verbal Communication:

There are following six functions of it.

(1) To provide information either consciously or unconsciously.

(2) To regulate the flow of conversation.

(3) To express emotion

(4) To qualify, complement, contradict or expand verbal message.

(5) To control or influence others.

(6) To facilitates specific tasks, such as teaching a person.

Differences between oral and written communication;

The difference between oral and written communication can be enumerated as under:

1. Ratio:-

According to a rough estimate, about 75% of total communication is oral whereas the rest is written.

2. Data Safety:-

Data and information are safe in written communication while most of information is forgotten in oral communication.

3. Nature of message:-

Written communication is used when the message is complex and oral communication is used for simple message.

4. Legal Aspect:-

From legal point of view, oral communication is least reliable and written communication is much more reliable. For example, an oral promise may not be challenged in a court in general but a written promise can be challenged.

5. Flow of information:-

Information can be transferred within a short period of time in oral communication but it takes more time in written communication.

6. Non verbal facilities:-

Oral communication can be supported by non verbal facilities like gestures, postures etc. but such a support is impossible in written communication.

7. Grammar & Accent:-

Oral communication required consideration for accent and pronunciation whereas written communication needs correct grammar and spelling.

The written methods in workplace communication

- Letters

- Reports

- Manuals

- Minutes

- E-mails

- Memoranda

- Circulars

Letters.

Letters are brief pieces of communication. They tend to act upon the receivers feelings of thoughts with great immediacy of power. Letters that please the receiver are called "good news letter" and those letter that neither please nor displease but are received with interest are known as "routine letters".

Report.

Report can be defined as a communication in which the writer (or speaker) gives information to some individual or organisation because it is his responsibility to do so. It is an assigned communication for a purpose and for specific receiver or reader. Report is primarily a source of information to the management or an individual to help decision making. The purpose of a report is to help the management identify the reasons underlying a situation that management already know

A report presents facts, conclusion, and recommendations in simple and clear words, in a logical and well defined structure. Following are the elements of a general formal report;

1. Cover-S	
2. Title page-S	
3. Acknowledgement-S	Front Matters
4. Table of contents-S	
5. Executive summery-B	
6. Introduction -B	
7. Discussion and description -B	
8. Conclusion-B	Body of report
9. Recommendation -B	
10. Appendix -B	
11. List of reference-S	
12. Bibliography -S	Back matters
13. Glossary-S	
14. Index-S	

B- Basic parts   S- Subsidiary parts

Circulars.

Circulars are usually the least formal method of written communication within the workplace and will usually include various notices or information relating to welfare and safety issues. This approach may also be utilised to inform employees of forthcoming events such as mufti-days, work socials or presentations.

Memoranda

Memos are generally short means of written communication within an organization. They are used to convey specific information to the people within an organization.

Manuals

Manuals are used by an organisation as a means of having written records of established practices such as instructions on how to undertake specific tasks and work policies. A manual will help new employees to understand key procedures and approaches and then put these into practice in their daily work. In simple terms manuals are sets of instructions which can be used as a point of reference within then workplace environment.

Minutes of meeting (MOM)

Most business meetings, especially those which are formal, will have an individual present whose task is to record the minutes. Minutes are basically a written record of key information or occurrence within a meeting. They will typically include any significant decisions or agreements and provide a useful summary of key issues or points raised within any discussions.

Letters

Letter is one of the important types of written business communications. Examples of Business letters are – sales letters, information letters, problem letters etc. features/ essentials of business letters are;

- It must have a good appealing layout.

- The content of the letter should be clear in mind of the writer.

- The letter must be divided into paragraphs.

- It must have subject written and should be enclosed in an envelope.

- It should be surely used for future reference.

- It should be carefully written as it has an impact on goodwill of the organization.

MODULE III

COMMUNICATION FOR EMPLOYMENT

Employment communication plays an important role between an applicant and the employer, Employment communication is a conversation you have with an employer. For example you have an interview for a job you have applied, you show up, the interview starts by asking several basic questions such as what is your age, name, history, etc.

Later the employer approaches you with more profound questions such as what qualities do you have that will be suitable for the job position you have applied? And why should I hire you? From the beginning of the communication to the end is what is considered an employment communication.

Importance of employment communication

Imagine if an employer where to just hire people randomly without knowing if the person qualifies for the position or not. Unfortunately the risk will be extremely high, resulting to a lot of disapprovals and end up wasting a lot of time to fix the situation by retraining the person.

For example, if the person who the employer chose to randomly hire without an interview, where to be unfamiliar and inexperienced with the tasks that are given, then obviously the result would be dramatic in a negative perspective. Now if the employer sat down to a conversation such as an interview to question the person applying for the job, then it would be more of a possibility that the employer would hire someone that would best fit the available position.

This is why it is important for employment communication to be present since it is beneficial for the employer. Employment communication is very important for an employer as it is for an applicant. How is it important for an applicant? First of all employment communication should be seen in a positive action for the reason being that it is an opportunity to express yourself. For the applicant, it would be an opportunity since the applicant can explain his or her skills that are suitable for the position. First of all you want to know what an employer will be looking in a job applicant.

RESUME / CV

There are several steps an individual needs to take to acquire his/ her dream job. The first step starts with preparing a good CV or resume. CV stands for curriculum vitae. It is known by several names- personal profile, bio-data, personal data sheet, qualification sheet and summary. In practice, it is a written statement of our personal history-biographical details, educational qualification, work experience, achievements and other strong points that make us for getting selected for a job. In short, a CV/resume is a self introduction to promote you.

The resume is an organized summary of the applicant's particulars. It is not a substitute for a job letter, but a supplement to it. Its alternate titles are "Data Sheet", "Bio-Data" etc. a resume is usually attached to an application letter. It is therefore, read only after the application letter, but we should prepare first. A resume is a written compilation of your education, work experience, credentials, and accomplishments and is used to apply for jobs.

There are several basic types of resumes used to apply for job openings. Depending on your personal circumstances, choose a chronological, a functional, combination, or a targeted resume.

The usual contents of a resume are:

Heading: Name, address and telephone number of the applicant. Job title and career objectives may also be included.

Education: Academic qualifications mentioning degrees, certificates, scholarships, awards, honours, and other academic recognition received by the applicant. It should begin with the most recent information.

Experience: Listing of previous employers, job titles and period of service. Brief description of job duties and names of superior may also be included. It should also begin with the most recent information.

Personal Data: Age, height, health, marital status etc., of the applicant.

Reference: Names, titles, addresses and telephone numbers of people who will recommend the applicant for the job. These people should know about applicant's job skills, aptitude and experience.

Miscellaneous: Co-curricular activities, interests and hobbies of the applicant. Driving license, passport, domicile and national identity card number may also be mentioned if material.

Some useful tips for preparation of resume

- Be brief and concise: You've got about 30 seconds to make your pitch so don't beat around the bush.

- Be perfect: Proofread ruthlessly. Weed out typos and grammatical boo-boos. Double-check dates and facts. Ensure punctuation marks are correct and in their proper places.

- Be active: Go for action verbs. Delete personal pronouns and articles. These will invigorate your resume and free up space for more information.

- Be inviting. Your resume must look attractive to be read. Use conservative fonts like Times New Roman or Arial, at least 10 in size. Include ample white space. Organize items under section headings to give the eyes a break. Print on crisp, white paper.

Types of Resumes:

There are several basic types of resumes used to apply for job openings. Depending on your personal circumstances, choose a chronological, a functional, combination, or a targeted resume.

Chronological Resume: A chronological resume starts by listing your work history, with the most recent position listed first. Your jobs are listed in reverse chronological order with your current or most recent job, first. Employers typically prefer this type of resume because it's easy to see what jobs you have held and when you have worked at them. This type of resume works well for job seekers with a strong, solid work history.

Functional Resume: A functional resume focuses on your skills and experience, rather than on your chronological work history. It is used most often by people who are changing careers or who have gaps in their employment history.

Combination Resume: A combination resume lists your skills and experience first. Your employment history is listed next. With this type of resume you can highlight the skills you have that are relevant to the job you are applying for, and also provide the chronological work history that employers prefer.

Resume With Profile: A resume with a profile section includes a summary of an applicant's skills, experiences and goals as they relate to a specific job.

Targeted Resume: A targeted resume is a resume that is customized so that it specifically highlights the experience and skills you have that are relevant to the job you are applying for. It definitely takes more work to write a targeted resume than to just click to apply with your existing resume. However, it's well worth the effort, especially when applying for jobs that are a perfect match for your qualifications and experience.

Mini Resume: A mini resume contains a brief summary of your career highlights qualifications. It can be used for networking purposes or shared upon request from a prospective employer or reference writer who may want an overview of your accomplishments, rather than a full length resume.

Non-traditional Resume: A non-traditional resume is a web-based version of your resume that may include photos, graphics, images, graphs and other visuals.

CV Vs Resume

Generally, the terms resume and CV are seems to be same, there are certain differences between these two; they are;

Curriculum Vita (CV)

- What is it?- A summary of your educational and academic backgrounds as well as teaching and research experience, publications, presentations, awards, honors and affiliations.

- How long should it be? -There is no page limit.

- What is it used for? - Typically for graduate school and academic positions including faculty openings, assistantships, and internships; also grant scholarship and fellowship applications.

Resume

- What is it? - A synopsis of the most relevant professional experiences you have for the particular job for which you are applying.

- How long should it be?- One to two pages in length.

- What is it used for?- Typically, you will use a resume when you apply for business, industry, governmental, and non-profit jobs. The main purpose of the resume is to help you get an interview. A polished resume is your chance to make a good first impression with potential employers.

Application Letter

An application for employment, job application, or application form (often simply called an application) is a form or collection of forms that an individual seeking employment, called an applicant, must fill out as part of the process of informing an employer of the applicant's availability and desire to be employed, and persuading the employer to offer the applicant employment.

A letter of application, also known as a cover letter, is a document sent with your resume to provide additional information on your skills and experience. A letter of application typically provides detailed information on why are you   qualified for the job you are applying for. Effective application letters explain the reasons for your interest in the specific organization and identify your most relevant skills or experiences. Your application letter should let the employer know what position you are applying for, why the employer should select you for an interview, and how you will follow-up.

From the employer's perspective, the application serves a number of purposes. These vary depending on the nature of the job and the preferences of the person responsible for hiring, as "each organization should have an application form that reflects its own environment". At a minimum, an application usually requires the applicant to provide information sufficient to demonstrate that he or she is legally permitted to be employed. The typical application also requires the applicant to provide information regarding relevant skills, education, and previous employment. The application itself is a minor test of the applicant's literacy, penmanship, and communication skills - a careless job applicant might disqualify themselves with a poorly filled-out application**.**

Contents of application letter

1. Your address and contact details

2. the date

3. the full name of the person you are writing to, and/or his/her job title 'The Personnel Manager'

4. the address of the organisation you are applying to

5. the salutation; e.g. Respected Sir/Madam

6. a subject heading; e.g. **Application for the Post of Asst. Manager**

7. First paragraph: 'I am writing to apply for the post of ..., which was advertised ... on (date).

8. working experience relevant to this job

9. education relevant to this job

10. descriptions of how you fulfil all the requirements in the job advert or necessary for this post

11. why you want to work for this organisation (showing your knowledge of the organisation)

12. when you are available for interview

13. Yours sincerely / faithfully

14. your signature

15. your full name

16. enclosures

Organisation of Application

o order: decide whether your education or your working experience is more useful to the employer, and put that in the second paragraph

o Write good topic sentences: start each paragraph with words that show what it is about; e.g. 'My working experience...'; 'My degree in... '; 'My leadership skills...'; 'The reason that I would like to work for your company is...'

o Write a different job application letter for each organisation that you apply to. You will need different addresses, dates, and names, and you will need to emphasise different skills, qualifications and experience depending on the requirements of the job.

o be polite and formal, but not too polite; e.g. don't use "esteemed"

A job application letter should be organized like sales letter, because it intends to sell the writer's services to the reader. The immediate purpose of a job letter is to secure an interview and the final goal is to get employment.

Solicited Job Letter:

Solicited job letter written in response to an invitation (usually advertisement) has the advantage that a vacancy exists and that the employer is anxious to fill it. Its disadvantage is that if faces competition.

Unsolicited job letter, written to an employer who has not invited an application, does not face competition. But, possibility of non-availability of job is its disadvantage.

Functions of Job Application Letters:

1. Attracting Attention:

Attracting attention of the employer through appropriate stationery, neat typing, proper layout, paragraphing, etc. further, the opening should not be stereotyped.

2. Creating Desire:

Creating desire to engage the applicant by describing required qualifications, interest in the job and environment, and personal favorable circumstance. Because employers prefer those candidates who have the required qualifications, interest and favorable circumstances.

3. Convincing the Employer:

Convincing the employer by giving specific details of qualifications and experience, names of references, and results of aptitude and intelligence tests previously taken. Further, enclosed certificates, recommendation letters from former employers, teachers, etc. and simples of work, e.g. translations, poetry, paintings, etc., may also convince the employer.

4. Stimulating Action:

Stimulating action by making courteous, graceful and confident request for interview that may lead to the ultimate goal of the job letter – the employment.

Considerations of Writing Effective Job Letters:

1. Using appropriate stationery.

2. Neat typing with proper layout.

3. Describing qualifications, experience interest, etc.

4. Avoiding stereotyped opening.

5. Being specific, definite, courteous and graceful.

6. Giving names of references.

7. Mentioning the results of aptitude and intelligence tests previously taken.

8. Making request for interview.

9. Explaining reasons for leaving the previous job or for being unemployed, if necessary.

10. Enclosing copies of the certificates and recommendation letters.

Job Application Vs Resume

An application is a form that a job candidate fills out to apply for an open position with a particular company. The application asks all sorts of personal and career information-such as contact info, career positions held, responsibilities had, and sometimes social security numbers etc (for preliminary background checks). There are two main places in which you will find the presence of an application: for entry level job positions and online at large corporations. The first-the entry level position-often requests that you fill out their standardized application, because they know that you probably do not have a lot of career history information to fill a resume; and instead, want to evaluate you based upon their requirements and what they find significant for that position and that company. The second of these-the large online corporation-while offering this sort of format for entry level candidates; offer online applications for the main purpose of sifting through countless scores of applicants that probably contact them on a daily basis. Large corporations typically have a lot of interested applicants-when they are hiring and even when they are not. This said, it is much easier for a human resources department at one of these companies to review resumes in the same online format-to measure one against another as efficiently as possible.

A resume is a list of an applicant's qualifications, career experience, and skills as it relates to their professional working history. There are a handful of professional formats that applicants use to demonstrate the most important skills and experience they can offer, as a means of concisely presenting to a possible employer what they can offer a position they are hiring for, that another applicant cannot. People send in resumes-accompanied by cover letters or letter of interest-by mail, email, and fax; and these documents act as the first impression that a possible employer gets of a candidate for a job-evaluating both the career history of the applicant, as well as the format of the resume. Resumes are used for entry level jobs; but are most often geared towards positions that require candidates with experience in the industry and/or position.

While it really depends on who you are applying to, many types of positions and companies that you might consider as requiring either a resume or application; may well surprise you, and ask for the other instead. Moreover, for large corporations, it is not uncommon that they require an applicant to not only fill out an online application; but also, upload a current copy of your resume and cover letter.

Interview

The word interview means 'sight between' or 'view between'. It is an encounter or meeting between two parties, say employer and candidates or otherwise. Interview is an integral part of selection process of candidates for employment, admission, grant of scholarship and fellowship. An interview is a formal affair, a meeting at which a prospective employee, student or awardees of a fellowship is asked questions in order to find out whether he or she suitable for that purpose.

An interview can be defined as an oral tool to test candidate's traits for employment or admission to an institution or organisation. Being an oral test, it calls for your skills of oral and nonverbal communication to support your performance before a panel of experts.

Types of patterned interview

In a patterned interview the interviewer controls the direction of conversation. It is of following two kinds.

1. Direct Interview: In the direct interview the interviewer keeps very close control at all times by directing limited and specific question. He / She asks close ended question and does not let the interviewee speak freely.

2. Indirect Interview: In the indirect interview the interviewer makes little or no attempt to direct the applicant conversation.

Different purpose/objectives of interview

Interviews are face-to-face communication. It is a form of interpersonal Communication. Interviews are not just for job procurement. The purpose for which interviews are carried may be as follows:

1. Counselling: taken by a supervisor, officer, or counsellor who may ask questions relating to work or problem from the employee. In other cases interviews may be conducted by a doctor/psychiatrist of patients or person facing psychological problems.

2. Evaluating: taken by supervisor, manager to review and evaluate the performance of the employee(s).

3. Disciplining: taken by an officer, manager if the behaviour of the employee(s) require action to maintain discipline.

4. Complaining: taken by an officer, manager if the employee(s) wish to lodge complaint for

certain dissatisfaction or action required.

5. Terminating: taken by an officer/manager to inform employee(s) about the termination from job.

II. **Other objectives** there are following objectives of patterned interviews.

1. The resume provides a lot of information about the candidate but not all the information so this interview is conducted to evaluate job qualification that the resume can't provide.

2. Another purpose is to determine the real communication ability of the interview.

3. This interview also helps the interviewer provide essential facts about the job and company.

4. It also instils a feeling of material understanding and confidence in the applicant, who accepts the job.

5. It promotes good will towards the company, whether the applicant accept the job or not. It is important to give the right impression to the candidate who is disappointed by a turndown.

Types of Interview

1. Structured Interview

Here, every single detail of the interview is decided in advance. The questions to be asked, the order in which the questions will be asked, the time given to each candidate, the information to be collected from each candidate, etc. is all decided in advance. Structured interview is also called Standardised, Patterned, Directed or Guided interview. Structured interviews are pre-planned. They are accurate and precise. All the interviews will be uniform (same). Therefore, there will be consistency and minimum bias in structured interviews.

2. Unstructured Interview

This interview is not planned in detail. Hence it is also called as **Non-Directed** interview. The question to be asked, the information to be collected from the candidates, etc. are not decided in advance. These interviews are non-planned and therefore, more flexible. Candidates are more relaxed in such interviews. They are encouraged to express themselves about different subjects, based on their expectations, motivations, background, interests, etc. Here the interviewer can make a better judgement of the candidate's personality, potentials, strengths and weaknesses. However, if the interviewer is not efficient then the discussions will lose direction and the interview will be a waste of time and effort.

3. Group Interview

Here, all the candidates or small groups of candidates are interviewed together. The time of the interviewer is saved. A group interview is similar to a group discussion. A topic is given to the group, and they are asked to discuss it. The interviewer carefully watches the candidates. He tries to find out which candidate influences others, who clarifies issues, who summarises the discussion, who speaks effectively, etc. He tries to judge the behaviour of each candidate in a group situation.

4. Exit Interview

When an employee leaves the company, he is interviewed either by his immediate superior or by the HRD manager. This interview is called an exit interview. Exit interview is taken to find out why the employee is leaving the company. Sometimes, the employee may be asked to withdraw his resignation by providing some incentives. Exit interviews are taken to create a good image of the company in the minds of the employees who are leaving the company. They help the company to make proper HRD policies, to create a favourable work environment, to create employee loyalty and to reduce labour turnover.

5. Depth Interview

This is a semi-structured interview. The candidate has to give detailed information about his background, special interest, etc. He also has to give detailed information about his subject. Depth interview tries to find out if the candidate is an expert in his subject or not. Here, the interviewer must have a good understanding of human behaviour.

6. Stress Interview

The purpose of this interview is to find out how the candidate behaves in a stressful situation. That is, whether the candidate gets angry or gets confused or gets frightened or gets nervous or remains cool in a stressful situation. The candidate who keeps his cool in a stressful situation is selected for the stressful job. Here, the interviewer tries to create a stressful situation during the interview. This is done purposely by asking the candidate rapid questions, criticising his answers, interrupting him repeatedly, etc.

7. Individual Interview

This is a 'One-To-One' Interview. It is a verbal and visual interaction between two people, the interviewer and the candidate, for a particular purpose. The purpose of this interview is to match the candidate with the job. It is a two way communication.

8. Informal Interview

Informal interview is an oral interview which can be arranged at any place. Different questions are asked to collect the required information from the candidate. Specific rigid procedure is not followed. It is a friendly interview.

9. Formal Interview

Formal interview is held in a more formal atmosphere. The interviewer asks pre-planned questions. Formal interview is also called **planned** interview.

10. Panel Interview

Panel means a selection committee or interview committee that is appointed for interviewing the candidates. The panel may include three or five members. They ask questions to the candidates about different aspects. They give marks to each candidate. The final decision will be taken by all members collectively by rating the candidates. Panel interview is always better than an interview by

one interviewer because in a panel interview, collective judgement is used for selecting suitable candidates.

Various symbols of positive and negative attitude of an interview

An interview may have a negative or positive attitude during the time of interview. The summary of these negative or positive symbols is as below.

A. Direct Interview:

Positive	Negative
a) Early arrival	Late arrival
b) Alert, responsible attitude	Intensive, dull attitude
c) Emphatic attitude	Withdrawn attitude
d) Relaxed manner	Tension, body tremor
e) Smiles	Frowns
f) Clear voice	Choked voice
g) Diligent, responsible, smart	Lack of concentration, dull, weak
h) Strong and determined attitude	Lack of determination

B. Verbal Behaviour:

Positive	Negative
a) Sticking to the main point	Changing the subject
b) Relevant responses	Irrelevant responses
c) Well organized presentation	Disorganized presentation
d) Appropriate use of humour	Uncalled of levity
e) Spontaneous replies	Long pause before replying
f) Speaking well of people	Criticism of others
g) Eye contacting confident	Looking sideways , downward.

The guidelines to conduct an effective interview or the responsibilities of an interviewer

Giving an interview is equally important as taking interview, one has to be very careful while giving an interview, there is following guidelines in general which could enable an interviewer to conduct a good and effective interview.

Preparation

During conducting of interview

Evaluation

I. Preparation:

The interviewer should prepare himself before the interview; the following points are to be

Considered in this regard are;

1. Reading applicant's Resume: There is much information provided by applicant in his resume. so the resume should be read in detail in order to asks the question in the perspective of resume.

2. Being aware of state Regulation: There are many policies and rules and regulation made by a state about the recruitment of employees. The interviewer should be aware of them so as to avoid any unlawful act.

3. Planning the questions: The interviewer should plan the pattern of question, the number of question types length duration etc. should be clear in the mind of interviewer.

4. Omitting personal bias: There might be many biases in the minds of interviewer about the candidates. In order to make the interviewee fair he should avoid these biases.

II. During the interview:

Having prepared for the interview the interviewer should consider the following points during Interview.

1. Letting the candidate speak: The main objective of interview is to have the information from the candidate as much as possible, so interviewer should let the candidate speak as much as possible.

2. Using the language of candidate: If there is no restoration regarding the language such a language should be used in which the candidate feels easy and free.

3. Avoiding arguing with the candidate: The purpose of interview is to evaluate the candidate not to solve a dispute, so argumentation with the candidate should be avoided.

4. Not interrupting the candidate: The candidate is already under a lot of pressure. So the candidate should not be interrupted.

5. Controlling the emotions: During the interview there are many stages on which the interviewers might get emotional. This may cause failures to the interview process.

6. Establishing eye contact: In order to be confident and the put the candidate at case, the interviewer should establish an eye contact with the candidate.

7. Using body language: Use of body language can play an important to make the question clear the candidate.

8. Asking open ended questions instantly: The close or dead ended questions are not very useful to acquire more information. So open-ended question should be asked as much as possible.

III. Evaluation:

After the interview the last step is to evaluate the interviewee. For this purpose there are following points which should be given importance.

1. No personal bias: There might be many candidates with whom the interviewer may have personal bias. This should be avoided in any case so as to hire the potential people.

2. Clear cut standards: The interviewer should try to establish a clear-cut standard for evaluation such as point system.

What are the pitfalls an interviewer should avoid?

There are many things in which the interviewer can easily be trapped. There are the general pitfalls which should be avoided. They relate mainly to the following biases prejudices and other weaknesses within the interviewer.

1. Halo Effect:

It is the tendency of the interviewer to from an overall opinion regarding the applicant on the basis on a single aspect of his or her personality. For example, if the candidate did not comb his hairs properly the interviewer might have an image that the applicant is a careless person.

2. Stereotype Error Trap:

It is the tendency to categorize the candidate on the basis of features of surface cleans or some superficial hints.

3. Expectancy Error:

It is the tendency of the applicant to anticipate the need and preference of the interviewer and to respond accordingly. For example, the candidate may give an answer, which is correct but not in accordance with the interviewer preference. So the interviewer should give the leverage to the candidate.

4. Ideal image error:

Usually, an interviewer has an image of a candidate. This usually happens that the image in the mind interviewer does not coincide with the candidate. So the interviewer should go on for a compromise.

5. Personal bias of the interviewer:

The interviewer may have many personal biases against the candidate. Poor handshake, biting of finger, gum, chewing, loud, clothes, poor eye contact etc. these should be ignored.

6. Pseudoscience and myths:

Handwriting, outward features, date of birth number of letters n the name lines or makes on the palm of hand and shape and bulges of the skull are not scientific tolls to judge the ability of the candidate. An interviewer should avoid them.

7. Stereotypes Mechemiol:

Interviewer might indulge in monotony in different questions in different ways should be asked.

8. Other pitfalls:

There are a number of pitfalls other than those mentioned above. These are as follows;

- Illusion that the previous experience of itself guarantees ability to do the job well.

- Being impressed because the applicant needs a job even though the necessary qualification is lacking.

- Talking too much by interviewee not listening.

- Poor preparation before interview.

- Asking inappropriate questions.

- Being discourteous and rude towards the applicant.

- Jumping to conclusion.

- Accepting facts without intending to determine meaning and accuracy.

- Leaving unexplored gaps.

- Allowing candidate to guide the interviewer.

- Depending on memory to conduct interview and to evaluate the applicant's qualification.

- Asking other questions when the applicant hesitates a moment.

- Appearing to be critical and cold towards the applicant.

- Not observing non-verbal be clues.

- Poor questions **(a)** leading question **(b)** loaded question **(c)** dead ended question.

The role of interview in interpersonal communication or the purpose / Objective of patterned interview or the importance or interview

Interview plays a very important role in interpersonal communication, since it is between two persons or parties i.e. interviewer and interviewer, its importance is discussed with respect to both aspects.

A. From Interviewer Point of View:

Interview has following importance for the interviewer.

1. To match the applicant and the job:

A job has specific requirement. Every person is not suitable for every kind of job, so the interviews enable the interviewer to match the applicant and the job requirement. This matching may be in the following way.

(a) Matching Qualification:

A candidate having a master's degree does not mean that he has the knowledge of master level. Asking questions about the field of candidate enables the interviewer to know as to how much knowledge the candidate has acquired.

(b) Matching Candidate Ability:

Different candidates have different abilities. The interview helps know the abilities of every candidate according to the job requirement.

(c) Other Areas:

Candidate's conduct, attitude, confidence, communication skill and other areas are expressed means of interviewers.

2. To develop the image of organization:

Another secondary role of interviews is to establish a good image of an organization before candidate and ultimately before the market.

B. From Interviewee Point of View:

An interview is equally important for interviewers as it's for interview. This importance is enumerated as follows.

1. To have information:

An interviewee can have different information about the organization. This information might be about the organization, nature of job, salary, rules and regulations, etc.

2. To have a suitable job:

Interview helps the candidate know about the job. In this way, he / she can choose the best one of him / her.

MODULE IV

MEETING AND DISCUSSION

Meetings are a primary process for organizational life. In fact, for many people, attending meetings is what they do during most of the time they spend in the organizational setting. So, it is essential that time spent in meetings be productive if we are to achieve effective individual and organizational performance. This paper has been developed to help you think carefully about the meetings you attend and, perhaps, lead.

First, it is important to think in terms of different kinds of meetings with different kinds of participants and different purposes. Different types of meetings call for different arrangements, time schedules, participants, expectations, follow-through, and so forth. Think about the type of meeting you are planning, and adjust your plans accordingly. Some different types of meetings that organization leaders put together include these:

1. **Quick business meetings** (just to check-in, coordinate, share information, prepare for next steps, anticipate customer or employee needs, answer questions for each other, etc.)

2. **"Stand-up" meetings** (no more than 10 minutes to plan the day, make announcements, set expectations, assure understanding and alignment, identify upcoming difficulties, etc.)

3. **Business meetings** (with customers, clients, colleagues, etc.; often require presentations.)

4. **Staff meetings** (to clear calendars, coordinate unit activities, share info, etc.)

5. **Management Team meetings** (to solve problems; make decisions, set policy, etc.)

6. **Interdepartmental meetings** (to get input, interpret decisions and policies, share information, etc.)

7. **Coordinating meetings** (to assure all know what's happening when and who is responsible.)

8. **Board meetings** (to report results, set policies and directions, scan for needed changes, etc.)

9. **Team building meetings** (to communicate together, resolve conflicts, share impressions and feelings, gain alignment and commitment to goals, strengthen relationships, clear out debris from disputes, develop or deepen interpersonal trust, etc.)

10. **Project Team meetings** (to define results, methods, schedules, responsibilities, policies, etc.)

11. **Creative product development meetings** (to define new markets, create new products, etc.)

12. **Community meetings** (to interpret decisions, get input, build relationships, gain trust, etc.)

13. **Conferences and Retreats** (to share information, work through strategies and tactics, involve people, set long-range directions, work in sub-groups as well as in total group, etc.)

Types of company meetings:

Several types of meetings take place in the business organizations. Especially the company meetings can be shown by following diagram:

1. **Shareholders meeting**: When the meeting is held with the shareholders of the company it is called shareholders meeting.

▪ **Statutory meeting**: According to company laws, after getting the letter of commence, the company arranges a meeting after one month of six months. This is the first general meeting of the company and during the life of the company this type of meeting held once. The company gives the circular before 21 days of the meeting. The decisions of the meeting are called statutory decision.

▪ **Annual general meeting**: After registration of the company, the company is bound to invites the first general meeting with in eighteen months. Then the general meeting will be held in every year. The differences of the two general meeting cannot be more than fifteen months. The decisions of the meeting are called general decision.

▪ **Extra-ordinary general meeting**: If necessary of the company this type of meeting can be held on any time. The director or some shareholders can invite this meeting one tenth of the shareholders may give the requisition to the Board of directors to arrange this type of meeting. After getting the requisition of the board of Directors fail to arrange a meeting with in twenty one days, the shareholder can invite the meeting within three months. The decision taken by the meeting is called special decision.

2. **Directors meeting:** When the meeting is held among the directors of the company it is called directors meeting. It is classified into two parts. They are:

- **Board meeting:** According to article of association. The board of directors [meeting](#) is called Board Meeting. If nothing about this type of meeting in the article of association, then by Table- A rules of the company law this type of meeting can be held on. According to rules of company law the company is bound to arrange the meeting once in one month and at least four times within a year the Quorum: is filled up by 3/1 rd of the directors present or at least two directors present. Each director is preserved one vote and if any case the directors vote can be divided equally, then the president give the casting vote and take the decision.

- **Committee meeting**: According to article of association the Board of Directors sometimes make special committee to complete in any special work among some directors of the company. This committee member sometimes meets together for coordinating the work properly. This type of meeting is called committee meeting

3. **Special meeting**: For any special situation, when the meeting is arranged by the company, it is called special meeting. The types of the special meetings are as follows:

- **Class-meeting**: The Company has different kinds of shares. When the meeting is arranged by any one kind of shareholders it is called class meeting.

- **Creditors meeting**: The directors or their appointed lower can invite this type of meeting. Moreover this type of meeting may be arranged by the order of the court. If necessary to reconstruct or to dissolve or to any amalgamate the company to preserve the rights of the creditor this type of meeting is invited by their proper authoritative person. The creditors who will be present in the meeting or the presence of three-fourth credit holders of the total credit can take the decision and the court will give the instruction on the basis of this decision and the creditors are bounded to abide by the decision.

Meetings are one of the most common—and useful—form of communication in any team. This is because a meeting can address almost any likely situation, and will fit both formal and informal occasions.

Common business meeting formats

One-on-ones: Normally held weekly, these informal meetings between the team leader and each individual team member are ideal for motivating people, catching up on progress, and ensuring that any problems are identified and dealt with promptly.

Full team meeting: These are held regularly (perhaps monthly, or alternatively, every 1 or 2 weeks) so that all team members are updated on each area or task. Team meetings are useful for identifying and addressing gaps or slippage in schedules, and for ensuring that all parts of the "big picture" come together.

Presentations: More formal affairs, presentations are often held to impart messages to key stakeholders—such as the users, project sponsor, or shareholders—to keep them informed and to maintain buy-in.

Essential elements of a meeting

Every workplace will have staff meetings/team meetings, formal and informal discussions. When a business places a proper value on the time spent by people preparing for and attending meetings, it is quickly seen that they are a very expensive exercise. Have you ever been to one of those meetings where no objectives were met, no actions were agreed upon and generally it was a complete waste of your time? Effective meeting procedures are essential to ensure that the maximum output is gained from a meeting.

Requirement or essentials of a valid meeting or, necessary conditions of a valid meeting:
There must be some requisites in order to validate the meeting. The necessary pre-conditions of a valid meeting are stated below:

1. **Right convening authority**: A valid meeting must be convened by the proper authority otherwise it wills loss its validity. Company's secretary is the proper authority to call a formal meeting.

2. **Proper notice:** Duty signed and timely notice must be submitted to members before meeting. The place of meeting, time and date must be stated on the notice.

3. **Proper publicity of agenda:** Every member of the meeting should be properly informed of the agenda. Agenda consists of items to be discussed and decided upon a meeting.

4. **Legal purposes:** Every meeting must have a legal purpose. Any meeting should be properly informed of the agenda.

5. **Requisite quorum:** For valid meeting requisite quorum is necessary. The meeting should not be stared until the requisite members of member s are resent. Quorum means the least number of members to be presented in a meeting to get legal validity.

6. **Presence of right persons:** Only legal members can present in the meeting. If there is an unauthorized person in the meeting, the meeting will lose its validity.

7. **Proper presiding officer**: The chairman of a valid meeting must be a proper person.

8. **Conducting meeting according to the agenda:** A valid meeting must be conducted according to the agenda. No decision will get validity, if it is not related to the agenda.

Types of conferences.

1. Informational conference

2. Suggested solution conference.

3. Problem solving conference.

1. Informational Conference:

As the name implies the purpose of informational conference is to disseminate some information to the participants of the conference. As such no discussions are held during such types of conference. As the purpose is simply to give the information, a larger number of participants during the meeting are also possible.

2. Suggested Solution Conference:

In such types of conferences a pre-decided solution is presented in front of the participants so that approval or disapproval bout the solution could be obtained.

3. Problem Solving Conference:

This type of conference is called when the executive has no adequate solution to suggest regarding a problem and he seeks solution from participants.

Problem Solving Conference

Business Meetings is a form of Oral Communication. Problem-Solving Conference is one of such meetings, Meetings which result in decision for action is very common in business world. The problem is presented in such a meetings to prepare a written report on it. The participant suggests solutions, discuss and evaluate them, and arrive at a decision on which action is to be taken. Hence the name is given ad the Problem-Solving Conference. When the problem is of complex nature, the problem is given to the participant who tries to solve it, for example if there is continuous unrest and labour and the executives are unable to solve it, a meeting may be arranged to solve the problem with the help of participants in the meeting.

Planning steps before problem solving conference.

1. Reviewing the Problem and Determine the Precise Purpose:

Before starting the conference the leader should have a clear-cut idea about the central purpose of meeting. The problem might be decline in profit decrease in market share etc. the problem should be reviewed in detail.

2. Deciding Who Should Participate:

In such a meeting, the participating have to play a very important role so, it has to be decided very carefully who should participate: The participant may be among managerial staff of the organization, specialist out side the organization etc.

3. Arranging for Meeting Date, Time, Place:

The date, time and place should be arranged properly. While deciding these, one should have knowledge about the strikes, holidays, weather etc. having decided them, their information should be communicated properly to all participants.

4. Creating an Agenda:

It is desirable for the chairperson to send the agenda in advanced of a meeting usually three questions are brought for the meeting:

i. Facts ¾ Is something true or not.

ii. Value ¾ Whether something desirable or undesirable.

iii. Policy ¾ Should something be done or not to be done.

5. Distributaries' the Announcement:

An announcement should be distributed to the participant, It should have date, time, place agenda (if any) purpose etc.

6. Checking Physical Arrangement:

It should include.

i. Selecting the seating pattern.

ii. Determining what kind of material is needed in the room.

iii. Making available the visual electronic visual aid.

Procedure during the Meeting

A problem-solving meeting can have the following procedure.

1. Beginning with an Opening Statement:

A neutral opening statement form the chairperson can get the session of a positive note. This opening may be a statement of the problem, quotation, purpose peer ode of meeting suggestion of issues etc.

2. Stimulating Discussion:

Involving all members in a discussion is central to leader responsibilities. Asking question providing information using visual aid etc.

3. Understanding the role of participant:

There are several classifications of participants. The chairperson should know them and treat them accordingly. There are some participants who are called silent members, the chairperson should stimulate him to participate. There may be some know all so they should be asked to justify their statement. There may be some persons who go on talking. The leader must interrupt him at the pause of her his speech.

4. Interpreting Date for Solution Evolution:

After all options are before the group, it is the time to evaluate. The leader avoids imposing his own opinion but encourage consideration of advantage and disadvantage.

5. Stating Major Conclusion and Plan of Action:

This step may be in the following way,

i. The major conclusion of the discussion should be summarized.

ii. Stating individuals who are responsible for specific action.

iii. Indicating by which time a task is to be completed.

iv. Extending thanks to the members for attending and completing the task.

The various forms of communications in team meetings

- Verbal (e.g. memos, reports, change orders)

- Oral (e.g. presentations, phone calls, meetings)

- Schematic (e.g. circuit diagrams, flow charts, blue prints)

- Gestural

Group - Meaning

A collection of individuals who have regular contact and frequent interaction, mutual influence, common feeling of camaraderie, and who work together to achieve a common set of goals. The term **group** is an amorphous one and can refer to a wide variety of gatherings, from just two people (think about a "group project" in school when you partner with another student), a club, a regular gathering of friends, or people who work together or share a hobby. In short, the term refers to any collection of at least two people who interact with some frequency and who share a sense that their identity is somehow aligned with the group. Of course, every time people are gathered it is not necessarily a group. A rally is usually a one-time event, for instance, and belonging to a political party doesn't imply interaction with others. People who exist in the same place at the same time, but who do not interact or share a sense of identity— such as a bunch of people standing in line at Railway station —are considered an **aggregate**, or a crowd.

Interestingly, people within an aggregate or category can become a group. During disasters, people in a neighbourhood (an aggregate) who did not know each other might become friendly and depend on each other at the local shelter. After the disaster ends and the people go back to simply living near each other, the feeling of cohesiveness may last since they have all shared an experience. They might remain a group, practicing emergency readiness, coordinating supplies for next time, or taking turns caring for neighbors who need extra help. Similarly, there may be many groups within a single category. Consider teachers, for example. Within this category, groups may exist like teachers' unions, teachers who coach, or staff members who are involved with the PTA.

Types of Groups

1. **Groups based on place of existence:**

Groups can be divided from the existence point of view. A group may be existing at the work place while other groups may exist at the living place. They have their respective purposes. Groups of family, friendship, functional, task and interest are discussed as per their existence.

Family groups:

A family group has a dominant impact on organizational behaviour. The composition and quality of family members decides the behavioural pattern. Educated family members are more responsible and respectful to the organization. On the contrary, illiterate members have no behavioural culture to practise in the organization.A family group is natural and informal and has a long lasting impact on organizational behaviour.

Friendship groups:

A friendship group has an informal impact. Friends of like mind gather together, enjoy themselves and communicate with each other. If they are motivated with their attitudes and sentiments, they perform better in an organization. Understanding of friendship groups becomes essential for effective motivation. Many problems are solved at the friendship level.

Functional groups:

Functional groups exist as per the nature of operation and function of the organization. This type of group is the outcome of specialties of structure and its functions. The relationship between the supervisor and his subordinates is strengthened under this group. Functional groups consisting of superiors and their subordinates have become common in industrial organizations. Their mutual understanding and relationship are deciding factors of behaviour. Interaction and interdependence of members is literally observed in functional groups.

Task groups:

Task groups or project groups represent those members of a group who work together to complete a task. A task group, unlike a functional group, is not confined only to a superior and his subordinates, but extends beyond this to include the higher command authorities. The group is formed not between two cadres, but includes all the cadres, which are associated with the task performance. It is known as a project group because all the employees concerned the accomplishment and completion of the project are brought together. In a factory the production manager, maintenance manager, safety engineer, supervisor and workers are brought closer to complete the construction of the plant. A task or project group is a formal organization to achieve a particular objective. When the objects are achieved, the task group is dissolved.

Interest groups:

People with common interests form a group to serve their interests. Trade unions, labour groups and clubs are examples of interest groups. If the interests of any member of the group are affected, all the members resort to pressure tactics to serve his interests. For example, if any employee is punished, other employees go on strike to revoke the punishment of the employee. They may also pressurize the management towards a common interest to be served. Many employees in organizations resort to strikes to have higher pay scales, healthy working conditions and other benefits. These groups adopt ethical or non-ethical, legal or illegal practices to pressurize the management.

As a result, many organizations face problems of labour- interest. Interest groups may be formal or informal, depending upon the nature of interest. Multiple unions are observed in Indian industries which have created obstacles to development on many occasions. The management has to be very cautious about the interests of such groups in order to avoid any rifts, confusion and conflicts. In society too, interest groups are founded for political, social, cultural and religious purposes.

2. Groups based on formation and development:

People form groups on the basis of affiliation and attraction between them. The groups may be small or large, depending upon the reasons for formation and development. They may be primary and secondary groups, membership and reference groups, in and out groups and formal and informal groups.

Primary and secondary groups:

Primary groups are formed on the basis of social characteristics and individual perceptions. Each person is able to communicate with others. A primary group is natural and has a spirit of comradeship, friendship and loyalty. The best example of a primary group is the family. Initially, primary groupism was confined to social groups, but later on it was extended to business and industrial organizations. Employees join together to arrive at a common platform for mutually achieving the objectives of an organization. Functional and task groups have been developed on the principles of primary groups.

Secondary groups are formed and developed with a formal structure, wherein one member is the leader and the others are followers. Committees, trade unions and other such groups come under secondary groups. A secondary group develops on the basis of the exchange theory. It assumes certain benefits to members, unlike a primary group where benefits are not primary objectives. Members of a secondary group join together to satisfy their socio-economic needs.

Membership and reference groups:

Membership groups actually assume membership of the group to which the members belong. This type of group is a formal group. It necessitates the following of certain rules and regulations of registration, collecting fees from members and formulating a charter of demands. It has a formal structure outlining specific roles and expected behaviour. The functions of the leader and followers are well defined.

A reference group is non-existent and informal. Employees try to be associated with this group, even though they are not attached directly to the group. For example, non-member employees of a trade union identity themselves as part of the trade union.

In and out groups:

In groups are associations of similar-minded employees. They have a dominant place in society. In groups perform many social functions. They are highly cohesive groups and can contribute greatly to development. They can go against the organization too, when they take a negative stand.

Out groups are associations of dissimilar employees. They are looked upon as subordinates or lower cadre employees having lower values in society. They are low cohesive groups.

Formal groups:

Formal groups have a formal structure and designated work assignment. The behaviour of employees is stipulated and directed towards goals. Formal groups have designated formal organizational structure, expected roles and behaviour. The roles of superiors and subordinates are well defined. Formal groups have formal functions and objectives. The activities of the group are guided by the leader and members. Educated members have constructive roles to play in achievement of the group goals. Trade unions, committee managements and other recognized associations of employees are real examples of formal groups.

Trade unions in India have not played a very constructive role in socio-economic development. Recently, the unions have begun to realize their responsibilities and are attempting to develop their organizations.

A committee is a more useful formal group. The role of committees is increasing in organizations. It is considered to be one of the more important forms of organizational set up, as discussed in the first chapter. It is used for discussing focal points, different viewpoints and information. The number of committees depends on the nature and size of the organization. Significant viewpoints are exchanged to arrive at more useful decisions. Task forces and functional groups are operational in management. Specialized jobs are assigned to expert committees for suggestions. Many organizations have formed permanent committees for separate functions, known as **plural executive committees**. In this case, decisions are taken by more than a single executive. The committee may either consist of employees from the same or different cadre of the organization, as the need may be.

Informal groups:

Informal groups are associations of people who are neither formally structured nor organizationally determined. These groups are natural formations. They have a formal recognition and designated work. Informal groups are not formal groups which have a formal structure and organization.

Formal groups prescribe goals and relationships, whereas informal groups do not have such prescriptions. Formal and informal groups coexist in any organization. Informal groups are of

different status, such as groups with leaders, primary group member status, and fringe status and out status. They have their specific roles to play in an organization. Informal groups have some norms which are followed by members. These norms become traditions of the group over a period of time. They have a specific role in the socio-economic development of people.

Informal groups have been developed in Indian organizations for achieving social benefits. For example, informal groups of members of the same district, state, caste and creed have been formed to meet their mutual, social and cultural problems. They have been formed to celebrate social, religious and cultural functions. Informal groups have considerable functional and dysfunctional aspects of organization. Many organizations find informal groups highly constructive and useful. Informal groups are therefore encouraged in all types of organizations.

Group/team formation

We can't expect a new team to perform well when it first comes together. Team formation takes time, and teams often go through recognizable stages as they change from being collections of strangers to becoming united groups with common goals. Tuckman's Forming, Storming, Norming, and Performing model describes these stages. When you understand it, you can help your new team become effective more quickly.

Psychologist Bruce Tuckman first came up with the memorable phrase "forming, storming, norming, and performing" in his 1965 article, "**Developmental Sequence in Small Groups**." He used it to describe the path that most teams follow on their way to high performance. Later, he added a fifth stage, "adjourning" (which is sometimes known as "mourning").

Let's look at each stage in more detail.

Forming

In this stage, most team members are positive and polite. Some are anxious, as they haven't fully understood what work the team will do. Others are simply excited about the task ahead. a leader plays a dominant role at this stage, because team members' roles and responsibilities aren't clear.

This stage can last for some time, as people start to work together, and as they make an effort to get to know their new colleagues.

Storming

Next, the team moves into the storming phase, where people start to push against the boundaries established in the forming stage. This is the stage where many teams fail.

Storming often starts where there is a conflict between team members' natural working styles. People may work in different ways for all sorts of reasons, but if differing working styles cause unforeseen problems, they may become frustrated.

Storming can also happen in other situations. For example, team members may challenge leaders/managers authority, or jockey for position as their roles are clarified. Or, if you

haven't defined clearly how the team will work, people may feel overwhelmed by their workload, or they could be uncomfortable with the approach you're using. Some may question the worth of the team's goal, and they may resist taking on tasks. Team members who stick with the task at hand may experience stress, particularly as they don't have the support of established processes, or strong relationships with their colleagues.

Norming

Gradually, the team moves into the Norming stage. This is when people start to resolve their differences, appreciate colleagues' strengths, and respect your authority as a leader/manager. Now that your team members know one-another better, they may socialize together, and they are able to ask each other for help and provide constructive feedback. People develop a stronger commitment to the team goal, and you start to see good progress towards it. There is often a prolonged overlap between storming and norming, because, as new tasks come up, the team may lapse back into behavior from the storming stage.

Performing

The team reaches the performing stage when hard work leads, without friction, to the achievement of the team's goal. The structures and processes that you have set up support this well. As leader/manager, you can delegate much of your work, and you can concentrate on developing team members. It feels easy to be part of the team at this stage, and people who join or leave won't disrupt performance.

Adjourning

Many teams will reach this stage eventually. For example, project teams exist for only a fixed period, and even permanent teams may be disbanded through organizational restructuring. Team members who like routine, or who have developed close working relationships with other team members, may find this stage difficult, particularly if their future now looks uncertain.

Using the Tool

As a team leader, your aim is to help your people perform well, as quickly as possible. To do this, you'll need to change your approach at each stage.

Follow the steps below to ensure that you're doing the right thing at the right time:

1. Identify the stage of team development that your team is at from the descriptions above.

2. Now consider what you need to do to move towards the performing stage will help you understand your role, and think about how you can move the team forward.

3. Schedule regular reviews of where your team is, and adjust your behavior and leadership approach appropriately.

Group Discussion

Remember! Speech is a powerful weapon.

Discussions of any sort are supposed to help us develop a better perspective on issues by bringing out diverse view points. Whenever we exchange differing views on an issue, we get a clearer picture of the problem and are able to understand it. The understanding makes us better equipped to deal with the problem. This is precisely the main purpose of a discussion. The dictionary meaning of the word Group Discussion is to talk about a subject in detail. So, group discussion may refer to a communicative situation that allows its participants to express views and opinions and share with other participants. It is a systematic oral exchange of information, views and opinions about a topic, issue, problem or situation among members of a group who share certain common objectives.

G D is essentially an interactive oral process. The group members need to listen to each other and use voice and gesture effectively use clear language and persuasive style.

GD is structured: the exchange of ideas in a GD takes place in a systematic and structured way. Each of the participants gets an opportunity to express his/her views and comments on the views expressed by other members of the group.

GD involves a lot of group dynamics, that is, it involves both -person to person as well as group to group interactions. Every group member has to develop a goal oriented or group oriented interaction. A participant needs to be aware of needs of other group members and overall objectives of the discussion.

Definition: Group discussion may be defined as – a form of systematic and purposeful oral process characterized by the formal and structured exchange of views on a particular topic,issue,problem or situation for developing information and understanding essential for decision making or problem solving.

Prerequisites of a Group Discussion

- ✓ Topics given by panellists
- ✓ Planning and preparation
- ✓ Knowledge with self-confidence
- ✓ Communication skills/ power of speech
- ✓ Presentation
- ✓ Body Language and personal appearance
- ✓ Being calm and cool

✓ Listening skills

✓ Co-operation.

Features of GD

For any group discussion to be successful, achieving group goal is essential. Following characteristics are necessary:

- **Having a clear objective**: The participants need to know the purpose of group discussion so that they can concentrate during the discussion and contribute to achieving the group goal. An effective GD typically begins with a purpose stated by the initiator.

- **Motivated Interaction**: When there is a good level of motivation among the members, they learn to subordinate the personal interests to the group interest and the discussions are more fruitful.

- **Logical Presentation**: Participants decide how they will organise the presentation of individual views, how an exchange of the views will take place, and how they will reach a group consensus. If the mode of interaction is not decided, few of the members in the group may dominate the discussion and thus will make the entire process meaningless.

- **Cordial Atmosphere**: Development of a cooperative, friendly, and cordial atmosphere avoids the confrontation between the group members.

- **Effective Communication skills**: The success of a GD depends on an effective use of communication techniques. Like any other oral communication, clear pronunciations, simple language, right pitch are the pre-requisites of a GD. Non-verbal communication has to be paid attention to since means like body language convey a lot in any communication.

- **Participation by all candidates**: When all the members participate, the GD becomes effective. Members need to encourage each other in the GD.

- **Leadership Skills:** Qualities like initiation, logical presentation, encouraging all the group members to participate, summarizing the discussion reflect the leadership qualities.

Importance of GD

A Group Discussion helps problem solving, decision making and personality assessment. Whether one is a student, a job seeker, a professional engineer or a company executive one needs effective GD skills. Students need to participate in academic discussions, meetings, classroom sessions or selection GDs for admission to professional courses. A job-seeker may be required to face selection GDs as part of the selection process. Professionals have to participate in different meetings at the workplace .In all these situations, an ability to make a significant contribution to group deliberation and helping the group in the process of decision making is required. The importance of GD has increased in recent times due to its increasing role as an effective tool in

a) **Problem solving**: In any situation of problem, the perceptions of different people are discussed, possible solutions are suggested. The best option is chosen by the group.

b) **Decision making**: While taking a decision, the matter is discussed, analysed, interpreted and evaluated.

c) **Personality assessment**: While using GD as a tool for personality assessment, a topic-a problem, an opinion or a case - is given to the group consisting of eight to ten members seated in a circle. The total time given for discussion is usually 30 minutes. Each candidate is expected to voice his opinion and offer counter arguments. The selection committee evaluates the candidates on the basis of their personality, knowledge, communication skills and leadership skills. Hence it is important to be able to take part in the GD effectively and confidently. Participants should know how to persuade their group members, how to reflect leadership qualities and how to make the group achieve its goal.

Benefits in Group discussion

✓ Shed your shyness, nervousness & inhibition.

✓ Stimulation of thinking in a new way.

✓ Expansion of knowledge

✓ Understanding of your strength and weakness.

✓ Your true personality is revealed and qualities of leadership crystallize.

Evaluation parameters

In any kind of GD, the aim is to judge the participants based on personality, knowledge, communicative ability to present the knowledge and leadership skills. Today team players are considered more important than individual contributors. Hence the potential to be a leader is evaluated and also ability to work in a team is tested. The evaluators generally assess the oral competence of a candidate in terms of team listening, appropriate language, clarity of expression, positive speech attitudes and adjustments, clear articulation, and effective non-verbal communication.

Personality:

Even before one starts communicating, impression is created by the appearance, the body language, eye-contact, mannerisms used etc. The attire of a participant creates an impression, and hence it is essential to be dressed appropriately. The panel generally evaluate the body language cues of candidates to determine personality factors such as nervousness, cooperation, frustration, weakness, insecurity, self-confidence, defensiveness, and so forth. So, it is important to be careful while using non-verbal messages. However, one should recognise the power of non-verbal messages and use them effectively.

Content:

Content is a combination of knowledge and ability to create coherent, logical arguments on the basis of that knowledge. Also a balanced response is what is expected and not an emotional response. In a group discussion, greater the knowledge of the subject more confident and enthusiastic would be the participation. Participants need to have a fair amount of knowledge on a wide range of subjects. One needs to keep abreast with national and international news, political, scientific, economic, cultural events, key newsmakers etc. This has to be supplemented by one's own personal reasoning and analysis. People with depth and range of knowledge are always preferred by dynamic companies and organisations. The topics for GD tests may include interesting and relevant ideas pertaining to social, economic, political or environmental problems; controversial issues, innovations or case studies. To read daily newspapers, relevant magazines and periodicals, to watch news bulletins and informative programmes on television are is a simple ways to gather the general knowledge.

Communication Skills:

First and foremost feature of communication skills is that it is a two way process. Hence the communicator has to keep in mind the listeners and their expectations. The participants need to observe the group dynamics. Since GD tests one's behaviour as well as one's influence on the group, formal language and mutual respect are obvious requirements. One may not take strong views in the beginning itself but wait and analyse the pros and cons of any situation. If one needs to disagree, learn to do so politely. One can directly put forward the personal viewpoint also. One may appreciate the good points made by others; can make a positive contribution by agreeing to and expanding an argument made by another participant. Hence the participants in a group discussion must possess not only subject knowledge but also the ability to present that knowledge in an effective way.

Listening Skills:

Lack of active listening is often a reason for failure of communication. In the GD, participants often forget that it is a group activity and not a solo performance as in elocution. By participating as an active listener, he/she may be able to contribute significantly to the group deliberations. The listening skills are closely linked to the leadership skills as well.

Leadership Skills:

The success of any group depends to a large extent upon the leader. There are different approaches to the concept of leadership. By studying the personality traits of great leaders or actual dimensions of behaviour to identify leadership one can learn to cultivate essential traits of leaders. In a GD, a participant with more knowledge, one who is confident one who can find some solution to the problem and display initiative and responsibility will be identified as the leader. A candidate's

success in a GD test will depend not only on his/her subject knowledge and oral skills but also on his/her ability to provide leadership to the group. Adaptability, analysis, assertiveness, composure, self-confidence, decision making, discretion, initiative, objectivity, patience, and persuasiveness are some of the leadership skills that are useful in proving oneself as a natural leader in a GD.

Team work:

The examiners will assess whether each participant is a team player who can get along with people or an individualist who is always fighting to save his/her ego. Employers today look for candidates who can work in a team-oriented environment. GD participants need a number of team management skills in order to function effectively in a team. Some of the skills needed to manage a group effectively include adaptability, positive attitude, cooperation, and coordination.

Three requisites for group discussion

- Extensive knowledge base related to state, country and globe.

- Areas are politics, sports, science &trade, commerce, Industry and Technology, MNC,etc.

- Analyze the social, economical issues logistically.

Do`s in group discussion

- Appropriate to the issue.

- Make original points & support them by substantial reasoning.

- Listen to the other participants actively & carefully.

- Whatever you say must be with a logical flow, & validate it with an example as far as possible.

- Make only accurate statements.

- Modulate the volume, pitch and tone.

- Be considerate to the feelings of the others.

- Try to get your turn.

- Be an active and dynamic participant by listening.

- Talk with confidence and self-assurance.

Don'ts during group discussion

- Being shy or nervous

- Interrupting another participant before his arguments are over

- Speak in favour example: Establish your position and stand by it

- Changed opinions

- Don't make fun of any participant even if his arguments are funny.

- Don't engage yourself sub-group conversation.

- Don't repeat and use irrelevant materials.

- Addressing yourself to the examiner.

- Worrying about making some grammatical mistakes, for your interest & the matter you put across are important.

Important points in group discussion

1. Be assertive: An assertive person is direct & honest careful about not hurting others 'self-respect'.

2. A patient listener: listening to another person is one way of showing appreciation.

3. Right language: Words can make friends & right words at the right time make for the best results.

4. Be analytical and fact-oriented: It is necessary to make relevant points which can be supported with facts & analyzed logically.

5. Accept criticism; if any member of the group criticizes or disapproves a point, it is unwise to get upset or react sharply. In case the criticism is flimsy, the same can be pointed out politely.

6. Maximize participation; one must try to contribute fully, vigorously & steadily throughout the discussion.

7. Show leadership ability: A group discussion also evaluates your leadership qualities.

Examples of topics for GD

- Arrange marriage is preferable to love marriage

- Mobile phones – a boon or nuisance

- Students focusing on software industry-good or bad

- Child marriage

- India 2020

GD and other oral group communication

There are several types of oral group communication. In Public Speaking, the speaker is evaluated by the audience; however there is not much interaction between audience and speaker. Audience, for the most part would only listen to the speaker. In the interview, a panel of members would assess the candidate for the requirement of selection or promotion etc. In meetings, there are discussions on issues mentioned in the agenda. Meetings may have multiple agenda. A chairperson conducts the meeting and controls and concludes the deliberations.. Group Discussion differs from debate in nature, approach and procedure. Debates include representation of two contrasting viewpoints while GD can include multiple views. A GD may help achieve group goals as well as individual needs. The examiner observes the personality traits of several candidates who participate in the G.D.

MODULE V

BUSINESS PRESENTATION

A presentation is a live mode of sharing information with a selected audience. It is a form of oral communication in which a person shares factual information with a particular audience.

We can define a presentation as an oral activity using visual electronic aids (such as LCD projectors) to discuss new ideas and information with a specific audience in an impressive and convincing manner.

Though we most often think of presentations in a business meeting context, there are countless occasions when that is not the case. an artist demonstrates decorative painting techniques to a group of interior designers; a horticulturist shows garden club members or homeowners how they might use native plants in the suburban landscape; a police officer addresses a neighbourhood association about initiating a safety program; a homeowner presents a proposal for an addition to his home requiring a variance to the municipal authority; and a self-help expert presents a video about how "you too can become a millionaire."

Types of Business Presentation

Presentations come in nearly as many forms as there are life situations. In the business world, there are sales presentations, informational and motivational presentations, first encounters, interviews, briefings, status reports, image-building "dog and pony shows," and, of course, the inevitable training sessions.

The following is an overview of several common types of presentations and their purpose. Each presentation type requires a specific organization technique to assure they are understood and remembered by the audience. The suggested organizational structure is also provided.

I. Informative

Scott Ober, of Ball State University, the author of Contemporary Business Communications, divides informative presentations into two distinct categories--reporting and explaining. He says that the reporting presentation brings the audience up to date on projects or events, telling how things are going. These situations might include shareholders meetings, executive briefings, or oral sales reports. The explanatory presentation provides information about products and procedures, rules and regulations, operations, and other nitty-gritty data.   Informational   presentations include talks, seminars, proposals, workshops, conferences, and meetings the presenter or presenters share their expertise, and information is exchanged. In a business format, it might be a supervisor explaining new forms, products, regulations, or filing procedures to employees. During the sales process, the sales person may provide information on the product or service to a prospective customer. In a retail situation, newly hired sales clerks may attend a presentation on

selling techniques or loss prevention. And in an educational setting, an informative presentation may report on changes in the reading curriculum.

Keep an informative presentation brief and to the point. Stick to the facts and avoid complicated information. Choose one of the following organizational structures for an informative presentation:

➢ Time- Explains when things should happen. Works best with visual people or people who can see the overall organization or sequence of events. Use words like "first," "second," "third," to list order

➢ Place- Explains where things should happen. Works best with people who understand the group or area you are talking about. Use words like "Region 1, 2, 3, or 4" to explain order

➢ Cause and Effect- Explains how things should happen. Works best with people who understand the relationship between events. Use phrases like "Because of _____, we now have to _____"

➢ Logical Order- simply list items in their order of importance. Works best with people who are accustomed to breaking down complex data into components in order to digest the material

II. Instructional

Our purpose in an instructional presentation is to give specific directions or orders. Your presentation will probably be a bit longer, because it has to cover your topic thoroughly. In an instructional presentation, your listeners should come away with new knowledge or anew skill.

➢ Explain why the information or skill is valuable to the audience

➢ Explain the learning objectives of the instructional program

➢ Demonstrate the process if it involves something in which the audience will later participate using the following method

➢ Demonstrate it first without comment

➢ Demonstrate it again with a brief explanation

➢ Demonstrate it a third time, step-by-step, with an explanation

➢ Have the participants practice the skill

➢ Provide participants the opportunity to ask questions, give, and receive feedback from you and their peers

➢ Connect the learning to actual use

➢ Have participants verbally state how they will use it

III. Arousing

Our purpose in an arousing presentation is to make people think about a certain problem or situation. You want to arouse the audience's emotions and intellect so that they will be receptive to your point of view. Use vivid language in an arousing presentation -- project sincerity and enthusiasm.

➢ Gain attention with a story that illustrates (and sometimes exaggerates) the problem

➢ Show the need to solve the problem and illustrate it with an example that is general or commonplace

➢ Describe your solution for a satisfactory resolution to the problem

➢ Compare/contrast the two worlds with the problem solved and unsolved

➢ Call the audience to action to help solve the problem

➢ Give the audience a directive that is clear, easy, and immediate

IV. Persuasive

Our purpose in a persuasive presentation is to convince your listeners to accept your proposal. A convincing, persuasive presentation offers a solution to a controversy, dispute, or problem. To succeed with a persuasive presentation, you must present sufficient logic, evidence, and emotion to sway the audience to your viewpoint.

➢ Create a great introduction because a persuasive presentation introduction must accomplish the following:

➢ Seize the audience's attention

➢ Disclose the problem or needs that your product or service will satisfy

➢ Tantalize the audience by describing the advantages of solving the problem or need

➢ Create a desire for the audience to agree with you by describing exactly how your product or service with fill their real needs

➢ Close your persuasive presentation with a call to action

➢ Ask for the order

➢ Ask for the decision that you want to be made

➢ Ask for the course of action that you want to be followed

V. Decision-making

Our purpose in a decision-making presentation is to move your audience to take your suggested action. A decision-making presentation presents ideas, suggestions, and arguments strongly enough to persuade an audience to carry out your requests. In a decision-making presentation, you must tell the audience what to do and how to do it. You should also let them know what will happen if they don't do what you ask.

➢ Gain attention with a story that illustrates the problem

➢ Show the need to solve the problem and illustrate it with an example that is general or commonplace

➢ Describe your solution to bring a satisfactory resolution to the problem

➢ Compare/contrast the two worlds with the problem solved and unsolved

➢ Call the audience to action to help solve the problem and give them a way to be part of the solution

VI. **Goodwill Presentations**

We've all seen this kind of presentation. Schools, soccer teams, and country clubs have awards banquets to recognize the top competitors. Companies honour retirees with a dinner. At special ceremonies, outgoing presidents of civic and charitable organizations are given plaques for their years of service. Departments, units, or teams within a business organization are often rewarded for their success at meetings at which their work is show cased. Each of these events usually includes some kind of presentation, most often in the form of a speech and sometimes with a slide show, video, or multimedia event.

Goodwill presentations, which often take the form of after-dinner speeches, are often designed to be entertaining--for example, by sharing video highlights of the football or tennis season or anecdotes from the president's ten years at the helm; by recounting the town's recreational program from its early years to the present; or by "roasting" the top sales person. Sometimes they are ceremonial--for example, when inducting a new officer, dedicating a memorial plaque, presenting an award, or delivering a eulogy.

Purpose of goodwill presentation is to build goodwill, to make people feel good about themselves, and to build respect for the organization and/or the product, as well as for peers, colleagues, and superiors.

VII. **Multipurpose Presentations**

Presentations usually have more than one purpose. A presentation to employees may be announced as an informative session on new regulations, but in fact may also be an all out effort to persuade workers to buy into the new rules.

1.Training

in training sessions, presenters teach participants a variety of skills. Topics might include:

- Sales techniques

- How to deal with diversity in the workplace

- Time management and stress reduction

- Team building

- Negotiation or leadership

- Meetings management

- How to give presentations

2.Entertainment

this type of presentation is often designed to serve more than one purpose. It may be planned to inform, build a positive image, and create goodwill. Entertaining presentations are often scheduled by clubs, service organizations, adult education programs, and social organizations as part of their weekly or monthly meetings. They are also frequently included in the activities schedules for retirement communities.

3. Political Arena

Presentations in the political arena are primarily grouped in the persuasive category. But to be effective, they must include lots of information and also build goodwill.

Bill Clinton is famous for his comfy, personalized presentations featuring real people with real-life stories to tell. He generates lots of goodwill, is very persuasive, but is not always informative.

4. Image Building

Image building is a something of a catchall category because it covers so much ground. These presentations can be, at once, informative, entertaining, certainly goodwill oriented, and, of course, persuasive.

5. Motivation Presentations

Here's another far-reaching category. Political candidates may give motivational presentations to their volunteer staffers to keep their level of commitment high. Spiritual leaders, of course, give motivational talks or sermons. A superintendent of

schools may make a presentation to the district's teachers in order to motivate them to think of themselves as teachers first, union members second. A real-estate broker may bring in a motivational expert to help his staff get out of a sales slump. And then there are the self-help types, like those whose videos fill TV airtime on Saturday mornings with get-rich-quick schemes.

6.*Interviews*

A job interview is yet another presentation form, one where the presenter should make an effort to identify her immediate audience (the interviewer), but also take great pains to know as much as possible about the larger audience (the company)

Planning steps of Business Presentation / Business communication

Planning is probably the most important step in creating a successful presentation of any kind. Planning helps you decide on the content and the order in which the information will be presented. Whether you are using PowerPoint, OpenOffice Impress or any other presentation software, use the following steps as a guide in planning the presentation.

As the case is nothing is accomplished while thorough and steady planning. Planning makes everything more achievable and more goals oriented. So there is a need for planning in communication as well. The basic planning steps to business presentation are:

1. Identify your purpose

2. Analyze your audience

3. Choose your ideas

4. Collate your information

5. Organize your message

1. Identify your purpose

The first step when planning your communication is to determine your main purpose. You must know what you are trying to achieve. It may be sales, accepting proposals or granting or refusing requests, whatever the main objective the underlying purpose will be the creation of goodwill. This means that a message has two purposes first is the main idea and the second one being the creation of goodwill.

2. Analyze your audience

With the first step taken care of the next step is to visualize your receiver. Knowing the background of the receiver in all terms such as culture, organization, values and rank is essential. The age, qualification, education, status and technical abilities of the receiver are important as well.

3. Choose your ideas

Now that the purpose and objective for communication has been established and the receiver visualized your next step is to choose your ideas, which means you have to choose what will be included in your message according to the type of your message. You should first make a draft where you should put down all your ideas then in the final letter you will list down your ideas according to importance and need.

4. Collate your data

Data is of key importance in your communication as it will support your message in a variety of ways. You must determine whether you need specific charts, figures or quotations to support your message. Also make sure to check on the sources from where you collect your data for accuracy as misrepresentation of data might prove fatal.

5. Organize your message

Before you prepare your message finally make an outline of the message in your mind and feel what might make your message more audience friendly and easier to understand it should not be messy or disorganized. This will require you to select on the different approaches of communication, the direct or indirect approach to communication.

- Remember the *KISS* principle (Keep It Simple Silly) when designing your presentation.

- Focus on three or four main points only

- Know everything about the topic so you are ready for questions after the presentation.

Effective presentation

Whether you are persuading colleagues, selling a client, or energizing a team, the power of your presentation makes the difference between success and failure. These techniques are useful for managers, executives, sales people, and anyone who might meet members of the media. Anyone who is part of a workplace will find the opportunity to utilize these techniques whether they are presenting to colleagues, clients, or potential investors.

There are four stages to perfecting your presentation:

1. Plan – Determine how your topic relates to the audience. Define the purpose of your talk as it relates to the outcome you seek. Plan the content of your presentation around your purpose, your audience's interest, and the audience's level of understanding of the topic. Use words and phrases common to your audience, and focus on your purpose.

2. Prepare - Establish a positive mindset by valuing your message and preparing the structure and timing of your presentation. The structure consists of three parts:

- **The attention-getting opening** – Use a question, make a startling statement, or relate a relevant incident to elicit the audience's interest. The opening makes up 5 to 10 percent of your presentation.

- **The key ideas** – Your presentation should contain 4 to 6 different points that you must back up with evidence such as statistics, testimonials, demonstrations, and analogies. Make sure that the key ideas all support a coherent message. Your discussion of these points should make up 80 to 85 percent of your presentation.

- **The memorable closing** – You can close by summarizing or restating the message or by throwing down a challenge to your audience. A close that relates back to your opening can also be effective. Whatever you choose for your close, be sure you tell your audience what action you want them to perform. The close should make up 5 to10 percent of your presentation.

3. Practice – Review your content, rehearse, and get feedback on your presentation, and build enthusiasm and confidence to present. Rehearse the timing of your presentation to be sure that it falls within your time limits. Be sure to allow time for questions, if it's appropriate. Consider videotaping yourself rehearsing, and then review the videotape for distracting mannerisms and other signs of nervousness. Remember that the best cure for nervousness is confidence and that confidence comes with practice.

4. Present – Make a positive first impression. If possible, establish eye contact with your audience. Be yourself and relax. Own your subject and build rapport with the audience to hold their attention and project the value of your message. When speaking, be natural. Speak in a heightened conversational tone. Slow down and emphasize important points, pausing before and after key points to set them apart.

All over the world thousands of business presentations are being given every minute of the day. Up and down the country, in offices, conference rooms and hotels, companies spend vast sums of money hiring rooms, hiring projection equipment, employing staff, paying their expenses and the delegates spend their time and money attending these events. But how many of these presentations are effective? How many have delivered the desired result? How many have changed the way people think while it is an absolute truth that you can't influence all the people all the time, the sad fact is that for many presentations the result is a complete waste of time or even worse they have a negative effect on the delegates.

So how do you give an Effective Presentation, what makes the difference between an average presentation and an Effective Presentation.

The Main Components

There are five main components of a presentation: You should consider each in turn to maximise the effectiveness of your presentation.

The Objective

What do you want the audience to do as a result of your presentation? This should be quantifiable and measurable. Remember to use a call to action at the end of you presentation to reinforce your objective.

The Speaker

Like it or not you will be judged on your performance, so overcome any fear/nervousness or turn it to your advantage by using the energy generated by the adrenaline to add more power to your presentation.

The Room

Ensure you make the most of the physical environment, keep it tidy and make sure everyone can see you and the screen (assuming you are using one) and can hear you clearly. Make sure you know how to operate any equipment. Don't forget to turn off your mobile and the screensaver on your laptop.

The Audience

Probably the most important part of any presentation, without them you would be talking to yourself. You should know as much about them as possible: Who are they, how many of them are expected, what are they interested in, what do they want to hear, what is in it for them?

The Material –

It is surprising where the time goes to when you get up and start talking. In a 30 to 45 minute presentation you will only have the time to convey between three and five main points. So keep it simple! If you can't state your central message in one or two sentences, you probably haven't narrowed your topic enough, or clarified your thoughts enough. Decide on three to five key points. Develop supporting evidence for each key point. Include statistics, stories or examples. Develop a strong introduction and powerful conclusion. Use visual aids which help to communicate your message. Perform the presentation with enthusiasm, variety and passion.