

BUSINESS COMMUNICATION

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Business Communication

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PREFACE

Globalisation and the emergence of new technologies has caused an increase in the importance of communication.

What encompasses **'Business Communication'** today has undergone a sea change due to the emergence of a highly competitive business environment and very different working conditions. The challenges that face business communication today are multifarious and strikingly different than what they were a couple of years ago. But if that has made us better communicators is a question that needs to be answered. Business Communication continues to be important, as businesses today, more than ever demand that managers be effective communicators. With a dazzling array of communication modes and channels available, we still land up being a 'confused communicator'.

The traditional topics that have been at the core of the Business Communication curriculum still continue to be important in the current work environment. These prominently include models of communication, communication at workplace, business ethics, barriers to communication, listening, writing a job application, business letters and commercial terms used in business communication. These traditional areas need to be supplemented with more relevant topics such as technology enabled communication, business etiquette keeping in view global communication, communication with the media, organising events, seminars, press conferences, etc. and, importantly, all this needs to be a part of Business Communication syllabus.

Classrooms need to provide a 'next generation' learning environment with focus on computer-mediated communication. This will enable the students to familiarise themselves with technology and computing resources which are increasingly becoming a part of the work environment.

The detailed need analysis that has gone into the selection of topics for this book provides it a competitive edge.

We extend our gratitude to our publishers Himalaya Publishing House Pvt. Ltd for giving us this opportunity to write for them and thereby hone our writing skills as well. We are sure that the outcome would be in line with the objectives mentioned.

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CONTENTS

Unit 1: Theory of Communication

Chapter 1: Concept of Communication 1 - 16

Chapter 2: Impact of Technology Enabled Communication 17 - 30

Chapter 3: Communication at Workplace 31 - 56

Chapter 4: Business Ethics 57 - 66

Chapter 5: Barriers to Communication 67 - 75

Chapter 6: Listening 76 - 81

Unit 2: Business Correspondence

Chapter 7: Theory of Business Letter Writing 82 - 91

Chapter 8: Personnel Correspondence 92 - 121

Unit 3: Language and Writing Skills

Chapter 9: Commercial Terms 122 - 125

Chapter 10: Paragraph Writing 126 - 130

Unit 1

CHAPTER 1

CONCEPT OF COMMUNICATION

Learning Objectives:

- To describe the models of communication.
- To state the strengths and omissions of each model.
- To understand the meaning and the process of communication.
- To understand the importance of feedback in communication.
- To analyse the importance of communication in the corporate and global world.

SUMMARY

Communication is a human process that binds people globally. Individuals do not like to live in isolation. They try to communicate their emotions, feelings and information, either verbally or non-verbally all the time. Hence, communication is a part and parcel of human life. In this chapter, we learn about the etymological, practical meaning of the word 'communication', along with process and need to communicate effectively.

MODELS OF COMMUNICATION

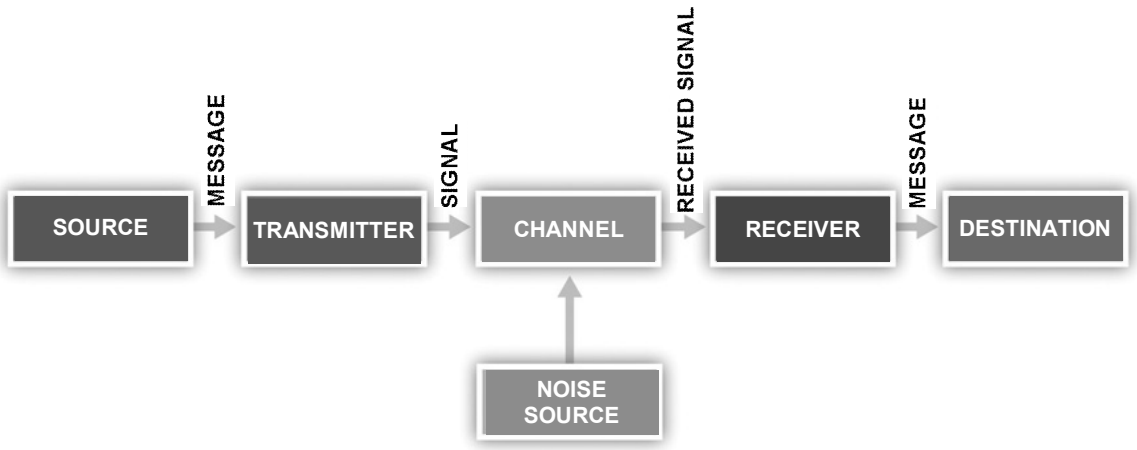
Models of communication are conceptual models used to explain the human communication process. The first major model for communication came in 1948 by Claude Elwood Shannon and published with an introduction by Warren Weaver for Bell Laboratories. Following the basic concept, communication is the process of sending and receiving messages or transferring information from one part (sender) to another (receiver).

The Shannon-Weaver Linear Model of Communication (1949)

Background

Claude Shannon, an engineer for the Bell Telephone Company, designed the most influential of all early communication models. His goal was to formulate a theory to guide the efforts of engineers in finding the most efficient way of transmitting electrical signals from one location to another.

It is a one-way model to communicate with others. It consists of the sender encoding a message and channelling it to the receiver in the presence of noise.



In this model, communication is like giving an injection: a sender encodes ideas and feelings into a receiver by means of a channel (speech, writing, and so on) and the receiver decodes the messages.

Components of Linear Communication

Linear model has defined set of components required for a communication to be established where:

- Sender is the person who sends a message after encoding.
- Encoding is the process of converting the message into codes compatible with the channel and understandable for the receiver.
- Decoding is the process of changing the encoded message into understandable language by the receiver.
- Message is the information sent by the sender to the receiver.
- Channel is the medium through which the message is sent.
- Receiver is the person who gets the message after decoding.
- Noise is the disruptions that are caused in the communication process in channel or in understanding ability of the message.

Features

- The most common communication model used.
- Highlights how different channels can affect the way a receiver responds to a message.
- Introduces the concept of noise – a term used by social scientist to describe any forces that interfere with effective communication.
- Noise can occur at any stage of the communication process.

Noise

In any communication model, noise is interference with the decoding of messages sent over a channel by an encoder. There are many examples of noise:

- **Environmental Noise:** Noise that physically disrupts communication, such as standing next to loud speakers at a party, or the noise from a construction site next to a classroom making it difficult to hear the professor.
- **Physiological-Impairment Noise:** Physical maladies that prevent effective communication, such as actual deafness or blindness preventing messages from being received as they were intended.

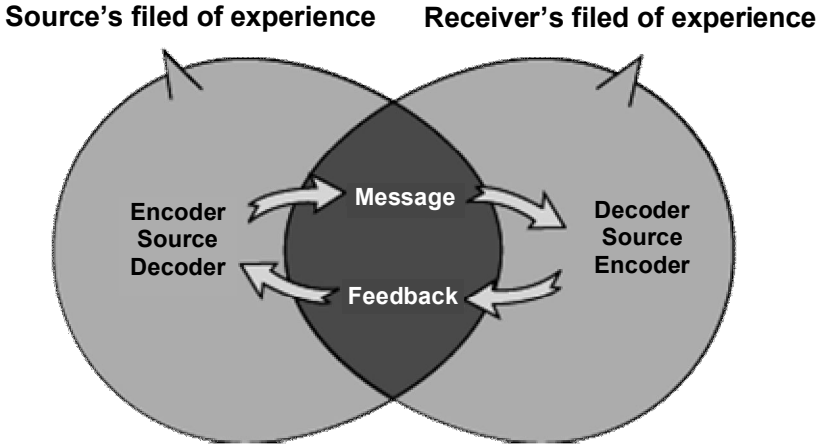
- **Semantic Noise:** Different interpretations of the meanings of certain words. For example, the word "weed" can be interpreted as an undesirable plant in a yard, or as a euphemism for marijuana.
- **Syntactical Noise:** Mistakes in grammar can disrupt communication, such as abrupt changes in verb tense during a sentence.
- **Organisational Noise:** Poorly structured communication can prevent the receiver from accurate interpretation. For example, unclear and badly stated directions can make the receiver even more lost.
- **Cultural Noise:** Stereotypical assumptions can cause misunderstandings, such as unintentionally offending a non-Christian person by wishing them a "Merry Christmas".
- **Psychological Noise:** For instance, great anger or sadness may cause someone to lose focus on the present moment. Disorders such as Autism may also severely hamper effective communication.

Disadvantages of Linear Model

- Assumption that all communication involves encoding. (For example, there are non-verbal cues that occur whether we speak or not. Some of these cues are unconsciously done).
- Suggests that communication flows in one direction, from sender to receiver only
- Ignores the fact that receivers react to messages by sending other messages of their own.
- The model assumes that communication has a particular beginning and an end, so it is not continuous.
- There is no concept of feedback which makes it inapplicable to direct human communication and only applicable to mass communication like newspaper, television, etc. There is no way to know if the communication was effective or not.
- Human communication is mostly circular rather than linear as audience are also active participants.

Interactive Model

It is two linear models stacked on top of each other. The sender channels a message to the receiver and the receiver then becomes the sender and channels a message to the original sender.



Features:

- Indicates that communication is not a one-way but a two-way process.
- It also has "field of experience" which includes our cultural background, ethnicity, geographic location, extent of travel, and general personal experiences accumulated over the course of your lifetime.

Components of Interactive Model

- **Encoder-Source-Decoder:** The person who originates a message is the source. The encoder and decoder are the same person/source. The second source is also encoder as well as decoder. The source acts as an encoder while sending the message and as decoder while receiving the message. The second source decodes the message, then originates another message, encodes it and sends it to the first source. The source is known to be encoder and decoder during the act of encoding and decoding.
- **Message:** Message is the information sent during the interaction.
- **Feedback:** The decoder forms a second message after receiving the first which is known as feedback.
- **Field of Experience:** Field of experience is the experience and knowledge that the source possess which affects the message formation and interpretation. For example, the source's culture, social behaviour, etc.

In interactive model, whenever a source sends a message to a receiver (source), he/she encodes the message first. The encoded message is then received by the receiver where it is decoded to get the original information. Again, the receiver acts as a source, encodes another message (also known as a feedback) and sends it back to the sender.

The message formation of both sources are affected by their "field of experience".

Field of Experience is a communication pattern which alters according to the respective culture, social, psychology, situation and channels used. Overlapping field of experiences initiates conversation and conversation, in turn, expands the communicator's field of experience. All these factors also affect the message interpretation.

The model also has a concept of noise and barriers to communications like language, network problems, etc. which affects the communication process. There is an open line of communication in interactive communication model. Being interactive is taken to be a very important aspect of effective communication.

Interactive Model Examples

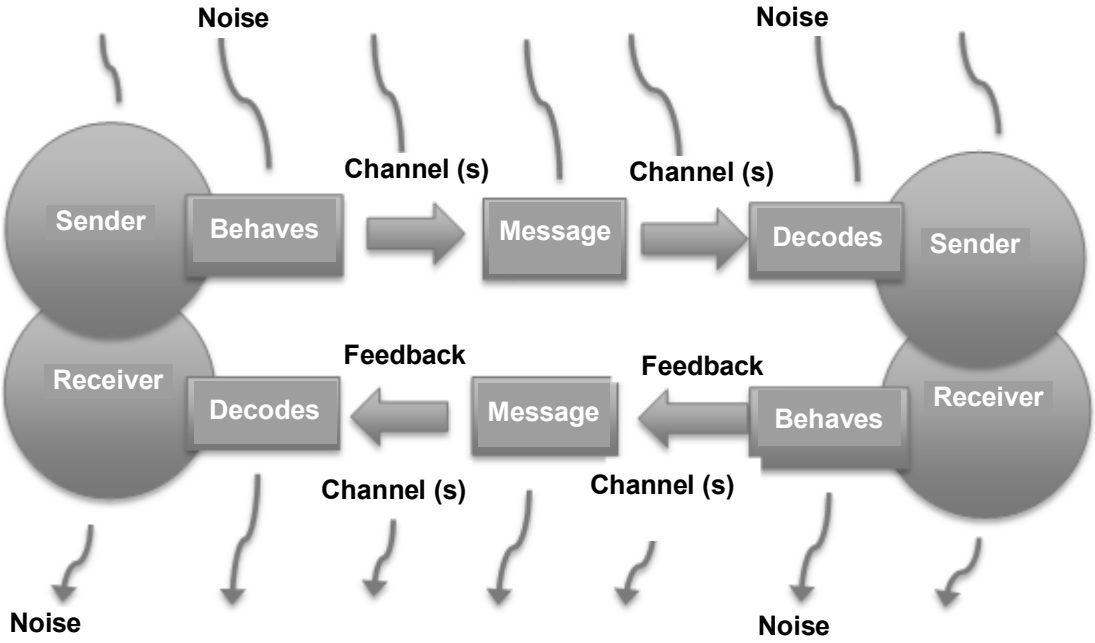
- Human-computer interaction is considered as interactive communication as the model is circular where the senders interchange messages every time.
- Social media, interactive marketing and user-generated contents, ATM machines, online shopping, chat rooms, etc. are other examples of interactive communication model.

Criticisms of Interactive Communication

- Feedback is not simultaneous and can take a long time as this model is mostly used for internet.
- Communication is not taken as dynamic. It predicts communication to follow the same pattern always.

Transactional Model

Transactional model of communication is the exchange of messages between sender and receiver where each take turns to send or receive messages. Here, both "sender" and "receiver" are known as "communicators" and their role reverses each time in the communication process as both processes of sending and receiving occurs at the same time.



The transactional model also contains ellipses that symbolize the communication environment (how you interpret the data that you are given). Where the ellipses meet is the most effect communication area because both communicators share the same meaning of the message. For example, talking/listening to friends. While your friend is talking, you are constantly giving them feedback on what you think through your facial expression, verbal feedback without necessarily stopping your friend from talking.

Hence, it is the process of continuous change and transformation where every component is changing such as the people, their environments and the medium used. Due to this, it assumes the communicators to be independent and act any way they want. Since both sender and receiver are necessary to keep the communication alive in transactional model, the communicators are also interdependent to each other.

Feature:

- The model assumes that communication has a particular beginning and an end, so it is not continuous.

Advantages:

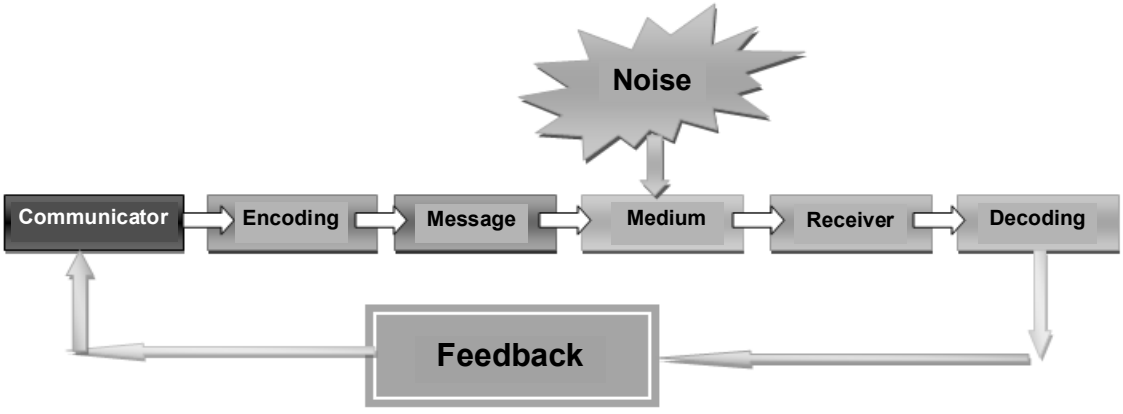
- Firstly, it recognises that each of us is a sender-receiver, not merely a sender or a receiver.
- Secondly, it recognises that communication affects all parties involved. So, communication is fluid/simultaneous. This is how most conversations are like.

Disadvantages:

- The model assumes that communication has a particular beginning and an end, so it is not continuous.
- There is no concept of feedback which makes it inapplicable to direct human communication and only applicable to mass communication like newspaper, television, etc. There is no way to know if the communication was effective or not.
- Human communication is mostly circular rather than linear as audience is also an active participant.
- Communication may not happen in turns and more than one message can be sent at the same time.
- The sender must have the ability to encode and the receiver must have the ability to decode.
- The model has become less relevant to electronic communication and internet where it's not clear who is the sender and who is the receiver.

Contemporary Model

The modern day style of communication features is developed primarily from the early work associated with Shannon along with Weaver along with Schramm. These experts have been related to expounding on the process of communication in a way that may be useful in most situations.



Contemporary Model or Modern Model of Communication

The normal regions of modern day style of communication incorporate communicator, encoding, information, moderate, recipient, decoding and feedback.

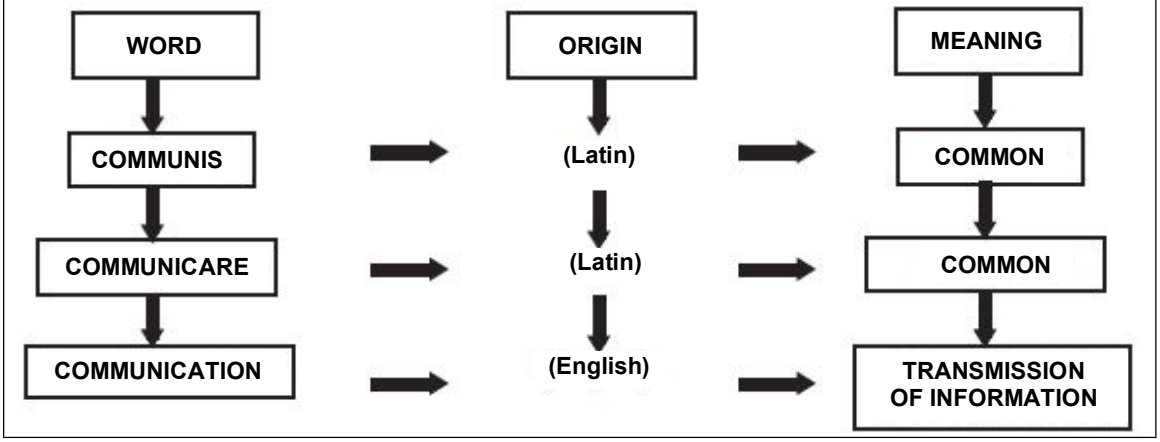
MEANING OF THE WORD COMMUNICATION

Etymological

The word 'Communication' is derived from the Latin word 'Communis' meaning 'to make common.' When something is made common, it means 'sharing.' When we communicate, we share our point of views, feelings and emotions assigned to a situation with another person. We want the other person to understand in the same way as we have understood it.

In communication, it is therefore essential that the generation of meaning by one person and the attribution of meaning by the other person should be 'common.' Essence of communication, therefore, lies in the establishment of 'commonness' by the communicator with the communicate (i.e.) the receiver.

Box 1.1: Communication – The Etymological Meaning



***Source: Great Illustrated Dictionary**, Reader's Digest Association Ltd., New York, 1984, p. 357.*

Practical Meaning

Practically, communication is the act of conveying information and ideas. It involves telling, listening and understanding. It is the transfer of information and understanding from individuals and/or organisations to another. Communication encompasses all human behaviour that results in sharing or exchange of facts, ideas, opinions or emotions. However, sound your ideas or well reasoned your decisions, they become effective only when they are transmitted to others and achieve the desired response. Communication involves transmission and reception of messages. **Just as an artist uses a brush and paint to depict a beautiful sunset or landscape, so too, do communicators use messages to represent their perceptions, thoughts and feelings.**

COMMUNICATION VS. COMMUNICATIONS

According to **Brent Rubin**, traditionally, the term **'communications'** (with an 's' at the end) has been used *when referring to activities involving technology and the mass media*. And the term **'Communication'** (without an 's' at the end) is typically used to describe face-to-face and written messages, as well as the field as a whole. **With the growth of communication technology, the two terms are being used interchangeably more often.**

Box 1.2: Some Interesting Facts about Communication

1. Most people think at a rate of 400 to 500 words a minute but most people speak at only about 125 words a minute. And while writing, the pace is even slower — only at 25 to 30 words a minute.
   George R. Terry and Stephen G. Franklin
2. Animals live without knowing how they live, and they communicate without knowing how they communicate. By and large, so do we. Unlike animals, however, we speculate about how we live and how we communicate. Our better brain and our unique means of communication — language — make such speculation possible. **John R. Pierce**
3. An educated adult in daily conversation uses about 2000 (two thousand) words, of which the 500 (five hundred) most commonly used words have 14000 (fourteen thousand) dictionary definitions.
   William M. Sattler

COMMUNICATION — DEFINITIONS

The term 'communication' has been defined differently by different communication theorists. Some important definitions of communication (arranged alphabetically) are quoted below:

1. **Allen, Louis A.:** Communication is the sum of all the things one person does when he wants to create understanding in the mind of another. It is a bridge of meaning. It involves a systematic and continuous process of telling, listening and understanding.

2. American Management Association (AMA): Communication is any behaviour that results in an exchange of meaning.

3. American Society for Training and Development (ASTD): Communication is the interchange of thought or information to bring about mutual understanding and confidence or good human relations.

4. Baird Jr., JOHN E.: Communication is the process involving the transmission and reception of symbols eliciting meaning in the minds of the participants by making common their life experiences.

5. Birvenu: Communication is the process of transmitting feelings, attitudes, beliefs and ideas between living beings.

6. Bittel, Lester R.: Communication is the process in human relations of passing information and understanding from one person to another.

7. Brilhart and Galanes: Communication is the perception, interpretation and response of people to signals produced by other people.

8. Brown, C.A.: Communication is the process of transmitting ideas or thoughts from one person to another person for the purpose of creating understanding in the thinking of the person receiving the communication.

9. Brown, Leland: Communication is the transmission and interchange of facts, ideas, feelings or course of action.

10. Cartier, F.A. and Harwood, K.A.: Communication is a process for conducting the attention of another person for the purpose of replicating memories.

11. Chappell and Read: Communication is any means by which thought is transferred from one person to another.

12. Cunning, M.W.: Communication is the process of conveying messages (facts, ideas, attitudes and opinion) from one person to another so that they are understood.

13. Dance, F.E.X.: Communication to the process by which people seek to share meaning via the transmission of symbolic messages.

14. Davis, Keith: Communication is the process of passing information and understanding from one person to another. It is essentially a bridge of meaning between people. By using this bridge of meaning, a person can safely cross the river of misunderstanding that separates all people.

15. Dawson, Tony: Communication is a two-way process, involving the sending and the receipt of a message and that one major criterion in the judgement of the success of a communication exercise is whether the receiver actually receives what the transmitter thinks he or she has transmitted.

16. Duncan, W. Jack: Communication is the process of transferring information meaningfully from one person to another.

Box 1.3: Communication Defined

'Communication is the process of transferring thoughts and ideas from one person to another'. On the surface, this definition sounds good. However, the words 'transferring' and 'from one person to another' inaccurately imply that communication is like pouring liquid from a pitcher. In other words, the definition implies a simple, one-way action where person 'A' takes knowledge from his or her head and simply pours (transfers) it into the head of person 'B' (see Figure 1.1). Obviously, communication is not so simple. Person B may refuse to accept A's ideas and may, instead, wish to present his or her own ideas (give feedback). Or person B may completely misinterpret A's message. According to **David Berlo,** 'Communication does not consist of the transmission of meaning. Meanings are not transferable. Only messages are transmittable, and meanings are not in the message, they are in the message-user'.



Fig. 1.1: "I'm only going to tell you this one time, Thompson. And you'd better get it right"

Source: Cheryl Hamilton and Cordell Parker, *Communicating for Results, Wadsworth Publishing Co., California, 2nd Edition, 1987, pp. 3-4.*

A more accurate definition of communication would, therefore be: communication is the process of people sharing thoughts, ideas, and feelings with each other in commonly understandable ways.

17. Flippo, Edwin B. and Munsinger, Garry M.: Communication is the act of intercourse by words, letters, symbols or messages and is a way that one organisation member shares meaning and understanding with another.

18. Gibson, Ivancevich and Donnelly: Communication is the transmission of information and understanding through the use of common symbols.

19. Haimann, Theo: Communication is the process of passing information and understanding from one person to another. It is the process of imparting ideas and making oneself understood by others.

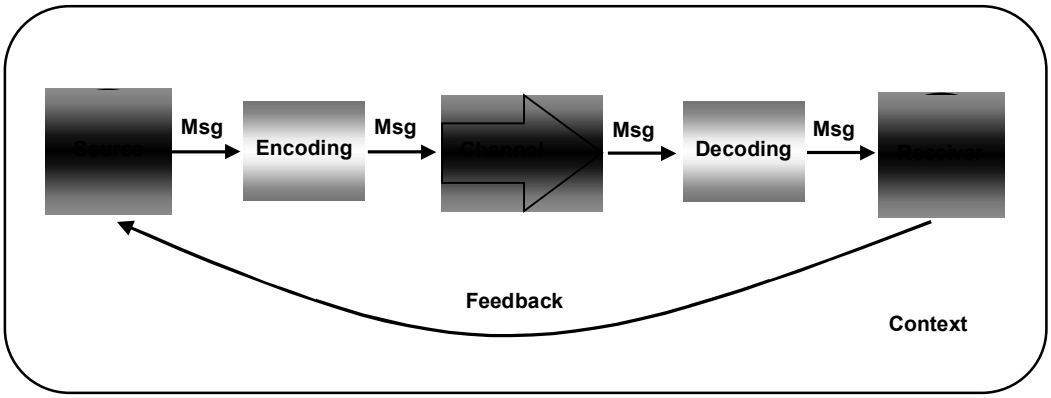
20. Hedge, Billy J.: Communication can be thought of as an attempt to achieve as complete and as accurate an understanding as possible between two or more people. It is an act characterised by a desire in one or more individuals to exchange information, ideas or feelings.

21. Hitt, Middlemist and Mathis: Communication is the exchange of information between two or more people in a way that creates understanding.

22. Hudson, Cyril L.: Communication in its simplest form is conveying of information from one person to another.

23. Jaques: Communication is the sum total of directly and indirectly, consciously and unconsciously transmitted feelings, attitudes and wishes.

THE COMMUNICATION PROCESS



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

These are the important elements of the communication process:

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

   The sender may want to ask him/herself questions like: What words will I use? Do I need signs or pictures?
2. **Medium:** The medium is the immediate form which a message takes. For example, a message may be communicated in the form of a letter, in the form of an email or face-to-face in the form of a speech.
3. **Channel:** The channel is that which is responsible for the delivery of the chosen message form. For example, post office, internet, radio, etc.

4. **Receiver:** The receiver or the decoder is responsible for extracting/decoding meaning from the message. The receiver is also responsible for providing feedback to the sender. In a word, it is his/her job to **interpret**.
5. **Feedback:** This is important as it determines whether or not the decoder grasped the intended meaning and whether communication was successful.
6. **Context:** Communication does not take place in a vacuum. The context of any communication act is the environment surrounding it. This includes, among other things, place, time, event and attitudes of sender and receiver.
7. **Noise (also called Interference):** This is any factor that inhibits the conveyance of a message. That is, anything that gets in the way of the message being accurately received, interpreted and responded to. Noise may be internal or external. A student worrying about an incomplete assignment may not be attentive in class (internal noise) or the sounds of heavy rain on a galvanized roof may inhibit the reading of a storybook to second graders (external noise).

NEED OF COMMUNICATION

1. **We communicate to persuade:** It means that we want someone to do something and this desire of ours is communicated. The mother patting the child to stop crying, the advertiser displaying a model in a new T-Shirt and the politician haranguing (urging) his audience to vote for him are all having the same objective of persuading, while communicating it differently.
2. **We communicate in order to give or provide information:** The science teacher demonstrating an experiment, the bank announcing a reduction in interest rates and the finance minister presenting the budget are all communicating to provide information.
3. **We communicate seeking information:** A passer-by asking you the way to the post office, the student asking the teacher for some clarification or the investigating policeman making discreet enquiries are all seeking information by using this communication skill.
4. **We communicate to express our emotions:** We need to express our emotions like courage or fear, joy or sorrow, satisfaction or disappointment with appropriate gestures and words. Some people have unlimited skill to emote (i.e., to display excessive emotion) to suit the occasion. It is through communication that we express our emotions.

FEEDBACK AND ITS IMPORTANCE

The term 'feedback' is used to describe the helpful information or criticism about prior action or behaviour from an individual, communicated to another individual (or a group) who can use that information to adjust and improve current and future actions and behaviour.

Feedback occurs when an individual reacts to an action or behaviour. For example, 'customer feedback' is the buyers' reaction to a company's products, services, or policies; and 'employee performance feedback' is the employees' reaction to feedback from their manager – the exchange of information involves both performance expected and performance exhibited.

Who would dispute the idea that feedback is a good thing? Everyone will agree that feedback helps to improve and enhance an individual, group, business, business unit, company or organization –

and that information can be used to make better informed decisions. It also allows us to build and maintain communication with others.

Reasons Why Feedback is Important

Effective feedback, both positive and negative, is very helpful. Feedback is valuable information that will be used to make important decisions. Top performing companies are top performing companies because they consistently search for ways to make their best even better. For top performing companies, 'continuous improvement' is not just a showy catchphrase. It's a true focus based on feedback from across the entire organisation – customers, clients, employees, suppliers, vendors and stakeholders. Top performing companies are not only good at accepting feedback, they deliberately ask for feedback. And they know that feedback is helpful only when it highlights weaknesses as well as strengths.

Effective feedback has benefits for the giver, the receiver, and the wider organisation. Here are five reasons why feedback is so important.

1. **Feedback is always there:** If you ask someone in your organisation when feedback occurs, they will typically mention an employee survey, performance appraisal or training evaluation. In actuality, feedback is around us all the time. Every time we speak to a person, employee, customer, vendor, etc., we communicate feedback. In actuality, it's impossible not to give feedback.
2. **Feedback is effective listening:** Whether the feedback is done verbally or via a feedback survey, the person providing the feedback needs to know they have been understood (or received) and they need to know that their feedback provides some value. When conducting a survey, always explain why respondents' feedback is important and how their feedback will be used.
3. **Feedback can motivate:** By asking for feedback, it can actually motivate employees to perform better. Employees like to feel valued and appreciate being asked to provide feedback that can help formulate business decisions. And feedback from client, suppliers, vendors and stakeholders can be used to motivate to build better working relations
4. **Feedback can improve performance:** Feedback is often mistaken for criticism. In fact, what is viewed as negative criticism is actually constructive criticism and is the best find of feedback that can help to formulate better decisions to improve and increase performance.
5. **Feedback is a tool for continued learning:** Invest time in asking and learning about how others experience working with your organisation. Continued feedback is important across the entire organisation in order to remain aligned to goals, create strategies, develop products and services improvements, improve relationships, and much more. Continued learning is the key to improving.

Types of Feedback

Humanist Carl Rogers, a leading psychologist, listed five types of feedback. They are:

Evaluative

Evaluative feedback makes a judgement about the other person, evaluating worth or goodness. There is a big difference between judging a person and their actions.

A personal evaluation judges the whole person and implies that this is a personal and unchangeable attribute. Negative personal evaluation can be very uncomfortable for the other person. Positive personal evaluation, on the other hand, is very flattering. Feedback should always be for the action and not the person.

Behavioural

Behavioural feedback evaluates the action of the person.

Interpretive

In interpretive evaluation, you seek to test your understanding of what has been said by interpreting and paraphrasing back to the other person what you think has been said. This is typically followed by a question to allow the other person to agree with your interpretation or offer a correction.

Understanding is not perfect and testing understanding is generally a very good thing to do. It is generally flattering too, as you are showing active interest in what they are saying.

Supportive

In supportive evaluation, you seek to support the other person in some way.

In flattery, you support the other person's ego by telling them they are good in some way (whether or not this is true).

Supportive feedback can be reversed with the deliberate purpose of damaging the other person's ego in a personal attack.

EMERGENCE OF COMMUNICATION AS A KEY CONCEPT IN CORPORATE AND GLOBAL WORLD

We live in a communication era, with rapid expansion in the reach of mass media, and improved techniques for the interpersonal exchange of ideas. The advent of technology, for example, has brought this medium to remote corners of even the least developed countries, where a lack of electricity can be overcome by solar-powered transmitters and receivers.

Communication is a key concept in the corporate world due to the following:

Intra-office

Internal business communication is important to your company's success. The smooth transfer of information between departments ensures that daily tasks are completed. For example, salespeople need to work with accounting people to approve new client accounts and discuss collections on past due clients. Without a smooth internal communication network, information and requests for action will get lost and delayed. The company will miss deadlines, and revenue will be slowed due to delayed invoice collections.

Managerial

Communication between a manager and employee is important in the development of the employee, in maintaining of positive morale and in creating more efficient job processes. Managers can work with employees on career development plans that improve productivity and benefit the company with the help of clear communication. The constant interaction between a manager and employee on day-to-day issues can help to head off problems before they cause damage, and can allow the staff to develop solutions that can be implemented in other parts of the company.

Customers

Improved communication with the client can gain a customer's loyalty. Internet suggestion forms, customer input phone numbers and personal representatives at retail locations are ways that companies open up communication with customers and gain valuable input. Customer service associates are trained to assist customers with product issues and problems, which can help to retain repeat business and secure revenue streams.

Community

Public relations is used to create a company image and address corporate issues within the community. Part of communicating with the community is making charitable donations to local groups, and getting involved in community causes such as school or hospital funding. Alerting the community to the company's involvement in civic causes will help to create a positive bond between the community and the company. Addressing negative issues immediately, and truthfully, is also an important part of communication with the community.

THE IMPORTANCE OF COMMUNICATION IN A GLOBAL MARKET

Communication skills are becoming vital. If global business leaders are to effectively manage, how they communicate with a multilingual and multicultural team, located across different time zones and markets, is increasingly important and critical to business success.

Even the most globetrotting manager cannot be everywhere at once. The world of work is increasingly complex and strong communication skills are vitally important in a successful leader.

They allow a leader to remain attuned to the different cultural and societal expectations of global teams through regular contact, while keeping in mind regional sensitivities and market differences.

This includes being aware of how what you are saying is perceived by others, especially if English is not their first language.

It's also about bringing people together – networks are hugely important to learning, while ongoing leadership and talent development are also critical.

This includes managing different ways of working, such as differing leadership and cultural styles. Coaching and training in effective communication techniques, such as the danger of ambiguity, the need for clarity and the benefits of picking up the phone or even getting on a plane, are also essential.

How you communicate is vital.

REVIEW QUESTIONS

I. Fill in the Blanks

1. The sender of the message is called _____.
2. The receiver of the message is _____.
3. _____ is important for effective communication.
4. _____ can interrupt the communication process
5. The process of communication is _____ in nature.

II. Match the Following

(A)	(B)
1. Feedback	(a) There is an understanding response
2. Process of communication is	(b) Necessary for effective communication
3. Effective communication takes place when	(c) Helps share information across people
4. Communication in corporate world	(d) Organisation can implement strategies
5. With the help of efficient communication	(e) Cyclic in nature

III. Multiple Choice Questions

1. Communication is a two-way process of _____ and _____ information.
   (a) Caring and sharing
   (b) Stealing and receiving
   (c) Sending and receiving
   (d) None of the above
2. 'Communis' means to _____.
   (a) Look back
   (b) To make known
   (c) To set aside
   (d) To make common
3. Communication in order to take place requires two persons _____.
   (a) Stranger and enemy
   (b) Encoding and decoding
   (c) Sender and receiver
   (d) All of the above
4. Communication involves exchange of _____ messages.
   (a) Verbal
   (b) Non-verbal
   (c) Both (a) and (b)
   (d) None of these
5. Communication is needed to _____.
   (a) To persuade
   (b) To motivate
   (c) To express emotions
   (d) All of these

IV. Answer the Following Questions

1. Explain the terms in 2-3 sentences:
   (a) Give any two definitions of communication.
   (b) Why is it necessary to understand the origin of the word communication?
   (c) Feedback and its importance

(d) Decoding

(e) Encoding

2. List the five important components of communication and explain.
3. What is feedback? What are the types of feedback? Why is feedback important?
4. Write any five characteristics of communication.
5. Write a short note on why communication is important in the corporate world.
6. Write a note on the impact of technological advancements on communication.
7. Define communication and explain the process of communication with the help of a neat labelled diagram.
8. Enumerate, citing examples, the various characteristics of communication.
9. Explain the need and importance of Business Communication.

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CHAPTER 2

IMPACT OF TECHNOLOGY ENABLED COMMUNICATION

Learning Objectives:

- To gradually introduce technology as a teaching-learning pedagogy.
- To equip students independently organise their learning process with the knowledge of technology.
- To communicate and work collaboratively.
- To develop critical thinking and problem solving.
- To make informed decisions regarding appropriate digital tools and resources.
- To make students aware of legal and ethical behaviour while using technology.

SUMMARY

With the technological advancement in the 21st century especially in the field of business, the students have to be aware of the technologies used and so the chapter introduce the students to various technology enabled communication like internet, Blog, Twitter and Facebook along with bringing out some of the advantages and disadvantages.

INTRODUCTION

With the intent to expand education beyond traditional boundaries, learner-centered learning focuses on technology driven communication. Technology (done right) provides an invaluable way to deliver more personalised learning in a cost-effective way. Technology provides high-quality, ongoing feedback to teachers and students that can help guide the learning process. And when technology mirrors how professionals use it in the workplace, it can enhance academic achievement, civic engagement, acquisition of leadership skills and personal/social development. Technology can be designed to provide adaptive learning and assessment experiences for students. Most important to student-centered learning, technology can enable outcomes that vary based on student's strengths, interests and previous performance.

INTERNET

The Internet, sometimes called simply "the Net," is a worldwide system of computer networks – a network of networks in which users at any one computer can, if they have permission, get information from any other computer (and sometimes talk directly to users at other computers). It was conceived by the Advanced Research Projects Agency (ARPA) of the US Government in 1969 and was first known as the ARPANet. The original aim was to create a network that would allow users of a research computer at one university to "talk to" research computers at other universities.

A side benefit of ARPANet's design was that, because messages could be routed or rerouted in more than one direction, the network could continue to function even if parts of it were destroyed in the event of a military attack or other disaster.

The most widely used part of the Internet is the World Wide Web (often abbreviated "WWW" or called "the Web"). Its outstanding feature is hypertext, a method of instant cross-referencing. In most websites, certain words or phrases appear in text of a different colour than the rest; often this text is also underlined. When you select one of these words or phrases, you will be transferred to the site or page that is relevant to this word or phrase. Sometimes, there are buttons, images, or portions of images that are "clickable." If you move the pointer over a spot on a website and the pointer changes into a hand, this indicates that you can click and be transferred to another site.

Advantages

1. **Decreased Inhibitions:** One way in which increased communication on the internet is advantageous is by allowing people, especially those who are less personable and outgoing, to feel less inhibited to communicate.

   When people cannot be seen or identified, sometimes they are more willing to open up and share true feelings. When there is a personal, face-to-face relationship and possibly unequal status, people have something to lose by sharing their feelings. In personal relationships, there is a level of vulnerability. The person receiving the information is more likely to pass judgement and the person giving the information is more likely to get hurt.

   Communicating by means of the internet removes this level of vulnerability while still allowing people to express themselves. On the other hand, some say people cannot truly emotionally express themselves over the internet, which is one of the argued disadvantages of communication on the internet.
2. **The Internet has Helped Some Specific Groups of People:** The Internet has also increased opportunities for isolated and disabled people to have relationships that they wouldn't otherwise have. The main reason for this is that the Internet eliminates the physical aspect of relationships, which is a barrier for many disabled people.
3. **Information:** The Internet is a virtual treasure trove of information. Any kind of information on any topic under the sun is available on the Internet. The 'search engines' on the Internet can help you to find data on any subject. Many services are now provided on the internet such as online banking, job seeking and applications, and hotel reservations.
4. **E-Commerce:** The internet is a very effective way to buy and sell products all over the world. Along with getting information on the Internet, you can also shop online. There are many online stores and sites that can be used to look for products as well as buy them using your credit card. You do not need to leave your house and can do all your shopping from the convenience of your home.

5. **Communities:** Communities of all types have sprung up on the internet. It is a great way to meet up with people of similar interest and discuss common issues.
6. **Online Chat:** There are many 'chat rooms' on the web that can be accessed to meet new people, make new friends as well as to stay in touch with old friends.
7. **Downloading Software:** This is one of the most happening and fun things to do via the Internet. You can download innumerable games, music, videos, movies and a host of other entertainment software from the Internet, most of which are free.

Disadvantages of the Internet

1. **Personal Information:** If you use the Internet, your personal information such as your name, address, etc. can be accessed by other people. If you use a credit card to shop online, then your credit card information can also be 'stolen' which could be akin to giving someone a blank check.
2. **Pornography:** This is a very serious issue concerning the Internet, especially when it comes to young children. There are thousands of pornographic sites on the Internet that can be easily found and can be a detriment to letting children use the Internet.
3. **Spamming:** This refers to sending unsolicited e-mails in bulk, which serve no purpose and unnecessarily clog up the entire system.

   Such illegal activities are frustrating for all Internet users, and so instead of just ignoring it, we should make an effort to try and stop these activities so that using the Internet can become that much safer.
4. **Lack of Conflict Resolution:** Communication on the web is taking away necessary human conflict. For example, if an Internet conversation starts getting heated or if someone gets angry, it is too easy to just sign off and not deal with the issue. Resolving conflict is a part of life that shouldn't be avoided and is usually psychologically helpful.
5. **Loneliness:** People that use the Internet often are more likely to become lonely and depressed than those that don't. One proposal as to why this is the case is because of a potential reduced social support system as a result of the Internet.
6. **Internet Addiction:** Internet addiction is a true psychological disorder with definable symptoms. The symptoms are comparable to any addiction, withdrawal, loss of relationships or job and significant time consumption.

BLOGS

Blogs – an abbreviation of Weblogs that are published on the web. They reflect the interests, thoughts and opinion of persons.

There are many different types of blogs, differing not only in the type of content, but also in the way that content is delivered or written.

1. **Personal Blogs:** The personal blog is an ongoing diary or commentary written by an individual.
2. **Collaborative Blogs or Group Blogs:** A type of weblog in which posts are written and published by more than one author. The majority of high-profile collaborative blogs are based around a single uniting theme, such as politics or technology. In recent years, the blogosphere has seen the emergence and growing popularity of more collaborative efforts,

often set up by already established bloggers wishing to pool time and resources, both to reduce the pressure of maintaining a popular website and to attract a larger readership.

3. **Microblogging:** Microblogging is the practice of posting small pieces of digital content—which could be text, pictures, links, short videos or other media—on the Internet. Microblogging offers a portable communication mode that feels organic and spontaneous to many and has captured the public imagination. Friends use it to keep in touch, business associates use it to coordinate meetings or share useful resources, and celebrities and politicians (or their publicists) microblog about concert dates, lectures, book releases, or tour schedules. A wide and growing range of add-on tools enables sophisticated updates and interaction with other applications. Examples of these include Twitter and Facebook.
4. **Corporate and Organisational Blogs:** A blog can be private, as in most cases, or it can be for business purposes. Blogs used internally to enhance the communication and culture in a corporation or externally for marketing, branding, or public relations purposes are called corporate blogs. Similar blogs for clubs and societies are called club blogs, group blogs or by similar names; typical use is to inform members and other interested parties of club and member activities.

There are many other types of blogs like art and music blogs, media blogs and many more.

Advantages of Blogs

1. **Start a New Business:** Sometimes a blog starts out as a hobby only to become a full-time business.
2. **Get More Clients to Your Existing Business:** Static websites don't attract many new clients or customers. But a regularly updated blog can produce a constant stream of good leads from all around the world.

   When you publish in-depth blog posts that help potential clients/customers solve their problems, they come to trust you and respect you as an expert in the field. If they want more help than a blog post can offer, then they're likely to be interested in hiring your business.
3. **Become a Better Writer:** Blog writing is one way to become a good writer.

   Of course, that's exactly what an active blogger spends his or her time doing. The more you blog, the more you write – and the better writer you become.
4. **Become a Published Author:** The publishing business isn't what it used to be and publishers are less likely than ever before to take a chance on an unknown author. They would much rather give a contract to an author with a built-in audience of readers – and that's where having a blog comes in. So keeping a blog isn't just a good way to become a better writer, it may be your fastest path to becoming a published writer.
5. **Get Immediate Feedback:** An author has to wait months between finishing his/her book and reading the reviews, but bloggers get to read their readers' comments the same day they click 'publish'. This makes blogging a great way to get feedback on an idea that you want to develop further. Having an outside perspective and a little bit of constructive criticism is invaluable.

6. **Learn More about a Group of People:** Bloggers spend most of their time sharing their ideas and insights with their readers. But if you listen, you'll find that your readers share a lot with you too.

Disadvantages

1. **Blogging is Time-consuming:** Regular blogging takes a lot more time than you think it does. Each post takes a lot of research to make sure your information is accurate.
2. **Finding Topics to Write About:** It's not so easy to be original, but most successful bloggers are. One of the bad things about blogging is the time you must put into researching your topics.
3. **No Magic Bullet:** Blogging is no magic bullet that draws cash like iron filings to a magnet. You can start-up and work for weeks and make nothing. Professional blogging does not offer a guaranteed income.
4. **No Guarantees of Readers:** You are not guaranteed readers. For people to read your blog, they must first find it. That is a skill in itself, but a good blog will eventually be noticed. Try to be unique and you will have a better chance of success. Use Social Media for free advertising. Setting up a Facebook business page, tweeting posts and using Instagram, Pinterest and even publishing YouTube videos will all help get your blog out there in the web where people can notice it.
5. **Misunderstandings and Disagreements:** Whatever you write about some people will misunderstand your meaning and others will disagree with you. It is important to keep your head and not react negatively to criticism – deserved or not.

BLOG SPAM

If you allow comments, then expect a large amount of blog spam. Many people use software to create generic comments and distribute them to as many blogs as the software can find. They usually take the form of a generic comment along the lines of "Great blog – You have written well on this topic and I recommend you to anybody."

If a comment does not refer directly to the content of your post, then it is almost certainly spam. These comments can come in their hundreds, and Google will possibly punish your ranking unless you remove them.

EMAIL

Email is an online correspondence system. With email, you can send and receive instant electronic messages, which works like writing letters. Your messages are delivered instantly to people anywhere in the world, unlike traditional mail that takes a lot of time. Email is now an essential communication tool in business. It is also excellent for keeping in touch with family and friends. The advantages to email is that it is free (no charge per use) when compared to telephone, fax and postal services.

Email Etiquette

1. **Include a clear, direct subject line:** Examples of a good subject line include "Meeting date changed," "Quick question about your presentation," or "Suggestions for the proposal."

People often decide whether to open an email based on the subject line. Choose one that lets readers know you are addressing their concerns or business issues.

2. **Use a professional email address:** If you work for a company, you should use your company email address. Otherwise use a personal email account. You should always have an email address that conveys your name so that the recipient knows exactly who's sending the email. Never use email addresses (perhaps remnants of your grade-school days) that are not appropriate for use in the workplace, such as "babygirl@..." or "beerlover@..." — no matter how much you love your nick name.
3. **Think twice before hitting "Reply All":** No one wants to read emails from 20 people when it has nothing to do with them. They could just ignore the emails, but many people get notifications of new messages on their smartphones or distracting pop-up messages on their computer screens. Refrain from hitting "reply all" unless you really think everyone on the list needs to receive the email.
4. **Use professional salutations:** Don't use laid-back, colloquial expressions like, "Hey you guys," "Yo," or "Hi folks." The relaxed nature of our writings should not affect the salutation in an email. "Hey is a very informal salutation and generally it should not be used in the workplace. And Yo is not okay either. Use Hi or Hello instead."
5. **Use exclamation points sparingly:** People sometimes get carried away and put a number of exclamation points at the end of their sentences. The result can appear too emotional or immature. Exclamation points should be used sparingly in writing.
6. **Be cautious with humour:** Humour can easily get lost in translation without the right tone or facial expressions. In a professional exchange, it is better to leave humour out of emails unless you know the recipient well. Also, something that you think is funny might not be funny to someone else.
7. **Know that people from different cultures speak and write differently:** Miscommunication can easily occur due to cultural differences, especially in the writing form when we cannot see each other's body language. Tailor your message depending on the receiver's cultural background or how well you know them.
8. **Reply to your emails — even if the email wasn't intended for you:** It's difficult to reply to every email message ever sent to you, but you should try to. This includes when the email was accidentally sent to you, especially if the sender is expecting a reply. A reply isn't necessary, but serves as good email etiquette, especially if this person works in the same company or industry as you.

   Here's an example reply: "I know you're very busy, but I don't think you meant to send this email to me. And I wanted to let you know so you can send it to the correct person."
9. **Proofread every message:** Your mistakes won't go unnoticed by the recipients of your email. And, depending upon the recipient, you may be judged for making them. Don't rely on spell-checkers. Read and re-read your email a few times, preferably aloud, before sending it off.
10. **Add the email address last:** "You don't want to send an email accidentally before you have finished writing and proofing the message," Pachter says. "Even when you are replying to a

message, it's a good precaution to delete the recipient's address and insert it only when you are sure the message is ready to be sent."

11. **Double-check that you've selected the correct recipient:** Pay careful attention when typing a name from your address book on the email's "To" line. "It's easy to select the wrong name, which can be embarrassing to you and to the person who receives the email by mistake."

Use virus protection software to scan all emails to prevent spreading and receiving viruses.

Advantages of Email Writing

1. It is very easy to communicate effectively with anybody within the office or anywhere in the world regardless of where they are situated.
2. You can respond to clients quickly and easily. This means that you no longer need to spend hours on the phone, trying to get through and leaving messages with receptionists.
3. Messages can be sent quickly, in an instant.
4. The cost of sending an email is zero, unlike postage and other methods of communication.
5. It is easy to use, simply type the name of the recipient, a subject line and your message and click the send button.
6. You can also send attachments.
7. You can copy others on correspondence. You can even blind copy someone (BCC) if you don't want the recipient of the email to know that you are sending it to another person. A large number of people can be copied and communicated with at once.
8. Email saves time. No need to spend valuable time going to someone else's office.
9. Emails can be responded to in your own time, when it is convenient for you. It is not invasive like a visitor or phone call which requires immediate attention.
10. It speeds up the workflow process, documents can be sent for comment and correction can be made quickly.
11. E-mailing saves paper and printing costs.

Disadvantages of Email

1. Your staff may spend too much time on personal messages as opposed to work-related stuff.
2. However, if a positive and trusting relationship is able to be maintained between management and staff, then this could contribute to a more productive working environment, where employees can enjoy many advantages of using email.
3. Spam emails can be sent which can clutter your inbox.
4. Email hoaxes.
5. Viruses can be sent by email.
6. Misunderstandings can occur if messages are not constructed properly.
7. Not everyone has internet connectivity.
8. Confidential information can be easily forwarded and disseminated and if done in error could easily end up in the wrong hands.

MOODLE

A key component of any quality educational program is its ability to facilitate communication among all of the parties involved in the program. Communication and the subsequent relaying of information and knowledge between instructional faculty, administrators, students and support personnel must be concise, efficient, and, when so desired, as transparent as possible.

The word Moodle is an acronym for **Modular Object-Oriented Dynamic Learning Environment**, which is mostly useful to programmers and education theorists. It is an E-Learning tool.

To use Moodle, you only need the basic web browsing skill. It allows you to create, customise and control your learning environment using community sourced plug.

Features

Moodle offers a number of ways to share content:

- making files and folders available to course participants
- collecting resources of any kind with a database
- attaching files to forum posts
- importing and linking resources to and from external repositories/portfolios ... and more!

Basic Moodle Jargon

Moodle uses jargon words that you may be familiar with other non-Moodle contexts. Within **Moodle**, these words have specific (and potentially different) meanings, explained below.

- **Course:** Basic learning area where a teacher displays materials for their students.
- **Activity:** Moodle has over a dozen activity types of tools for a teacher to use in a course.
- **Resource:** Items a teacher uses to support learning, such as a link or a file.
- **Block:** Items which may be added to the left or right in a course's homepage.
- **Filter:** It can be used to add links, insert multimedia players, convert mathematical expressions or emoticons into displayed images.
- **Role:** A role in Moodle refers to what a user is allowed (or not) to do on a Moodle.

Advantages

1. Moodle can be a great advantage for teacher in school to help as an organisational tool. In terms of business, Moodle can be used as an organisational tool for content for different courses.
2. It allows for many different types of content formats to be uploaded and available for use by the students and the instructor.
3. Moodle allows for communication to happen between the instructor and students and among themselves.
4. Communication in Moodle range from forums, blogs, chats and messages among the individuals who are enrolled within a course.

Disadvantages

1. A disadvantage of Moodle is that it is a technological tool which can be a challenge for some students. If the student does not have access to the Internet or some form of technology to utilise Moodle, then this becomes a disadvantage for the student and also for the instructor.
2. Another disadvantage to Moodle is that some student more specifically adult learners are resistant and hesitant to using any form of technology for learning.
3. Even though Moodle allows for a great place to organise and store learning content which may be provided to the students, some adult learners are very resistant to utilise technology for learning and they may not use it.
4. Moodle does not provide face-to-face learning.

SOCIAL MEDIA

Social media are web-based communication tools that enable people to interact with each other by both sharing and consuming information.

Yes, it's a broad definition—but keep in mind that social media is a very broad term. Some examples of social media sites and applications include Facebook, YouTube, Del.icio.us, Twitter, Digg, blogs and other sites that have content based on user participation and user-generated content.

Advantages of Social Media

1. Facilitates open communication, leading to enhanced information discovery and delivery.
2. Allows employees to discuss ideas, post news, ask questions and share links.
3. Provides an opportunity to widen business contacts.
4. Targets a wide audience, making it a useful and effective recruitment tool.
5. Improves business reputation.
6. Expands market research, implements marketing campaigns, delivers communication and directs interested people to specific websites.

Disadvantages of Social Media

1. Opens up the possibility for hackers to commit fraud and launch spam and virus attacks.
2. Increases the risk of people falling prey to online scams that seem genuine, resulting in data or identity theft.
3. Potentially results in negative comments from employees about the company or potential legal consequences if employees use these sites to view objectionable, illicit or offensive material.
4. Results in lost productivity, especially if employees are busy updating profiles, etc.

WhatsApp

It is an application, specially created for smartphones, which allows its users to perform fast messaging. In times when there were no means of communication, people either used to travel a million miles just to inform about a small thing or they have to send letters to their friends and relatives which consume a lot of time. With the advancement in technology, the means of communication have also been developed which has given a boost to the person's communication network.

Advantages of WhatsApp

1. You can easily send free messages to any part of the world without any charges. This service is completely free.
2. All tools provided by WhatsApp are very easy to use.
3. It does not have any advertisements on display screen.
4. This app automatically imports the contacts from your phone and tells you that how many of your friends are using WhatsApp.
5. You can share your location, photos and status with your friends.
6. You need not spend any money for chatting and sharing with your friends.

Disadvantages of WhatsApp

1. You can chat with friends who only have smartphones supporting this application and to friends having their account on WhatsApp.
2. You must have access to internet to send and receive messages for free and the messages are also not sent to the phone inbox.
3. Your profile picture is visible to every person having your contact number and using this app, whether known by you or not.
4. It can be annoying sometimes due to constant messages.
5. It saves the files by default, so great privacy threat.

Facebook

Facebook is the most popular social networking site of all time. Within six years, Facebook has experienced dramatic growth—it has reached more than a billion users and is still growing rapidly.

For many, Facebook has become an integral part of day-to-day life. However, while the social media site can be very useful, it is important to avoid becoming addicted to it.

Advantages

1. Facebook is well designed website, so it can keep users busy for long time.
2. We can use Facebook as social bookmarking website, therefore we can share our blogs, videos to millions of people.
3. Facebook provides app store and free gaming facilities where we can use thousands of Facebook application and play different games with your friends freely.
4. Facebook like button keeps in touch to user to every other website. With this single like button, you can bring everything inside Facebook world.
5. Nowadays, most of the site allows a user to login at their site by using Facebook Login ID. So, if you have Facebook login ID than you do not need to waste your time for registering on other website.

Disadvantages

1. Facebook is addicting! For some people, Facebook can be as habit-forming as cigarettes! Facebook is a useful and helpful tool, but it becomes harmful if you begin wasting your valuable time. This is the site's biggest disadvantage, because the loss of your precious time can lead to other problems.

2. There are fake profiles and IDs. Now, it is easier to create fake profiles using stolen pictures. People often use fake profiles to insult or harass someone they do not like. Teen girls are the most vulnerable to these activities. There have been several news, stories about people, normally students, who became depressed or suicidal after being harassed on Facebook.
3. There are plenty of groups and fan pages out there that condone extremist, unaccepting points of view. These are being created to abuse or violate other religions, personalities, nationalities, etc. This kind of discriminatory and often racist activity is not acceptable on a global site like Facebook. If you see a site like this, report it. Facebook administrators should take necessary steps against all of these abusive groups and pages.
4. Certain Facebook activities have fuelled conflict between social media-savvy couples. According to a recent study, around a third of divorce filings in recent years have contained the word "Facebook." Posts, pictures and geo-tags that indicate a partner might not be telling the truth can be used as evidence in the divorce process.
5. Too much time on the site has been correlated with bad grades or student results. Students who do not study or pay attention in class do not get good marks in their exams unless they cheat or are way too smart for the class in the first place!
6. People can stalk you and get your personal information. It is highly recommended not to share your personal information publicly.
7. Not only students, but also people working in offices can waste time on Facebook. That's why many offices have decided to block the site from their networks completely.
8. Facebook chat often has glitches.
9. Different sources have found that Facebook can be life-threatening at times. Unknown people can track your activities and see where you are. So, be careful about whom you add as a friend. It's also a good idea to keep your activities private to people who are not your friends.

Difference between WhatsApp and Facebook

Basis of Comparison	**WhatsApp**	**Facebook**
Meaning	Application that permits user to enjoy texting service over the internet	Online website that allows user to connect with people to build a social circle
Created by	Brian Acton	Mark Zuckerberg
Features	The user can chat and call with their WhatsApp contacts along with sharing videos, photos, audio and voice message.	The user can chat, make a call (both voice and video), play games online, news feed and updates, pages, groups, sharing stuff, etc.
Released in	2009	2004
Phone Number	Must	Discretion
Who can join you?	Only your contacts	Anyone can send a friend request and join

Twitter

Twitter is a free social networking and microblogging service which enables to broadcast short messages (limited to just **140 characters**) to your friends, family, co-workers or so-called "**followers**" in real time.

Message restriction of 140 characters has resulted in Twitter being labelled "**microblogging**" and gained a lot of buzz with its platform for sharing messages in short.

Features

1. Twitter allows you to send and read other users updates (known as **tweets**).
2. Twitter messages (tweets) are limited to 140 characters (microblogging).
3. You can send and receive updates via the Twitter website, SMS (text messages), RSS (receive only), emails or a third party application.
4. You can restrict delivery to your circle of friends (delivery to everyone is the default).
5. You can use third party application such as Tweetie, Twitterrific and Feedalizr to send Twitter messages.
6. You can search for people by name or user name, import friends from other networks, or invite friends via email.
7. You can register at twitter sign up page and **tweet!**

Advantages

1. You can use Twitter on your smartphones and twitter apps are available for every smartphone.
2. You can follow any one on Twitter and any one can follow you.
3. Twitter also provide you SMS notification, means you can get Twitter notification instantly.
4. You can use tweet into your blog post or on your website by using embed tweet option.
5. You can use your Twitter ID to log in to other websites and also post comment by using it.
6. Tweets are very easy to create and by using lots of Twitter apps, you can do lots of interesting stuff. Also by using third-party application like Hoot suite, you can set your tweet to update automatically.

Disadvantages

1. Though Twitter has billion users, most of them are either inactive or have not used regularly. Most of twitter accounts are fake which are made to cheat and harass someone.
2. Twitter has also spam problem like other social networking sites. Some twitter users only tweet their products, blogs or website links. Also some users send spam messages or they spam you by tweeting spam tweets.
3. Twitter also face overloading problem and it may get crashed.
4. The main disadvantage of Twitter is its addiction. Once you start to use Twitter, you will get more involved into it. So, once you become Twitter addictive, it kills your precious time and it consumes your most valuable time.
5. Twitter provides only 140 characters tweet. If you want to tweet more than 140 characters, you have to use third party applications.

6. Twitter is more link-based. If you want to share more photos and videos on Twitter, then it is not more effective like other photo and video sharing sites.

REVIEW QUESTIONS

I. Match the Following

(A)	(B)
1. Internet	1. Ongoing diary or commentary written by an individual.
2. Personal Blogs	2. Vital information source
3. Microblogging	3. Modular Object Oriented Dynamic Learning tool
4. Moodle	4. Web-based communication tool
5. Social Media	5. Practice of posting small piece of digital content

II. Multiple Choice Questions

1. Email is an _____ correspondence system.
   (a) Online
   (b) Offline
   (c) Both (a) and (b)
2. Moodle is an _____ tool.
   (a) Podcast
   (b) Instagram
   (c) E-Learning
3. _____ has only 140 characters.
   (a) Twitter
   (b) WhatsApp
   (c) Facebook
4. _____ are a major part of blogs.
   (a) Links
   (b) Telex
   (c) Teleprinter
5. Major degree of formality is found in _____.
   (a) Facebook
   (b) Internet
   (c) Email

III. Answer the Following Questions

1. Explain the terms in 2-3 sentences:
   (a) What is the role of internet in business communication?
   (b) What is E-Commerce? What are the advantages of E-Commerce?
   (c) What is the origin of blog? Can blogs improve communication in business?
   (d) List the advantages and disadvantages of Email.
   (e) What is the impact of WhatsApp on the young minds?
   (f) What is Moodle? What are its features?

2. State any five differences between WhatsApp and Facebook.
3. Explain the features of Twitter.
4. What is Moodle? Explain the jargons that are generally used in Moodle?
5. Write any five disadvantages of Social Media.
6. What are cons of Regular Blogging?
7. What is the role of technology enabled communication in a 21st century organisation? Explain any two tools that are commonly used in business and the importance of the selected tools.
8. How do social media connect with their customers? Explain with examples.
9. How does E-mail help in business communication? What are its etiquettes to be followed?

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CHAPTER 3

COMMUNICATION AT WORKPLACE

Learning Objectives:

- To make the learners understand the different methods and channels of communication at workplace.
- To list the advantages and disadvantages of the different channels of communication.
- To give the learner and insight into Business Etiquettes.

SUMMARY

Communication is the lifeline of any business organisation. Organisational communication is an ongoing process that involves interaction among the members of the organisation to transmit company policies and orders, give suggestions and opinions and to secure the interest and cooperation of all employees. A progressive organisation will make use of both the formal and informal channels of communication effectively. The various channels, i.e., upward, downward, horizontal and diagonal lines of communication are discussed in this chapter. It also explains the various verbal and non-verbal methods of communication that a business person needs to use to convey messages effectively. As the globalisation of industries bring managers closer to unique cultures around the world, it is important for business executives to understand why business etiquette is important. An understanding of business etiquette facilitates cross-cultural communication and trade in addition to increasing productivity in the workplace.

INTRODUCTION

Organisational communication is defined as "the flow of messages within a network of interdependent relationships." This definition fits not only businesses but also hospitals, government agencies, military organisations and academic institutions. **Leon C. Megginson** has described the process of communication in organisations as transmitting company policies and orders downward; getting suggestions, opinions and feelings upward; and securing interest, goodwill and co-operation from all employees. Organisational communication involves sending and receiving messages, the generation of meaning and attribution of meaning in the context of organisational aspects of performance of tasks, meeting the deadlines, fulfilling the objectives, observing the rules and systems. It is an ongoing process of interaction among organisation members. According to Wilson, Goodall and Waagen, organisational communication is an evolutionary, culturally dependent process of

sharing information and creating relationships in environments designed for manageable, goal-oriented behaviour.

Every organisation has internal and external communication. Communication with those outside the organisation is external; communication within the organisation among its members is internal.

EXTERNAL COMMUNICATION

Messages that go out of the organisation are outward communication; messages that are received from outside are inward communication. Organisations have office procedures and systems for handling external communication; both. the incoming and the outgoing messages are recorded and filed.

Outward

Messages go out of an organisation to customers, suppliers, banks, insurance companies, government departments, the mass media and the general public. They may be in the form of letters. faxes, telephone calls, reports, advertisements, press handouts, speeches, visits and so on. The style, format and tone of the company's outgoing communication affect its public image and public relations. Therefore, most organisations have a policy about the style and appearance of the company's messages that go out.

Copies of outgoing written documents are filed for reference. A written note or summary of oral communications is also filed by many companies.

Inward

An organisation receives letters, emails, fax messages, reports, brochures, circulars, journals and magazines, telephone calls and personal visits. These may be from customers, suppliers, other organisations, government departments and so on. These inward communication messages are filed for record and reference. A written note or summary of visits, meetings and telephone talks may also be filed.

INTERNAL COMMUNICATION

There is a large volume of communication within the organisation. The flow of communication within an organisation forms a complicated pattern. The volume and the direction are usually determined by the pattern of hierarchy, the levels of authority and also by the requirements of tasks.

FORMAL AND INFORMAL COMMUNICATION

Formal and informal communication channels exist in every organisation.

Formal Communication

Formal communication is the authority-based communication. It is official and flows through designed channels. Formal communication channels are based on an individual's role in the organisation and distributed in an organised way according to the established chain in organisational charts. The three channels of communication are:

- Vertical (downward and upward)
- Horizontal
- Diagonal

Characteristics

The characteristic of formal communication are:

- **Job-specific:** The communication flowing through these channels is specific to the jobs and departments.
- **Planned:** Formal communication is well established and planned. For example, reports and data from staff are organised, and generally submitted in prescribed templates and according to a set schedule.
- **Proper Channels:** Typically, formal communication flows "downward" from superiors to subordinates regarding company direction and instruction and "upward" from subordinates to superiors in the form of data and reports. Communication flows through channels as established by authority specifications. Every employee has to observe this in sending or receiving communication. For instance, it might be standard practice for the executive director to convey a policy change via memo to the supervisors, who convey it via phone call to the shift leads, who share it with the line staff at a weekly meeting.
- **Tailor-made:** Information passed down the channels may take different forms and styles. For instance, strategy document, which originates from company top management, funnelled through the organisational levels changes in such a way to be relevant to each department and manager.
- **Reliable:** In a formal setting, people take the time to recognise the consequences of transmitting any wrong or incomplete information. As such, formal communication tends to be more accurate and reliable.

Advantages and Disadvantages

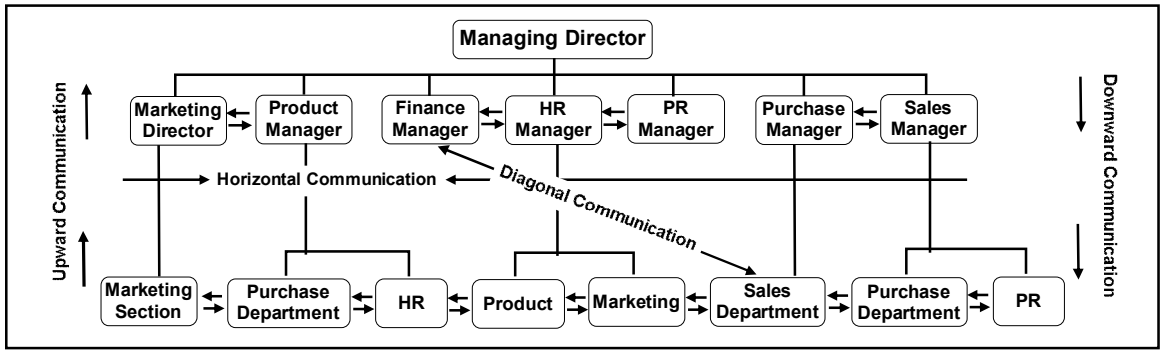
Formal communication has the following advantages:

- Formal communication (policy information, instructions and orders) establishes direction and motivate the persons to perform activities in organisations.
- It helps assert and clarify the authority relationships in an organisation.

The disadvantages of formal communication are:

- If the chain of command is long, communications will be time-consuming and cumbersome.
- There may be distortion in communication. In an effort to make it relevant to their level, managers may modify the original communication leading to it distortion.

Diagrammatic Illustration of Formal Network of Communication in an Organisation



Vertical Communication

This includes all the messages that move between subordinates and their supervisors. Messages going from superiors to subordinates are downward communication; messages going from subordinates to superiors are upward communication.

Downward

Messages going from the higher authority levels to the lower levels may be written or oral. Written messages are notes, circulars, notices, emails; oral messages may be face-to-face, or by telecom or telephone, or announcements over the public address system.

The common purposes of downward communication are to give:

(i) instructions about a specific task;
(ii) information about the practices and procedures followed by the organisation;
(iii) information which creates understanding of the task in relation to other tasks of the organisation;
(iv) feedback about subordinates' performance;
(v) information about the ideology and the goals of the organisation which would help them to develop a sense of belonging to the organisation.

Earlier, when business companies were authoritarian, employees were only told about their task, and how to do it. Now, many organisations realise the importance of giving employees a general understanding of their task's relevance to the organisation's work; employees are also given feedback about how they are doing. Such communication makes them feel a sense of identification with the organisation's goals.

Downward communication must be simple and carefully explained; persons at the lower levels of the hierarchy may not have sufficient knowledge or understanding of the organisation's work; hence they need explanation. Long circulars, written in an official and legal style, are not easy to follow. Instruction sheets and employee manuals should be written in a simple style.

A great deal of information is lost as messages move downward. When a message is passed from a senior to a subordinate down the line of command in a chain, it passes through many levels of authority. There is delay in the movement of the message. Also, the message gets changed and modified and there is distortion of the message. Each person along the line edits it, filters it, and simplifies it for the understanding and needs of the next person who is to receive it. If the chain of communication is very long, there may be much change and distortion in the message.

Information is also lost because sometimes, some members of the organisation may misinterpret a message, or may not understand it properly, or may neglect it. Even when there is very active downward flow of communication, information that is passed down may not be accurate; it may not be received and understood and accepted by subordinates.

Many organisations avoid long channels to ensure that information moves directly and fast. In a rapidly changing work environment, communication must move fast to keep up the efficiency of the organisation. Passing messages down the line in a chain causes the greatest loss of information. It is more effective to communicate downward in a cluster as in a meeting; everyone receives it at the same time, in the same environment. The recipients of the information may be of different levels of hierarchy. This method gives opportunity to everyone to seek clarification; loss of information is

avoided. Organisations that have linked and networked computers (LAN and WAN) are able to send messages at once to all concerned persons; the flow of information is more easy and efficient.

Upward

Messages which go from subordinates to supervisors and to higher levels of authority are upward communication. These may be written or oral. Written messages are in the form of reports, letters, representations, notes and email messages. Oral messages may be face-to-face or by intercom or telephone.

The common purposes of upward communication are:

(i) to give information to the management;

(ii) to enable the management to learn about and understand the concerns of the subordinates;

(iii) to enable all employees to contribute ideas and make suggestions.

Communication does not move upward easily. Subordinates may be too shy or afraid to communicate their ideas to higher authorities. Superiors may be too impatient to listen to their subordinates. The resulting gap in communication can be harmful to the organisation.

When messages pass upward through official channels, some information is lost. At every level, there is some editing and filtering. There may also be a deliberate suppression of information because of self-interest and jealousy; a supervisor may not pass upward, a good suggestion from a subordinate, or he may change it so as to get the credit for himself; a senior officer may prevent information about discontent in the department from reaching the manager because it reflects on his/her human relations skills. As a result, there is an information gap; this can be harmful because the upper level of management may not find out the true state of affairs until it is too late. Therefore, cutting across the official chains of communication is sometimes necessary for the sake of speed and efficiency.

Open and free upward communication also helps to maintain good staff relations. Employees work better when the managers listen to their ideas. Persons at any level in an organisation may have good ideas and suggestions for the improvement of the organisation; these ideas are encouraged when the organisation has good upward communication channels.

Organisations set up special formal and informal channels to encourage and ensure upward movement of communication. Most organisations have these channels:

(a) Regular reporting systems exist in all organisations. There are forms for periodical reports and progress reports of different activities in the organisation. These reports convey factual information to the management.

(b) Periodical review meetings are held with individuals and groups of employees; these meetings are conducted in an informal style. They provide an opportunity for employees to express their opinion about work, problems, solutions, ideas, budget allocations, etc. They give an opportunity to subordinates to talk to the superiors.

(c) Suggestion scheme is a formal and well-organised system for making ideas move up from the lower level employees to the management and decision-makers. A suggestion scheme requires elaborate set-up, committee meetings, a well-planned award system and a good deal of time and energy. The employees feel happy when their ideas are respected and valued. The company also benefits from the ideas of people who are actually on the job.

(d) "Open door" policy provides an informal upward channel. It gives every employee an access to higher authority. Managers allow free access to any member of the staff without prior appointment, during a fixed hour everyday, or on a fixed day of the week. Thus, any employee can approach the manager directly. This system prevents distortion by avoiding the chain of authority. Feelings and attitudes of staff are conveyed to the managers this way.

(e) Informal gatherings, picnics or weekly tea meetings bring together all members of the organisation. Some organisations call it the "Happy Hour". This is an opportunity for socialising and getting to know one another more closely. Such occasions encourage employees to overcome their shyness and talk freely about their work and their ideas and their life. Closer relationships are built up and there is better interaction among all levels.

(f) Standing Committees (like grievance committee, welfare committee, counselling committee) provide a channel for problems, unhappy feelings, troubles, complaints and grievances to be made known to the upper level of the organisation where they can be given serious attention.

Upward communication provides two main types of information: one is feedback about the official work which is necessary for the working of the organisation; the other is personal information about staff's performance, views, ideas and feelings, which is vital for employee relations and morale.

Horizontal Communication

Messages that flow between persons of equal status or same level of authority in the organisation is horizontal or lateral communication. A large amount of communication flows laterally in an organisation. Horizontal communication can be oral or written. Written communication may be in the form of letters, memoranda, notes, reports and copies of documents. Oral communication may be in the form of face-to-face talk, intercom, meetings, committee work or conferences.

There is more horizontal communication at higher levels of authority. The clerks in one department may have no direct contact with the clerks in another department, but section heads and managers have closer contacts. The higher level managers have to be in constant consultation and communication with one another. Horizontal communication is more interactive than vertical communication.

Horizontal communication is needed for several purposes in an organisation. It includes both information and persuasion. Besides exchange of information and suggestions, lateral communication is required for persuasive purposes like discussing plans, solving problems, resolving conflicts, negotiating, and coordination of work. It serves an important function of providing emotional and social support to one another.

Conference is a form of organised horizontal communication. At a conference, common problems are discussed, and the ideas, information, knowledge and experience of several persons are pooled for common benefit. It serves as a training tool among persons of equal status.

For horizontal communication to be successful, employees must learn to extend cooperation and work towards achieving collective goals. The authority should delegate responsibilities to subordinates in order to quicken the pace of work. Horizontal communication, however, needs to be monitored, as its uncontrolled transmission can invite problems for the organisation.

Disadvantages

Ungoverned horizontal communication disrupts the lines of vertical communication, which in turn leads to indiscipline. Employees also tend to waste precious time arguing and debating over issues and decisions.

Diagonal/Crosswise Communication

Diagonal or crosswise communication takes place when individuals from different levels interact with one another, outside their reporting relationships. An example of diagonal communication is when a purchase manager, instead of communicating with the assistant purchase manager, or the sales manager, communicates directly with the assistant sales manager.

In a complex and multi-layered organisation diagonal communication—

- speeds up the flow of information .
- creates healthy work relationships
- brings in proper coordination among different sections
- makes problem-solving easy
- controls distortion and dilution of message because of direct, inter-level communication.

Requirements

For diagonal communication to be effective, the organisation needs to create an atmosphere of trust and transparency. Proper training or orientation to employees to handle this system of communication can lead to their wholehearted participation in the communication process without any reservation or resistance.

Disadvantages

It is likely to bypass the vertical chain of commands. This may create doubts in the minds of by-passed superiors. For example, an Area Marketing Manager taking a report from the assistant production manager, or sales, or purchase manager, will make their immediate heads/bosses suspicious.

It may be seen as interference.

It may create doubts about the superior's accountability and cooperation.

Decisions, thus, taken may be resisted by the by-passed authority, and could vitiate the atmosphere of the organisation.

Thus, diagonal communication could lead to a breakdown of vertical lines of communication and cause complete chaos or anarchy in the organisation.

Consensus

Consensus is a method of decision-making that reflects the ideas and thoughts of all the team members. Reaching consensus ensures that decisions are explored thoroughly and strong disagreements resolved. It is used by task forces, teams, departments, work groups and so on.

Consensus is a decision that is acceptable to everyone. It is not unanimity (the conclusion may not be everyone's first choice) nor is it a majority vote.

Decision-making by consensus involves discussion and accountability of viewpoints rather than power struggles. The idea behind consensus is to empower not to overpower. Everyone must act as a member of the group.

It requires:

- Time
- Communication skills especially listening, probing and conflict management
- Considering disagreements and conflicts as part of the process
- Keeping an open mind and thinking creatively

At the end, everyone must be able to support the decision even if they do not feel it was the best one. Underlying the consensus decision, there must be some shared values which are:

- Unity of purpose – the decisions are made in the best interests of the group or organisation
- Cooperation – the participants look for a solution that best meets everyone's needs
- Mutual trust – all believe that others will be fair with them, respect them and care about their feelings
- Common ownership of ideas – personal attachment to an idea hinders the process
- Feelings are valued
- Conflict is valued
- Equal power – everyone has equal power and no one is made to feel "conquered" (not respected as a person) or compromised (values not respected)
- Time and process – the process is respected and given the time it needs
- Willingness to learn skills – skills of communication, meeting participation, etc. are learnt willingly by everyone.

INFORMAL CHANNELS

In addition to the imposed organisational arrangement, members of groups that work together construct their own communication networks. These informal networks have two basic purposes:

(a) They compensate for inadequacies in the formal network by establishing new links which bypass obstacles that come up in the formal structure. In many groups, there is someone who can expedite the matter at hand; often, the expeditor is not the person holding official responsibility. By locating the right person (who may be anyone in the organisation), the informal network can be used to serve organisational goals.

(b) They serve the needs of the individuals involved; these needs may or may not be the same as the goals of the organisation. These informal networks link persons with similar interests and experiences and those who simply like one other.

Informal networks serve as a valuable organisational function. They protect the individual from becoming isolated from professional colleagues by stimulating him/her to more creative thinking and by supplying a psychological support group. Quite often, an informal work relationship completely obscures the formal organisational structure.

Informal networks are sure to arise in any organisation. In examining the advantages or problems of an organisational unit, informal communication networks must be considered as carefully as formal communication networks.

Grapevine Communication

This is a major informal channel of communication network found in every organisation. It has no definite pattern or direction though it is largely horizontal. It is a complex web of oral communication flow, linking all the members of the organisation one way or other. It may sometimes move along in a chain, passing information from person to person; and sometimes in clusters, that is, groups, at meal times or other free time. It comprises personal communication which takes place between individuals or groups in the form of opinions, personal interpretation, rumours, gossip, hearsay, truths or half-truths.

There may be more than one grapevine channel in an organisation, and individuals may be on more than one grapevine. People whose places of work are close together, people who come into contact with one another in official work, people who travel to work together, or people with similar temperaments are likely to be on the same grapevine.

It is not related to organisational goals; it does not arise because of the need to speed up one's work or to by-pass the slow official channel.

This informal channel carries unofficial information about the management's policies and plans, individual managers, work programmes, the company's performance and such matters related to the company. Naturally, the talk is coloured by the ideas, prejudices and feelings of the persons engaged in it. The grapevine can become quite powerful and influential though the stories and information are not fully correct. It often carries more information than the formal official communication channels. It moves much faster because it is not hindered by the delays of the official channel.

Grapevine can affect an organisation's working by its influence on the opinions, beliefs and attitudes of its members. Attitudes have a direct effect on people's willingness to work. The nature of the talk among the employees affect their attitudes and efficiency. Excited talking and bad tempers lead to poor performance; so does excessive fun. What employees hear and say affects their relationship with the management, and this has a direct effect on productivity. Hence, grapevine cannot be ignored.

The presence of the grapevine is recognised and accepted as a part of an organisation. Since it can influence the efficiency of the organisation, it needs to be well controlled. Efficient managers learn to listen to the grapevine and can find out who are the talk leaders; they can give the leaders desirable information so that good information spreads quickly.

There is a close relationship between the grapevine and the morale of employees; when the morale is high and employees are well-motivated, the grapevine is usually thin and slow; when the morale drops, grapevine becomes thick and fast. Bad news and unpleasant stories cause excitement; they travel faster and are discussed more extensively than good news. A manager has to keep eyes and ears open; managers encourage upward communication to find out what the employees talk about and how they feel.

Grapevine cannot be destroyed. The management has to watch it. If a harmful half-truth begins to travel around, the management has to take quick action to convey correct information. This can be done in many ways: by giving the information to talk leaders, by mentioning it at briefing and routine meetings, by putting up notices on noticeboards, and by distributing bulletins and circulars. If the matter is serious, a meeting may be called.

Sometimes, a bit of information may be planted in the grapevine in order to test the possible reaction to a proposed decision or plan. Grapevine can be used constructively because of its speed in moving. An efficient management will always be aware of the potential power of the grapevine and take maximum advantage of it.

Methods of Communication

In the process of communication, the ideas that we wish to express need a device through which they can be sent. Thus, any message must necessarily have a medium. The selection of the medium is determined by a variety of factors like context, purpose of communication, the needs of the receiver, the speed and cost of the message, time taken in the transmission and the urgency of the message. A businessman may need to use different methods or media in different situations to suit his needs. The choice of the right medium will increase the effectiveness of the message.

There are two methods of communication: verbal and non-verbal. A message, when expressed in words, either spoken or written, is an example of verbal communication. A message can also be expressed non-verbally, using gestures or signs, where no words are used. Today, transmission of messages is speeded up with the advent of the electronic media. Thus, electronic media has become a major mode of communication.

Verbal communication may be oral or written. Both are naturally accompanied by non-verbal symbols; facial expressions, gestures, voice quality, etc. always form a part or spoken language; paper quality, type, appearance of the document, etc. form a part of written language. Both can be enhanced by careful and conscious use of non-verbal symbols; body language can be practised and cultivated for better oral communication; pictures, charts, graphs and colour maps can enhance written communication.

Written communication can greatly extend the field and powers of oral communication. Writing overcomes the limits of space and time which confine speech. A written message can wait for the attention of the receiver while speech requires immediate attention. This shortcoming of speech has been overcome by modern technology. It is now possible to use Dictaphones and leave voicemail on the telephone which will be heard by the other person later.

Attributes of Verbal Communication (Oral and Written)

Verbal communication have different attributes which have to be taken into account in choosing which one to use in a particular situation. Some of the attributes are discussed below:

(i) Speed: Written communication is slower in preparation, in conveyance and in reception; it takes more time to draft, type, dispatch, and to receive and read a letter than it takes to speak, and to hear, listen to, and to understand an oral message. Feedback is also slower in written communication.

(ii) Record: Written communication serves as a record and can be used for future reference. It is a documentary proof, and can be used as legal evidence. Oral communication may be taped for later reference, but the authenticity of the voice can be questioned; moreover, tapes can be edited and the message distorted. Written records and documents are more reliable and acceptable.

(iii) Precision and accuracy: Written communication is more precise and accurate than oral. Choice of precise words is possible in written communication because the writer has the

time to look for suitable words and phrases, and to revise the draft, if necessary. Accuracy is necessary in written communication because the receiver is not present to ask for clarification. In oral communication, it is not always possible to be so precise in the choice of words. There is also no time to seek and consider words while speaking; however, the receiver can seek clarification on the spot. Besides, oral communication has the support of vocal tone and gestures and expressions which enrich the meaning of the words.

(iv) Length: A written message is usually shorter than an oral communication. The situation of oral communication requires some preliminary and closing remarks, while for written messages, there are standard formats for opening and closing which can keep the message short.

(v) Expense: Written communication requires stationery, preparation, and transmission, all of which cost money. Oral communication can also cost a great deal since it requires simultaneous presence and attention of the two parties and getting together costs money. Costs will depend on the availability of the required person(s) at the particular place. Each type requires different channels for transmission. Availability and cost of each of the channels is a factor to be considered. Modern technology like teleconferencing, and videoconferencing has made it possible to use oral communication even when the two parties are separated by a great distance. The cost is high but certainly less than travelling when there is a need for interviewing or personal discussions.

(vi) Body language: Oral communication is supported by the speaker's body language and paralanguage. The speaker can control the style of delivery, giving meaning to words and sentences by voice inflexion and facial expressions and gestures. Written communication is separated from the writer's bodily presence and is more in the control of the reader. The reader can give to the words the sound, inflexion and stress as he chooses; and this may be affected by the reader's mood and state of mind at the time of reading.

(vii) Feedback: Oral communication allows immediate feedback; the listener's face gives some feedback and the speaker can modify the message on the spot. Clarifications can be sought and given at once. A conversation can be brought to a satisfactory conclusion by continuous exchange of ideas and views. In written communication, the feedback is delayed; the reader's facial expressions cannot be seen by the writer; the reader's response is known to the writer only when the reader replies. The reader may give a cautious and guarded reply without letting the other see the really felt reaction.

Paralanguage

The study of paralanguage focuses on how you say what you say. Two identical verbal messages may communicate entirely different meanings when the tone of voice is different. The tone of our voice, the loudness, softness, rate of speech, and the words we choose to accent, communicate a great deal. In fact, by changing the emphasis in a sentence, we can change the total meaning of the sentence. It also conveys the emotions and feelings involved in the message.

ORAL COMMUNICATION

This includes speaking and listening. Every executive spends a great deal of his time in conversing, speaking in meetings, conducting interviews, carrying negotiations and making

presentations. Technology has advantage of electronic communication. Telephones, cellular phones, radio and voicemail are the vehicles of communication today.

1. **Telephone:** Telephone gives an opportunity to talk to persons located in different parts of the building or city. Intercom, local call facility, subscriber trunk dialing (STD) and international subscriber dialing (ISO) are the types of services available. STO allows user to make calls to places within country. ISO permits user to talk to people in other countries.
2. **Cellular phone:** Cellular phone combines old radio technology with the emerging telecommunication technology. They operate through airways, much like a radio. Cellular phone calls are now less expensive. They are affected by weather conditions and obstructions like hills and fortified buildings.
3. **Teleconference:** People can come together without spending time and money on travel in teleconferencing. It can take one of the forms given below.

   Audio Teleconferencing

   - It employs only telephone. It is as such called 'phone talk' or 'phone meeting'. With the advent of technology, conference calls have become easy, quick and inexpensive. The disadvantages are obvious.
   - Lack of the support of visual media.
   - Lack of opportunity to see other persons and assess their real views on the subject.

   Audio-Graphics Teleconferencing

   - It is a combination of voice and graphics. Documents move to the destination and the conference is benefited by the written form of communication. It is relatively expensive. The face-to-face advantage is not, however, available.
4. **Videoconference:** The convergence of computer technology with communication technology has made videoconferencing a reality. It is a technology aided face-to-face conference of people at various places.
5. **Radio:** It is most popular audio medium available for transmitting messages to the public. The merits are: (i) low cost and (ii) selectivity – one can broadcast in national or local channels. The demerits are: (i) audio presentation is difficult to understand and (ii) receives lower attention than television.
6. **Television:** Like cinema, television is a powerful medium. Nowadays, live telecasts are making it even more attractive. The merits are: (i) It combines sight, sound and motion. (ii) It is more appealing to the senses and draws high attention. (iii) It reaches many. The demerits are: (i) High absolute cost. (ii) High clutter — too many ads in very little time.

WRITTEN COMMUNICATION

Business managers communicate with letters, memos, advertisements and circulars. Managers spend a lot of their time in reading and writing. Modern communication technology has revolutionised the transmission and display of written communication.

1. **Fax:** The facsimile machine is a device for transmitting copies of printed images over telephone lines. It permits quick exchange of information and documents between organisations. It is expensive. Sometimes, the received copy may not be clear.

2. **Internet:** Internet is revolutionising the business media of communication. With E-commerce, the B2C and B2B communications are becoming popular. The merits are: (i) it is as powerful as TV media and (ii) it can present information effectively word and graphics. The demerits include: (i) Website addresses have to be publicised through other media. (ii) Many do not have computer literacy. People are slowly learning to use this media. (iii) It requires installation of a computer and a modem. It is expensive to have internet system at home. Another facility is Email. Electronic mails are instantaneous. One can send documents as attachments. The message remains at the other end, till it is deleted by the receiver.

WRITTEN VS. ORAL COMMUNICATION

The two principal forms of communication — written and oral have their own merits and applications. We will now identify the merits and demerits of oral and written communication.

Merits of Oral Communication

The major advantages of oral communication are:

(i) **Time and money saving:** It is time and money saving. It is the fastest form of communication. If it is face to face, it is economical. When telephone or video systems are used, it may be expensive. It is the effective means of communication in case of emergency.

(ii) **Personal touch:** It allows personal touch and secrecy. The sender can understand the personal communication needs of the receiver and develop concern for the receiver. He can structure right type of communication with empathy. It is suitable in less formal situations. It helps build personal and friendly relationships.

(iii) **Secrecy:** Secrets can be maintained when persons are reliable.

(iv) **Instant feedback:** It gives an opportunity to immediately adjust and clarify doubts on the spot. Instant feedback is possible as receiver can ask questions and seek clarifications. The effects of communication can be easily assessed. By asking questions and getting responses, one can evaluate the effectiveness of communication.

(v) **Good emphasis:** It is possible to emphasise important points with the help of non-verbal communication. Gestures, facial expressions and voice modulations can be used to make the points clear. It is effective in influencing and persuading people.

(vi) **Flexibility:** It offers scope far flexibility. Communication can be adapted to meet the needs of audience.

Demerits of Oral Communication

However, there are some disadvantages too.

(i) **Fails at remote places:** It is not possible when parties stay in far-off places particularly, when the telephone or videoconferencing cannot be used.

(ii) **Not suitable for lengthy communication:** When a lengthy report is to be communicated, written communication is necessary to support the oral communication.

(iii) **Cannot be recorded:** It is not appropriate when transactions are to be recorded — that is when record or long-term memory is necessary. In case of important decisions, written communication furnishes a solid base.

(iv) **Chances of misunderstanding:** May be misunderstood when listener cannot pay attention or seek clarifications out of fear or hesitation.

(v) **Less chance to think:** In case of issues which require serious thought, oral communication is unsuitable.

Merits of Written Communication

The important merits of written communication are:

(i) **Suitable for lengthy communications:** When the message is lengthy, oral communication fails to create understanding.

(ii) **Can be kept as a permanent record:** It furnishes long-term memory and facilitates future reference. By suitable storage and classification system, the information can be retrieved as and when necessary.

(iii) **Complete and clear:** Lesser chances of missing a point. The points can be clearly stated by careful thinking and right choice of words. The reader can read any number of times to get clear understanding of the issue.

(iv) **More accurate:** The thoughts can be ordered and words can be properly chosen.

(v) **Time to think and act:** Written communication gives the receiver the opportunity to think, analyse and then decide upon the right course of action.

(vi) **Solid base for taking action against violation:** As documentary proof is available, any disciplinary action can be taken. For legal proceedings also, written communication is preferred.

Demerits of Written Communication

The disadvantages of written communication are:

(i) **Time-consuming and labourious:** Costly in terms of message preparation and transmission. Drafting a letter takes more time than preparation for oral communication. Typing or printing of a letter is relatively a costly proposition. Transmission takes more time if postal system is used. By speed post and courier services, the time is saved. Telegram and fax take less time. The time saving methods are however, expensive.

(ii) **No scope for immediate feedback:** Because of the time involved in sending and receiving information, feedback cannot be instantaneous.

(iii) **Relatively impersonal:** By using informal approach and employing words like "We" and "You" it can be made personal and interactive. Even then, it lacks the warmth of the oral communication.

(iv) **Difficult to maintain secrecy:** Written communication cannot be hidden. Chances of piracy are high.

(v) **Lack of flexibility:** Written communication cannot be tailor-made to the individuals. While drafting the communication, sender may consider the maturity and skills of the receiver. Despite such consideration, it cannot be adapted to the dynamic understanding of the individuals as much as the oral communication would do.

(vi) **Access is limited to literates only:** Less educated cannot understand just from reading.

(vii) More formal: Unsuitable where personal relationships are important. Also when things cannot be explained by mere words.

NON-VERBAL COMMUNICATION

A	B
Your boss has been telling the staff that, he would welcome suggestions about how to improve the organisation. You take him at his word and meet him to discuss some of your ideas with him. As you begin to outline the changes you propose. he fixes you with an icy stare and folds his arms across his chest; as you go on, the frown on his face gathers intensity. When you finish, he gets up abruptly and says, with barely suppressed menace in his voice, "Thank you very much. Your ideas are priceless."	*Your friend has started a new organisation. He is encountering some labour problems. You are a personnel management specialist and have several years of experience in the personnel department of a large conglomerate. Your friend calls you over to his office one day to discuss his problems. He finds your ideas innovative and thinks they are just right for his kind of set-up. As you get up to leave, your friend clasps your hand warmly, beams at you and says, "Thank you very much. Your ideas are priceless."*

Source: *Business Communication – Rajeesh Viswanathan*

You've seen two identical expressions being used in two entirely different situations. Verbally, the two expressions mean exactly the same. But, do you think the two speakers meant to communicate the same message? What is it, that differentiates one message from the other? You will notice that, it is the non-verbal cues embedded in each message that makes these two messages so radically different from each other. The boss uses non-verbal cues to let you know he thinks it is preposterous that you should try to suggest changes to him. Thus, though, his words say something different, what he actually says is: *"You have a nerve, coming in here and trying to tell me how I should run this place."* So, then, what exactly is non-verbal communication? Very broadly, non-verbal communication is all those messages expressed by other than linguistic means.

Communication researchers have found that non-verbal signals have more impact in conveying meaning than verbal content. In fact, non-verbal behaviour is so important to effective business communication that many companies are now trying to train their employees to understand it.

We communicate by exchanging symbols to describe our ideas and experience. Language is a common symbol system which we use for sharing our experience with others. Communication through words is called verbal communication; communication through other symbols is called non-verbal communication.

Non-verbal methods of communication include all things, other than words and language, that can convey meaning. For example, graphics like pictures, maps, charts, graphs and diagrams in a written document, and body language and voice qualities in speech, are non-verbal communication.

Non-verbal communication can be independent of verbal communication; but verbal communication is always accompanied by non-verbal communication. Non-verbal methods can be used as a substitute for words like the red colour to mean danger, or nodding the head to mean "yes."

Or both may be used together as when we shake the head and also say "no." Sometimes, a gesture like slapping the hand on the table may be used with words like, "We must do it," to emphasise the point.

Sometimes, our body language or voice, or untidy typing may convey something opposite of what we want to convey. This discordant or inconsistent relation between verbal and non-verbal communication occurs when the person is not comfortable or is trying to say something different from what he or she really feels. Non-verbal communication is mostly involuntary and unconscious and difficult to control; it may sometimes reveal the truth which the speaker/writer is hiding behind the words. It is said, "non-verbal communication speaks louder than words." Thus, there can be unintended and unconscious non-verbal communication. On the other hand, non-verbal methods can be consciously created and used with both written and oral communication.

An understanding of non-verbal methods and aspects of communication helps a person to improve oral and written presentation by using the methods and by gaining control over body language.

Advantages of Non-verbal Methods of Communication

(a) Non-verbal methods have almost instant effect because of quicker grasp by the receiver; it takes less time to see a colour or a picture and to hear a horn or a bell than to read or hear and understand words and sentences, Speed in conveyance and response makes non-verbal methods extremely useful in critical situations like traffic signs and signals.

(b) Visual non-verbal methods aid verbal communication; maps, charts and graphs are necessary for conveying information or plans related to geography, locations, data, and most of the sciences. A large amount of complex data can be presented in a compact form; one page can convey information that would need several pages of words. It makes information available conveniently, at a glance for comparisons.

(c) Response to visuals and plain sounds is more powerful than to language. A cry of agony arouses stronger response than a sad story; a film is more effective than a written story. TV news is more interesting than on radio.

(d) It is the best method to convey information to illiterate people. Containers of poisons are marked with a skull and cross-bones as a warning; illiterate drivers manage with the non-verbal traffic signals. Films are used to explain processes to people who may not follow oral explanations easily. Non-verbal communication can overcome the barrier of language.

Table 3.1: Types of Non-verbal Communication

A	Kinesics	Body appearance, facial expression, posture, and gesture
B	Oculesics	Eye contact
C	Haptics	The communication of touch
D	Proxemics	Distance, the communication of space and proximity
E	Paralanguage	Vocal cues, variations in pitch, speed, volume, and pauses that convey meaning
F	Chronemics	Time aspects and the effects of time on communication

Body Language or Kinesics

The study of body language is called kinesics. Body language or kinesics is a vital part of communication. It includes several factors like facial expressions, eye contact, gestures, posture and even dress and grooming.

Facial Expressions

The face plays a vital role in communicating various messages. The brow, the eyes, the root of the nose and the lower face are all capable of conveying attitudes and emotions.

Eyes

Of all facial expressions, those of the eyes are considered the most revealing. Studies have provided numerous insights about eye contact; also known as Oculesics:

1. Eye contact is perceived as an indication of honesty, confidence, openness and interest.
2. People who avoid eye contact are usually embarrassed or nervous.
3. Eye contact varies by culture. For instance, some Latin American cultures teach children not to look directly at the face of an adult.

Our face is the main site for expressing emotions and reveals the intensity of our feelings. Eyes are especially effective for indicating attention, influencing others, regulating interaction, and establishing dominance. Through eye contact, we get the signal whether, the channel of communication is open, and get the feedback as to how the listeners are reacting. If our listeners do not meet our eyes, they are probably not concentrating. Then it becomes necessary for us to change our approach to win their attention. While speaking, we should maintain eye contact with the audience, looking from one pair of eyes to another around the room. To look somewhere else or at one section of the audience is a sign of rudeness.

We should look at the audience and pause for a while before saying anything. If we immediately start speaking as soon as we reach the dais, it shown lack of poise and creates a poor impression on the audience.

Gestures and Postures

By moving our body, we can express both specific and general messages. Many gestures such as a wave of the hand, for instance, have a specific meaning such as, “hello” or “good bye”. Slouching, leaning forward, fidgeting, and walking briskly are all unconscious signals that reveal whether, we feel confident or nervous, friendly or hostile, assertive or passive, powerful or powerless.

When we are asked to speak to a gathering, we should walk sprightly and stand at ease, keeping the hands on the sides and the note cards on the lectern and feel relaxed.

Posture

A posture does communicate a message. Leaning towards another individual suggests that you are favourably disposed towards his or her message; leaning backwards communicates the opposite. Openness of arms or legs serves as an indication of relaxation. Close postures like arms folded indicate reserved nature or reverence. Standing up straight generally reflects high self-confidence. Stooping could mean poor self-image.

Assuming the right posture can improve work relationships. A superior who wishes to reduce a subordinate’s anxiety about the status differences between them may succeed by assuming an open and relaxed posture.

Head shakes are particularly difficult to interpret. People in the United States shake their heads up and down to signify "yes". Many British, however, make the same motions just to indicate that they hear – not necessarily that they agree. To say "no", people shake their heads from side to side in the United States, jerk their heads back in a haughty manner in the Middle East, wave a hand in front of the face in the Orient, and shake a finger from side to side in Ethiopia.

The pointing of a finger is a dangerous action. In North America, it is a very normal gesture, but it is considered very rude in many other parts of the world – especially in areas of Asia and Africa. It is, therefore, much safer to merely close the hand and point with the thumb.

Other forms of communication have also caused problems. The tone of the voice, for example, can be important. Some cultures permit people to raise their voices when they are not close to others, but loudness in other cultures is often associated with anger or loss of self-control.

A lack of knowledge of such differences in verbal and non-verbal forms of communication has resulted in many a social and corporate blunder. Local people tend to be willing to overlook most of the mistakes of tourists; after all, they are just temporary visitors. Locals are much less tolerant of the errors of business people – especially those who represent firms trying to project an impression of permanent interest in the local economy. The consequences of erring, therefore, are much greater for the corporation.

Source: *David A. Ricks, Big Business Blunders.*

Dress and Grooming

Clothing is a very important aspect of body language. It requires good taste/judgement to make a subtle impression by what you wear. The colour, design, cut and fitting combine to make up the dress. In India, we have several choices as it is acceptable to wear clothing of national style or of Western style. Appropriateness for the occasion is essential; the formality of the occasion, the time of the day, the season, the cultural background of the people who will be present, and the conventions of your own organisation should provide good guidance. Many organisations have a dress code for occasions in order to ensure that its representatives convey the desired impression.

As a general rule, avoid wearing patterned clothing, especially on the upper half of the body, because it tends to shorten the attention span of the person with whom you are speaking.

Accessories like tie, footwear and jewellery need careful selection and should be comfortable to wear. Handbag or briefcase is included in accessories; so is an umbrella if it is necessary to carry one. Whatever you carry on your person or in your hands ought to look comfortable and gracefully carried; otherwise it will convey a poor image.

A person's general appearance depends on several things. Two of the important factors that contribute to appearance are grooming, and personal hygiene. Care of skin, nails, feet and hair are expected standards; a person who neglects these aspects makes an unpleasant impression. Appearance makes the first impression; lack of neatness or cleanliness, carelessness in grooming, clumsy gait or clothes make a negative impression.

Proxemics

Proxemics is the study of how people use the physical space around them and what this use says about them.

People often put an invisible boundary between themselves and others. This is called the personal feature space. Figure 3.1 shows the four feature space categories or zones.

The intimate distance zone within a radius of up to 18 inches around a person, is reserved for close relations and friends. The personal distance zone, which may extend from $1^1/_2$ to 4 feet is also reserved for friends and family. Of course, there are cultural variations. Certain cultures are more tolerant of intrusions into a person's personal space than others. The social distance zone extends from 4 to 12 feet. It is in this zone that most business is transacted. The public distance zone usually extends from 12 to 25 feet. It is the farthest distance at which one can communicate effectively on a face-to-face basis. Thus, by observing the physical distance between two individuals, one can judge the relationship between them.

In organisations, the control of space generally constitutes an extension of one's personal power. Status can often be determined by how much space a person occupies. The more status a person has, the easier it is for him or her to invade someone else's space. For instance, it is alright for a manager to walk into a subordinate's office, but the subordinate must seek permission to enter the manager's room.

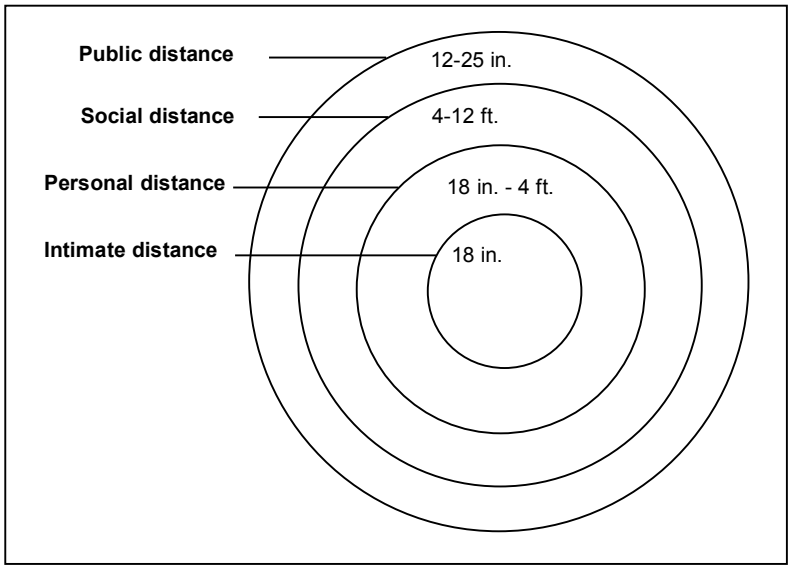


Fig. 3.1: Personal Feature Space Categories

Source: *J.W. Gibson and R.M. Hodgetts, Business Communication (New York; Harper and Row, 1990).*

Haptics or Communication by Touch

The sense of touch is extremely important for conveying warmth, comfort and reassurance. Even the most casual contact can create positive or negative feelings.

Haptics is the study of how physical contact or touch is used to communicate the ideas and feelings. An important means of socialisation is handshake. People shake hands differently and each type of handshake conveys a different meaning. The table below shows a classification of handshakes.

Varieties of Handshake

S. No.	Type	Description	Interpretation
1	Manly handshake	Other person's hand is gripped, squeezed firmly and released	Power and authority
2	Palm down thrust	Palm facing downward, giver's palm necessarily upward	Superiority

3	Palm-up	Palm facing up	Submission inferiority feelings
4	Dead fish	Cold, sweaty hand	Lack of interest. Exceptions are artistes and athletes who use hands sparingly
5	Double handed	Initiator uses both hands	Intimacy
6	Grasp	Holds hand firmly at chest level	Intimacy
7	Equal	Firm and straight one	Equality, mutual respect

Source: *Business Communication: Krishnamacharyulu and Lalitha Ramakrishnan, 2014.*

Time

The effect of time on our communication is called Chronemics.

Our use of time is an even more subtle non-verbal factor in communication. Time given to listen or to speak to people creates a sense of self-esteem in them; it is equated with care and concern.

On the other hand, a person who uses one's own time and other people's time wastefully creates an impression of being inefficient and disorganised.

A sense of timing in conducting meetings (formal and informal), in conveying good or bad news, in making a presentation, generates respect and goodwill.

Colour

Colour is an important and powerful means of communication. Matters of life and death, as in traffic signals, are conveyed by colours. It is also used for classification and identification of different products and materials in industries; the cosmetics industry uses colour to make products attractive as well as to classify and differentiate types. Carbon copies of documents are on different coloured paper to distinguish copies meant for different departments. Teams have colour in their uniform to identify their members; countries have their colours on their flag. Colour gives an added dimension to maps, chart and graphs, and makes it possible to convey a greater amount of information within the same visual/graphic representation.

Colour is used in clothing, design, decoration and to enliven a dull environment. Colours are associated with different moods and feelings like, white with peace and purity, red with danger and black with death and sorrow.

Colour also has psychological effect. The state of mind of employees is influenced by the colour of their surroundings. Pleasant, cool colours in the workplace have good influence on workers; black, dark, gloomy colours are known to reduce productivity; very bright gaudy colours may be disturbing and overexciting; softly blending colours are pleasant and soothing.

Pictures

Pictures, from simple drawings to coloured photographs, are used in brochures, posters and advertisements. Pictures can be combined with a very few words for persons who cannot read well as in posters. Besides, pictures are universally understood, more easily remembered and make an immediate impact because they are easier to "take in". Reading requires practised eye movement, while a picture may be tackled in any order. Pictures are used extensively in advertising because they attract the eye and convey instantly even when the reader just glances at them.

Diagrams

A diagram is a figure consisting of simple line drawing made to accompany and illustrate the parts and the operation of something.

Graphs and Charts

Graphs and charts of different kinds represent statistical information. Special skills are needed to prepare and to understand a chart or a graph. Information presented in a chart or a graph allows the overall situation to be seen at a glance; the relationships between the figures are also seen easily. Every chart or graph must be properly titled to show what information it represents; it must have labels and a scale/key to explain the symbols used and to indicate what the different bars or parts stand for. Every chart or graph must show the date of the information.

Charts can be made in many ways. There are bar charts and multiple bar charts like the one shown below. The use of colour can make charts more informative as well as attractive.

BUSINESS ETIQUETTES

Business etiquette is a set of manners that is accepted or required in a profession. It is an integral part of the business culture of different countries and regions. Etiquette includes those aspects of culture—the things people are expected to do and say, or to avoid doing and saying. As the globalisation of industries and marketplaces bring managers closer to unique cultures around the world, it is more important than ever for managers and small business owners to understand why business etiquette is important.

Business etiquette encompasses a range of factors. Verbal and non-verbal communication are an important part of etiquette; communication styles, taboo topics and preferred speaking distances vary by culture. Dress and appearance is another important facet of etiquette. Business people are expected to dress professionally, or at least to take cues from those around them as to what is acceptable. Time sensitivity is another element; some cultures place emphasis on punctuality, and others see punctuality as a sign of eagerness or even hastiness.

An understanding of business etiquette facilitates cross-cultural communication and trade in addition to increasing productivity in the workplace. Bringing managers and small business firms from around the world together can lead to innovation and industrial progress through the open sharing of ideas. Collaboration of individuals with diverse experiences and cultural backgrounds can bring the world's brightest minds together by providing a commonly understood framework for social and workplace interaction.

Attention to etiquette is a sign of professionalism and respect for others, and it can make positive first impressions while building trust among colleagues. When business partners and co-workers adhere to a well-understood code of etiquette, it can be easier for individuals to work together, focusing their energies on the work to be done rather than trying to understand the cultural differences of others. Etiquette plays a large role in the business cultures of countries and geographic regions. This can also help inter-cultural business dealings to be as productive as possible by bringing various groups together under a common understanding.

Some of the areas where good business etiquette has to be observed are discussed here:

MAKING POSITIVE IMPRESSIONS

How you present yourself to others in the business world speaks volumes. People often form first impressions about others within seconds of first meeting them. Therefore, it is crucial to ensure you are properly prepared to present yourself as a professional.

Handshake and Body Language

Shaking hands with your business counterparts establishes good rapport with them. When meeting someone for the first time, be sure to shake hands palm to palm with a gentle firmness. For international interactions, research how that culture greets one another professionally in business, as not all countries see shaking hands as a form of respect. Maintaining a good posture is also important. Stand straight, make eye contact, turn towards people when they are speaking, and genuinely smile at people.

Attire

The way you dress reflects good business etiquette. The business world is professional, and the people who work in it must dress to bring out that level of professionalism. As such, make sure your clothes are clean and pressed, and that you wear suits, blouses, skirts, blazers, ties or other clothing that make a good impression. Your bag and accessories that you carry also reflect your personality. Messy items may detract from the image you would like to present.

Politeness

Remember to always say please and thank you when you interact with others, in person or over written correspondence. Being polite makes you pleasant to work with and shows respect. Kindness and courtesy count!

People

How you treat people says a lot about you.

Learn names and learn them quickly. A good tip for remembering names is to use a person's name three times within your first conversation with them. Also, write names down and keep business cards. People know when you don't know their names and may interpret this as a sign that you don't value them.

Don't make value judgements on people's importance in the workplace. Talk to the maintenance staff members and to the people who perform many of the administrative support functions. These people deserve your respect!

It is good to assess yourself how you treat your supervisors, peers and subordinates. If the differences in the relationships cast you in an unfavourable light before others, find where the imbalance exists and start taking corrective measures wherever required.

Don't ask others to share their personal lives with you. This makes many people uncomfortable in the work space. Also be careful about what you share with others about your personal life. It is essential to respect people's personal space. This may be very different from your own.

Communicating

It's sometimes not what you say, but how you say it that counts. Therefore, the tone in which you speak is very important. Never raise your voice to others in the work environment, or use foul language. Keep your tone as neutral as possible, and avoid "talking down" to others.

Return phone calls and emails within 24 hours, even if it is only to say that you will provide the requested information at a later date.

Ask before putting someone on speaker phone.

Personalise your voice mail. It is uncomfortable to just hear a phone number on someone's voice mail and not know if you are leaving a message with the correct person. People may not even leave messages.

Emails at work should be grammatically correct and free of spelling errors. They should not be treated like personal email. When emailing, use the subject box, and make sure it directly relates to what you are writing. This makes it easy to find it later and elicits a potentially faster response.

Avoid writing such things in an email that you wouldn't say face to face.

Underlining, italicising, bolding, colouring and changing font size can make a mild email message seem strong worded or aggressive.

Listening

Communication is the lifeblood of business. For people to get along, work in unison and establish professional relationships with one another, they must communicate with the appropriate etiquette. Listening skills are a main part of communication etiquette. When others are speaking do not interrupt them. Employ active listening techniques, such as making good eye contact and showing the speaker that you are paying attention to them.

Follow Up

Following up correspondence is seen as a proper gesture. After working with a client, customer or co-worker, it is in good form to send a thank-you email or note, recognising their business or efforts.

Meetings

- It is proper business etiquette to show up on time, or, preferably, a few minutes early to meetings. Come prepared with pen and paper. Don't arrive late. If you are going to be late, try to let someone know so that people are not sitting around waiting for you.
- When a meeting runs late and you need to be somewhere else, always be prepared to explain where you need to be.
- Do not interrupt people. Wait for them to finish speaking.
- It is important to be diplomatic when engaged in a business conversation, even if you disagree with what others are saying. There is a time and place for confrontation, and a meeting is almost never that place. You will embarrass and anger other people, and you will look bad for doing it. Give people time and space outside of meetings to reflect on issues that need to be dealt with. It is possible to stick to your convictions without offending others.

Work Space

- Keep your work space professional and neat with appropriate personal touches. People will see the space and consider it a reflection of you.

- Whether it is a cubicle or office, respect others' space. Don't just walk in; knock or make your presence gently known. Don't assume acknowledgement of your presence is an invitation to sit down; wait until you are invited to do so.
- Don't interrupt people on the phone, and don't try to communicate with them verbally or with sign language. You could damage an important phone call.
- Limit personal calls, especially if you work in a space that lacks a door.
- Learn when and where it is appropriate to use your cell phone in your office.
- Food consumption should generally be regulated. Smells and noise from food can be distracting to others trying to work.

International Business Etiquette

As the global market grows, the need to understand multiple international standards of business etiquette grows. Research the country you will be working in or visiting; note the proper etiquette, culture and customs for that country. There are, however, a few key things to keep in mind when conducting business internationally:

- Knowing the language makes an excellent impression on the people you are doing business with. Barely knowing the language, but pretending fluency, could really harm the work you are trying to achieve.
- Be conscious of time zones. It is not good to wake someone up on their cell phone or call someone with an unreasonable deadline or concern at an awkward time of day for them.
- As there is no standard global work day, you should keep in mind that work hours vary from country to country. This is important when scheduling meetings or conference calls.
- Know the holidays that will be observed, and be respectful of the time surrounding the holidays, as people may prefer not to be disturbed on such days.
- Table manners.

It is quite common to see business executives meet together and discuss issues and strike deals over lunch and dinner. While sitting for a meal, there are table side manners to be practised. It is important not to speak with your mouth full, use your napkin and not keep bags or briefcases on the table.

Meals can be extremely crucial in making a positive international business etiquette impression. The customs that are followed when dining are often very important, and mistakes in this area could be costly. Knowing the etiquette well in advance should allow you to relax and enjoy what could be an amazing new experience!

REVIEW QUESTIONS

I. Fill in the Blanks

(a) _____ and _____ are pictorial representation of statistical data.

(b) _____ and _____ are aspects of body language.

(c) _____ help to review geographical facts and comparisons.

(d) _____ is good method for communicating to illiterate masses.

II. Match the Following

(A)	(B)
1. Body Language	(a) Time language
2. Chronemics	(b) People at different levels interacting with each other
3. Grapevine	(c) Suggestion schemes
4. Upward communication	(d) Informal channel
5. Diagonal communication	(e) Kinesics

III. Multiple Choice Questions

1. Written communication is a type of _____ communication.
   (a) Verbal
   (b) Non-verbal
   (c) Oral
2. Influence that physical space has on communication is called _____.
   (a) Proxemics
   (b) Kinesics
   (c) Oculesics
3. Notices and circulars are examples of _____ communication.
   (a) Upward
   (b) Downward
   (c) Grapevine
4. A progressive organisation will make use of _____ channels of communication.
   (a) Single
   (b) Double
   (c) Multiple
5. Vertical communication is _____ communication.
   (a) One way
   (b) Two ways
   (c) Four ways

IV. Answer the Following Questions

1. Write short notes on:
   (a) Horizontal communication
   (b) Upward communication
   (c) Grapevine
   (d) Downward communication
   (e) Facial expressions
   (f) Gestures
   (g) Proxemics
   (h) Silence
   (i) Business etiquette
   (j) Dress and grooming

2. Write detailed notes on:
   (a) Vertical communication. Explain its advantages and disadvantages.
   (b) Horizontal communication. Discuss its benefits to the business organisation.
   (c) Oral and written communication. Explain which communication should the business person make use of more and why?
   (d) Kinesics. Explain how facial expression, gestures, postures, dress and grooming are comportant is non-verbal communication.
   (e) The need for effective use of multiple channels of communication in today's business.

V. CASE STUDY

Pinnacle, an IT company is globally known for its intra-organisational communication tools, as it firmly believes that connecting and listening to people help sustain organisational growth. Its initiative of creating 'We are one' employee portal had been very effective in creating 'Pinnacle Community' allowing its employees to share information on various issues of the organisation.

The company also gives great importance to feedback and continuous improvement as it feels the most worthwhile inputs related to employees come from employees themselves through informal exchange of information through 'WRO.'

Mr. Garg, a middle level manager, who has joined the corporate office of the company is not quite comfortable with this system of free communication and feedback system as he feels young professionals working under him may use this as a platform to pass on unethical messages too.

He approaches the CEO of the company directly to put forth his views. The CEO sends an Internal Memo calling for an emergency meeting of the top level management to discuss on the issue and take a decision.

Questions:

1. List the channels of communication that with reference to 'Pinnacle'.
2. How did the authorities get their feedback?
3. Comment on the response of the CEO in a paragraph.
4. What channel of communication did the CEO undertake?
5. What are your views about Mr. Garg's communication channel?

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CHAPTER 4

BUSINESS ETHICS

Learning Objectives:

- To make the students aware of Ethical Behaviour at workplace for better coordination and result.
- To orient the students about Corporate Social Responsibility and Media Ethics.

SUMMARY

Ethics is a set of moral principles, which guides the code of conduct and behaviour of individuals as well as groups in society. Business ethics is primarily concerned with the rules of business conduct and fair play. In today's business world, Business Ethics is no longer an oxymoron or a contradiction in terms. In fact, following good ethics is the key factor that leads to the progress and well-being of a business organisation.

INTRODUCTION

A business that makes nothing but money is a poor kind of business. **– Henry Ford.**

Business is an important and integral part of modern society. It involves human activity in some way or other. Because it is related to every aspect of our lives, it can be evaluated from the moral point of view, just like any other human activity. Morality consists of rules of human behaviour and specifies that certain actions are wrong or unacceptable and that others are right or moral. Therefore, in today's corporate world, ethics and values are given a lot of importance and is also a growing discipline in India.

Ethics is a set of moral principles, which guides the code of conduct and behaviour of individuals as well as groups in society. Business ethics is primarily concerned with the rules of business conduct. Ethics in business is extremely important because it has been proven that unethical behaviour can cost a company its reputation and affect its profits. Ethics constantly come into play in the functioning of organisations, whether in attempting to deal with fraud and theft, determining a caring policy for downsizing, or to make contributions to charity.

There's a saying that it is better to do well than to do good. But the truth is that many companies now believe they should do well in their business and at the same time should also observe good values. It means they should be profitable and ethical with their business practices that affect their employees, their customers and the communities they serve.

ETHICS AT WORKPLACE

Creating Good Human Resources

Ethical human resource policies are vital to creating and maintaining an ethical company culture. Employees who are treated with basic courtesy are more likely to be satisfied with their jobs. When employees feel exploited, they are inclined to resort to unethical behaviour such as theft, as well as more subtle offenses such as using company resources for personal profit. When employees are adequately compensated for their work, they are likely to give more to the company and less inclined to take advantage of opportunities or exploit situations for personal gain.

Improves Work Culture

The most important influence on ethical behaviour in the workplace is overall company culture, which determines whether employees are respected or belittled and whether stakeholders are treated with trust or suspicion. A company that bases its policies and decisions on deeply rooted ethics will create a culture in which employees are naturally disposed to act ethically too. The type of integrity that is at the root of an ethical company culture cannot be faked or taught, but it can be contagious and inspiring. If the organisation maintains integrity, ethical behaviour becomes just a natural progression.

Improves Customer Service

The values that shape an ethical company culture influence the relationships that a business maintains with its customers. An ethical company will train employees to treat customers with dignity and respect, and to be fair and honest with them. Employees who see such behaviour as an integral part of customer service will understand the depth of the company's commitment to ethical behaviour. They will likely model their work accordingly because ethical behaviour can inspire kindness, honesty and fairness.

Builds Customer Loyalty

Consumers may let a company take advantage of them once, but if they believe they have been treated unfairly, such as by being overcharged, they will not come back again. Having a loyal customer base is one of the keys to long-range business success because serving an existing customer does not involve marketing cost, as does acquiring a new one. A company's reputation for ethical behaviour can help it create a more positive image in the marketplace, which can bring in new customers through word-of-mouth referrals. Similarly, a reputation for unethical dealings hurts the company's chances to obtain new customers, particularly in this age of social networking when dissatisfied customers can quickly circulate information about the negative experience they had.

Product Integrity

A company culture that inspires ethical behaviour in its employees will probably provide products and services created with ethical principles in mind. For example, a food business that uses optimally fresh ingredients handled in a clean and hygienic environment most likely won't have to be dishonest with customers who get sick from eating the company's food. Employees who know they can stand behind the products they sell will probably be inspired to act ethically in other aspects of their work life.

Competitive Integrity

Although a company's competitors are often seen as enemies, a truly ethical company extends its strong values to the way it treats its rivals as well as its stakeholders. Calling a competitor, pretending to be a customer and asking questions that you will use to create competing products is dishonest. Employees who are asked to engage in this type of behaviour get the message that all company values are questionable, and this impression will interfere with your overall efforts to maintain an ethical workplace.

Retain Good Employees

Talented individuals at all levels of an organisation want to be compensated fairly for their work and dedication. They want career advancement within the organisation to be based on the quality of the work they do and not on preferential treatment. They want to be part of a company whose management team tells them the truth about what is going on, such as when downsizing is being contemplated. Companies who are fair and open in their dealings with employees have a better chance of retaining the most talented people. Employees who do not believe the compensation measures are just are often not as dedicated to their jobs as they could be.

Avoid Legal Problems

At times, a company's management may be tempted to cut corners in pursuit of profit, such as not fully complying with environmental regulations or labour laws, ignoring worker safety hazards or using substandard materials in their products. The penalties for being caught can be severe, including legal fees and fines or sanctions by governmental agencies. The resulting negative publicity can cause long-range damage to the company's reputation that is even more costly than the legal fees or fines. Companies that maintain the highest ethical standards take the time to train every member of the organisation about the conduct that is expected of them.

PERSONAL INTEGRITY AT WORKPLACE

Employers, business leaders and employees can benefit from integrity in the workplace. Integrity involves moral judgement and character, honesty and leadership values. Individuals who show integrity in the workplace not only understand right from wrong but they practice it in all they do. This is beneficial in a business environment where trustworthy actions set the foundation for successful business relationships. For example, it is expected from employees that they should not steal from their workplace. Two parties who enter into a contract with each other expect to honour the agreement. People who work together expect respect from one another, to speak the truth to each other and to do the job sincerely for which they are paid. Workplace ethics and behaviour are a crucial part of employment, as both are aspects that can assist a company in its efforts to be profitable.

Today's human resources professionals play an important part in helping to shape, communicate, and enforce their organisations' ethical values and goals. When employees understand the company's ethics, they understand its culture. And when employees and employers share cultural values, they fit and work better together.

Positive Work Environment

Employees have a responsibility to be ethical from the moment they have their first job interview. They must be honest about their capabilities and experience. Ethical employees are perceived as team

players rather than as individuals just out for themselves. They develop positive relationships with co-workers. Their supervisors trust them with confidential information and they are often given more autonomy as a result. Employees who are caught in lies by their supervisors damage their chances of advancement within the organisation and may risk being fired. An extreme case of poor ethics is employee theft. In some industries, this can cost the business a significant amount of money, such as restaurants whose employees steal food from the storage locker or freezer.

Behaviour

All companies specify what is acceptable behaviour, and what is not, when hiring an employee. Many even summarise expected conduct in job descriptions or during the interview process. Behaviour guidelines typically address topics such as harassment, work attire and language. Workers who do not follow codes of conduct may receive written and verbal warnings, and ultimately be fired.

Respect for Each Other

One of the core issues in maintaining integrity in the workplace is treating others the way we want to be treated. This ensures that disturbances that may distract or offend others remain at bay while in a work setting. Ethical people are those who recognise the difference between right and wrong and consistently strive to set an example of good conduct. In a business setting, being ethical means applying principles of honesty and fairness to relationships with co-workers and customers. Ethical individuals make an effort to treat everyone with whom they come in contact as they would want to be treated themselves.

Honesty

A key component to workplace ethics and behaviour is integrity, or being honest and doing the right thing at all times. For example, health care employees who work with mentally or physically challenged patients must possess a high degree of integrity, as those who manage and work primarily with money. Workers with integrity also avoid gossip and sneakiness while on the job. Honesty is an optimal example of integrity in the workplace. Honesty encourages open communication between employers, employees and co-workers. It leads to effective relationships in an organisation. When workers are honest about the various aspects of their jobs that need improvement, employers can take action and help. Employers that are open about company policies and changes that affect the organisation are more trustworthy from the employees' perspective.

Accountability

Taking responsibility for your actions is another major factor when it comes to workplace ethics and behaviour. That means showing up on scheduled workdays, as well as arriving on time and putting in an honest effort while on the job. Workers who exhibit accountability are honest when things go wrong, then work towards a resolution while remaining professional all the while.

Commitment

Ethical and behavioural guidelines in the workplace often place a high amount of importance on dedication. Although possessing the necessary skills is essential, a strong work ethic and positive attitude towards the job can carry you a long way. Plus, dedication is often viewed in the business world as "contagious," meaning employees who give a strong effort can often inspire their co-workers to do the same.

Confidentiality

Confidentiality is an important example of integrity in the workplace. It is also a legal necessity. Employers have an obligation to keep certain information private. Violation of privacy policies could lead to penalties and possible legal action. Confidentiality instills trust and encourages sincere consideration of the privacy of others.

Role Models

Employers and employees can display integrity in the workplace through leading by example. When individuals act as role models, they set the foundation for appropriate workplace behaviour. Leading by example improves personal awareness, sensitivity to others and accountability which are all necessary for ethical behaviour and integrity.

Teamwork

A vital aspect of the workplace is working well with others. That includes everyone from peers to supervisors to customers. While not all employees will always like each other, they do need to set aside their personal or even work-related differences to reach a larger goal. In many instances, those who are not considered to be good team players can face demotion or even termination. On the other hand, those who work well with others often can advance on that aspect alone, with teamwork sometimes even outweighing performance.

COMPUTER ETHICS

It is not enough that you should understand about applied science in order that your work may increase man's blessings. Concern for man himself and his fate must always form the chief interest of all technical endeavours. **– Albert Einstein**

When computers were first introduced, there were no laws or rules about their use or misuse. This gradually led to seriously threatening problems to the users in the form of computer crimes and computer frauds. However, as their use became widespread in every aspect of our lives, it became essential to chalk out the ethical standards that are required for the right and moral use of this device. Today, many of these rules have been formulated as national and international laws.

Computer ethics is a set of moral principles that regulate the use of computers. Some common issues of computer ethics include intellectual property rights, such as infringing on copyrighted electronic matter without permission from the author, unauthorised distribution of digital content and also the issues related to privacy of the user. Other core issues surrounding computer ethics are based on the situations arising from the use of the Internet, such as Internet privacy, the publication of copyrighted content and user interaction with websites, software and related services.

Computers should not be used for illegal work and terrorist activities. A computer user with a perverted mind may also access and destroy people's files and confidential matter.

It is unethical to generate and consciously spread computer viruses.

Reading other people's e-mail messages is as bad as opening and reading their letters. This is intruding into their privacy.

Using a computer to break into the accounts of a company or a bank and transferring money is as good as theft or stealing. It is illegal and there are strict laws against it.

It is unethical to make use of social networking sites on the internet to spread rumors or lies about a person or community or event.

Hacking a system to break into other people's computer resources and bypass the authorisation is unethical.

Fraud and impersonation are some of the dangerous activities that occur due to the direct or indirect abuse of private information available on the net. Identity theft is rising rapidly and is considered to be one of the biggest cyber crimes in the world today.

As major advancements take place in the fields of communication and technology, computers continue to have a greater impact on society. Therefore, newer ethical standards of using computers will have to be created and updated in order to address the issues raised by these new technologies.

BUSINESS ETHICS AND MEDIA

The role of the media, as an influencer of public opinion, has always been recognised by governments. Media freedom is generally accepted as a cornerstone of modern democratic society. However, the media should be responsible in what and how it reports and also clearly distinguish disseminating information from analysis and opinions. Media ethics are a complex topic because they deal with an institution that must do things that ordinary people in ordinary circumstances would not do. Reporters face a range of ethical issues on a regular basis. Those issues include the following:

- **Truthfulness:** Journalists need to make a commitment to telling the truth. This includes not giving false or made-up reports, and telling truthful stories that are not intended to deceive the audience. This may require reporters to provide not only the facts but also the context surrounding them. Truthfulness requires a commitment not only from the journalist but also from the organisation he or she works for.
- **Conflicts of interest:** The interests of a corporation that owns a news organisation may sometimes be at odds with the nature of the news being reported. Journalists need to be careful not only to portray their parent company in an accurate light but also to give no special favours to companies connected to the organisation's parent company.
- **Sensationalism:** News organisations sometimes emphasise news that is interesting but unimportant. This happens when reporters put more effort into attracting and pleasing an audience than into reporting on the critical issues of the day. This can happen because of the increased pace of the news business brought about by cable television, the Internet, and the parent company's desire for profits.
- **Authenticity and aptness of photographs:** Photos can be among the most controversial media materials, both because of their disturbing content and because they can be altered with digital editing tools.
- **Independence:** Journalists must be independent voices and not act, formally or informally, on behalf of special interests whether political, corporate or cultural.
- **Fairness and Impartiality:** Most stories have at least two sides. While there is no obligation to present every side in every piece, stories should be balanced and add context. Impartial reporting builds trust and confidence.

- **Humanity:** Journalists should take care when what is published or broadcast may be hurtful, and should be aware of the impact of words and images on the lives of others.
- **Accountability:** A sure sign of professionalism and responsible journalism is the ability to maintain accountability. Errors that are committed must be corrected immediately with a tone of sincerity. It is also important to listen to the concerns of the audience or readers and adopt remedial measures.

Journalists and their employers can apply a variety of methods for enforcing and implementing ethical behaviour. These include employing an ombudsman, requiring commitment to ethical behaviour on the part of all employees, and adhering to a code of ethics.

CORPORATE SOCIAL RESPONSIBILITY

Corporate social responsibility (CSR) has become one of the standard business practices of our time. The phrase corporate social responsibility (CSR) gained popularity throughout the late 1960s and early 1970s, referring to companies that emphasised a new paradigm in business. Businesses focusing on the components of the triple bottom line — people, planet, profit — stress a commitment to business practices that ensure the long-term health of their company, employees, the environment and the community. The paradigm is rooted in the belief that businesses have an obligation to care for their surroundings and by doing so, will realise greater success.

Corporate social responsibility, thus, refers to business practices involving initiatives that benefit society. A business's CSR can encompass a wide variety of tactics, from giving away a portion of a company's proceeds to charity, to implementing "greener" business operations.

These are a few broad categories of social responsibility that many of today's businesses are practising:

1. **Environmental efforts:** One primary focus of corporate social responsibility is the environment. Businesses regardless of size have a large carbon footprint. Any steps they can take to reduce those footprints are considered both good for the company and society as a whole.
2. **Philanthropy:** Businesses also practice social responsibility by donating to national and local charities. Businesses have a lot of resources that can benefit charity work and local community programmes.
3. **Ethical labor practices:** By treating employees fairly and ethically, companies can also demonstrate their corporate social responsibility. This is especially true of businesses that operate in international locations with labour laws that differ from those in the United States.
4. **Volunteering:** Attending volunteer events says a lot about a company's sincerity. By doing good deeds without expecting anything in return, companies are able to express their concern for specific issues and support for certain organisations.

IMPORTANCE OF CSR

The establishment of a CSR strategy is a crucial component of a company's competitiveness and something that should be led by the firm itself. This means having policies and procedures in place which integrate social, environmental, ethical, human rights or consumer concerns into business operations and core strategy – all in close collaboration with stakeholders. For companies, the overall

aim is to achieve a positive impact on society as a whole while maximising the creation of shared value for the owners of the business, its employees, shareholders and stakeholders.

Showing a True Commitment

The most successful corporate social responsibility programmes integrate these two types of CSR together to show a true commitment to a cause. For example, a company that uses sustainable materials in their products, donates financial resources to environmental causes, and allows employees to take paid time off for volunteering at environmental charities would be showing a true commitment to the environment that goes beyond any single CSR initiative.

Social Media Visibility

One of the reasons that corporations should have visible CSR campaigns is due to the importance and prevalence of social media. Corporations that want to protect their brand understand that social media is an integral part of public perception. When a corporation exercises social responsibility in the form of fundraising or setting up employee giving programmes, using social media to promote these actions helps to create a positive branding environment and it is a great way to engage with the audience on a deeper level that goes beyond the company's products or services.

Public Relations Benefits

Public relations is a potent tool for shaping consumer perception and building a company's image. Corporations that actively promote their social responsibility activities often take steps to publicise these efforts through the media. Getting the word out about corporate donations, employee volunteer programmes, or other CSR initiatives is a powerful branding tool that can build publicity for the organisation in both online and print media.

Government Relations

Corporations that place an emphasis on corporate social responsibility typically have an easier experience when dealing with politicians and government regulators. In contrast, businesses that present a reckless disregard for social responsibility tend to find themselves fending off various inquiries and probes, often brought on at the insistence of public service organisations. The more positive the public perception is that a corporation takes social responsibility seriously, the less likely it is that activist groups will launch public campaigns and demand government inquiries against it.

Building a Positive Workplace Environment

Finally, one of the greatest benefits of promoting social responsibility in the workplace is the positive environment you build for your employees. When employees and management feel they are working for a company that has a true conscience, they will likely be more enthusiastic and engaged in their jobs. This can build a sense of community and teamwork which brings everyone together and leads to happier, more productive employees.

Responsibility has its benefits.

No matter the size of the company, demonstrating good corporate citizenship will likely result in significant business benefits. A successful CSR endeavor enhances a company's reputation by positioning it as a business that is interested in more than just the bottom line. This philosophy can be very attractive, not just to customers or clients, but also to vendors, partners, investors and employees.

When people's values align, it can often lead to better working relationships and increased loyalty, which often results in increased financial gain.

Undertaking socially responsible initiatives is truly beneficial for the business organisation. Not only will the company appeal to socially conscious consumers and employees, but it will also make a real difference in the world. In CSR, transparency and honesty about what the organisation is doing are paramount to earning the public's trust. The corporate world has more power than many realise, and using that power to improve the world can bring people of all backgrounds, ages and interests together in solving social problems and making the world a better place to live in.

With the popularity of CSR, more and more companies now perform in non-financial arenas such as human rights, business ethics, environmental policies, corporate contributions, community development, corporate governance and workplace issues. Today, social and environmental performance is considered alongside financial performance. From local economic development concerns to international human rights policies, companies are being held accountable for their actions and impact. Companies are also more transparent in disclosing and communicating their policies and practices as these impact employees, communities and the environment. The belief among companies is that every aspect of a corporation's CSR should be linked to its corporate strategy, connecting this with the company's unique capabilities and competitive context. Some of the important CSR initiatives undertaken by Indian companies include:

- Infosys is an interesting example of this new-age CSR. The company is utilising its core competence in the area of technology to bring larger good to the community. As part of this initiative, Infosys has donated 1185 computers to 435 institutions across India. Most importantly, Infosys is working closely with the government to conceptualise innovative ideas that has resulted in the Government of India bringing out three different plans aimed at eradicating poverty through information technology.
- Infosys, along with Microsoft, launched a new programme in 1998-99, called Computers@ Classrooms.
- The ITC Group whose socio-forestry initiative is an excellent paradigm where CSR and business have created harmonious associations.
- The Aditya Birla Group is deeply involved in issues related to vocational training, education (the company operates some 35 schools), leprosy eradication, widow remarriage and orphanages. Some companies, though not all, are realising the value of linking corporate strategy to philanthropy.
- In order to work out a comprehensive plan for its not-for-profit initiatives, the Tata Group instituted the Tata Council for Community Initiatives — a central body that acts as a facilitator for the entire group's social initiatives. While the Tata Group continues to provide health services, education and other tangible benefits, its focus is more on building self-reliant communities, and working towards sustainable livelihoods. For this, the company intends to involve volunteers from within the group who will serve as project leaders.
- There are several groups and companies that undertake charitable work but who as a matter of policy do not divulge the nature or extent of such activities. Mahindra & Mahindra is one such company. This companies activities include the K.C. Mahindra Education Trust, which promotes education at various levels and Nanhi Kali, a programme aimed at helping underprivileged girls at the Mahindra Foundation.

[***Source:*** *Values and Ethics* by Bromwell Osula and Saroj Upadhyay.]

REVIEW QUESTIONS

I. Multiple Choice Questions

1. Business ethics is primarily concerned with the rules of business _____.
   (a) Conduct
   (b) Studies
   (c) Organisations
2. As a part of media ethics, journalists need to make a commitment to telling the _____.
   (a) Truth
   (b) Story
   (c) News
3. Demonstrating good corporate citizenship will result in significant business _____.
   (a) Benefits
   (b) Loss
   (c) Crisis
4. _____ is considered to be one of the biggest cyber crimes in the world today.
   (a) Identity theft
   (b) Internet
   (c) Blogging
5. In CSR, _____ about what the organisation is doing are paramount to earning the public's trust.
   (a) Transparency
   (b) Dishonesty
   (c) Secrets

II. Answer the Following Questions

1. Discuss the importance of ethics in the business world.
2. What is business ethics? Explain the importance of personal integrity at the workplace.
3. Discuss the need of ethics in media and in the use of technology.
4. What is Corporate Social Responsibility? How is it important in the business world today?

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CHAPTER 5

BARRIERS TO COMMUNICATION

Learning Objective:

- To make the students aware that even when one communicates with others in a better manner, still one can find obstacles to communication.

SUMMARY

It is very clear and obvious that communication has contributed to the growth, development and the well-being of the human society. This is especially true with any business activities. The success of these activities totally depend on communication. Anything coming in the way of this communication is damaging and is undesirable. To study this, we need to study the various barriers to communication and try to overcome these barriers.

INTRODUCTION

For any business to become successful, one of the main criteria is communication. If communication is effective, half of the problem is automatically solved. If there is a barrier in this communication, it becomes a problem. Therefore, we can define Barriers as any type of hindrance or obstacle to effective communication it is termed as Barriers to Communication.

The barriers can be broadly divided into five types:

Barriers to Communication

Physical	Semantic	Socio-psychological	Cross-cultural	Organisational

Physical Barriers

Any type of obstacle that is present in our physical environment is termed as physical barrier.

Noise in the environment: This is one of the major barrier in communication. Noise is present in the environment and is all around us. It can be in the form of a sender, message, receiver, etc.

- The sender could be sending or transmitting the message in a noisy environment.
- The receiver could have got the message in the noisy environment.

The message or the transmission could be faulty like unmaintained phones, no network, radio, TV disturbances, loud speakers, no electricity, traffic noise, noise of the factory machines, etc.

Distance: Distance sometimes act as a barrier. Two people working in two different shifts or are at two different locations can experience a gap in communication. This could happen if the network is not available, there is a problem in the instrument, technology failure, time gap, etc.

Time: Working hours of people could be different at different organisations. Communicating at a particular time sometimes is not feasible. If we talk about two countries to communicate at a common time, it really becomes problematic as there is a time lag of few hours.

Wrong medium selected: There could be problems in communication if one selects a wrong medium. The sender may try calling over phone but the receiver is busy. The sender may send a message in the form of email, SMS, WhatsApp, Facebook and the receiver may not be familiar with either one or all mediums, or has not seen or received.

Weather Conditions: This also creates a hurdle in communication as the weather can be too hot, cold; it could be raining, snow fall, windy, etc. This distracts the mind of the listener.

Semantic or Language Barriers

Language is one of the safest way for communication. But many a times, it becomes problematic as language uses words which carry different meanings to different persons. We communicate because we want to understand others at the same time expect to be understood by others. Using words in a language is a symbol of something but can mean more than one thing. The use of language depends on our background, experience, location and city. Words mean different things to different people. Therefore, it can be either understood or misunderstood by people.

The reason for the break in communication is as following:

There can be a mismatch between the way in which we say and the expression we have when we say it. We sometimes cannot express what we mean to say and sometimes we don't mean what we say. We assume that people will understand us as to what we are feeling and therefore fail to express ourselves clearly to them.

People speak different languages. If we do not know the language, it becomes a barrier. At times, knowledge of a language, person's grammar rules phrases and technical expressions differ from person to person. American English is different from British English which is still different from Indian English. Pronunciation, spelling, vocabulary can also cause a problem.

Words that have a similar pronunciation can mean different things in different languages. Example: The **English** word **more** means **extra, additional** whereas in **Hindi** it means **peacock** in **Tamil** it means **curd**. The word '**Hi'** in English means a greeting but in **Hindi**, it totally means a different thing. Similar sounding words like there – their, see – sea, know – no, access – excess can sometimes create misunderstanding, if not pronounced properly.

Speaking at the wrong time in the form of interruptions, interjects the smooth flow of the thought as well as speech. Communication becomes fragmented and hence a lot of information is lost in this process. Emphasising on the wrong word or the message can also create a barrier. For example, a mutual fund advertisement can highlight on the important aspects of mutual fund and why it is necessary, but the terms and conditions will not be talked about or even if said about it, it is done in brief so that the public does not properly understand it.

People react to what is said and does not see where it has actually happened or taken place. Gossip is one such example where people get information partly correct and partly wrong or coloured.

It is important, therefore, to use direct, simple, jargon-free language and simple short sentences to avoid misinterpretation.

Socio-psychological Barriers

The mind is influenced by what the society is. Religion, language, customs, food habits, clothes and family relations are some of the parameters that govern a society and its individuals. No two individuals are alike. We look at people, situations and events from our point of view or from our frame of mind. This value system and standards define the way in which we interact or react in a particular system.

Self-centered Attitude and Self-image: A person who is selfish thinks about his own self and the way in which he/she can gain maximum from communication. He does not have a very good bonding with his colleagues and friends. He carries a particular self-image about himself, which is built over the years. Anyone who tries to tarnish this image or break this image is not welcomed. This creates a block between the two parties who are engaged in this type of communication.

Distortion and Filtering: In this case, the person after hearing the message tries to analyse the message. The part that is suitable for him, he will take it. Any part of the message which poses a threat to him will be either distorted or twisted, or filtered thus removing the part of the message or colouring the message with his own colours by adding some extra piece of the message.

Closed mind: A closed minded person has a very narrow vision in life. Such type of a person is not comfortable with other's point of view. He always has a fixed notion about a thing. His mind works only in one direction. He cannot think of any other alternative as others do as he has limited understanding and also he may be not well read and informed.

Resistance to Change: Though humans have evolved, gradually there is always a tendency to resist any change when certain ideas and notions are fixed. This resistance or trying not to learn or to go against the established norms creates a barrier.

Emotional Barriers: The sender or the receiver here is not in a proper state of mind. Either they are excited, angry, sad, shocked or worried. This disturbs the communication as the thinking process gets affected. Because of the emotional disturbance, the receiver also may not pay proper attention to the message communicated to him.

Unjust Evaluation: Sometimes, there is a tendency that people evaluate one another without properly understanding the whole aspect about the message. People immediately pass on a judgement without properly speaking to the person. This could be because people are biased or they carry a particular information about others through a hearsay which might be wrong.

Defensiveness and Impatience: We many time believe that we are correct or right. We can constantly justify that what we are saying or doing is correct whereas the rest of them are not. We become defensive about our talks and behaviour. This has also resulted in people becoming impatient and want to testify their work without listening properly to the speaker.

Prejudice: Some people have a tendency that they form a good or bad opinion about others. Before meeting them or hearing them, they decide to either listen or not to listen to them. Hence, they themselves have created a barrier in their mind about someone.

Case Study: Student A talks to Student B and tell him that he will not be joining College X and planning to shift to College Y because he has heard a number of stories of College X. He has got a report from his senior friends and some tuition friends that in College X, there is no consideration for attendance. His friend B tells him that it was long back and that now the college do considers certain situations of the students. Here, A was prejudiced with some information given to him by his friends about the college. He should check for himself what is the actual situation.

Cross-cultural Barriers

Culture refers to a shared set of values and practises by a group of individuals. It is a behavioural characteristics typical of a group of people. If we take our country, it has a diverse set of languages and culture. Each culture is different from the other. Eating habits, clothing, festivals and language are all determined by the geographical conditions in that region. But today, it is a globalised world. Communication, therefore, has to be as per the requirements of today's need.

Language: Language directly reflects our culture. Translating an idiom or phrase into any other language can create problem or becomes almost impossible. Connotations of words differ in different cultures. The word "Yes" can mean Yes I agree, Yes I will do or Yes I understood. Negotiations are made difficult because of this as the meaning is not in words but it is in people.

Values: There are various ideas of what is good and what is evil. This forms our main basis for our own behaviour and actions. These actions, notions and behaviour vary from culture to culture. For example, the behaviour, dress and style of women of the Eastern countries is different from the western countries. In many cultures, kissing a bride is normal, but in other cultures, it is not considered good. Drinking is good for some and not so good in some other culture.

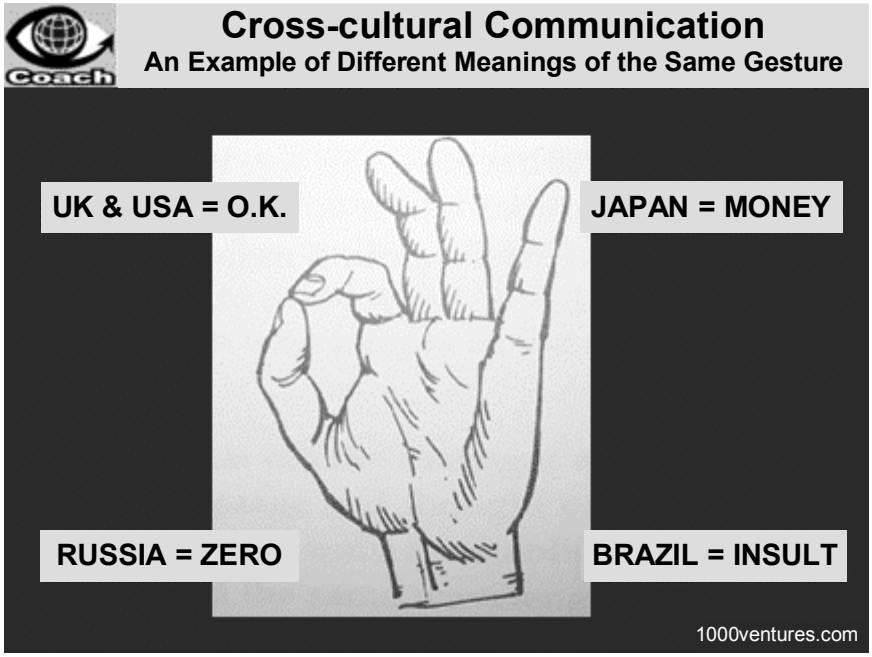
Social Relationships: This is a group of people in a particular society. Each society has a different way to look at these groups like family, caste, friends, financial status and so on.

In India, family relations are very elaborate. They extend it by saying my grandmother (Dadi) to specify that she is my father's mother and not my mother's mother, whereas in the western world, it will be referred to as grandmother or grand-mom.

Concept of Time: One of the most important and troublesome difference that arises in this cross-cultural barrier is the concept of time. The oriental feel that time is circular, it will keep coming in, whereas the western concept of time is that it is linear. Time once lost is lost for ever. For some culture, "time is money" while for others "time is subordinate to relationships". This results in perceiving time in a different manner. In India, arriving late for a session or an appointment is a normal thing. Western countries can take this as an offense.

Concept of Space: Colour, design, space and shapes play a vital role and influences the way in which we communicate. To have a space between the speaker and the audience in some culture means giving respect to the speaker and keeping his position high, whereas in other culture, it could be that the speaker stands very close to the audience so as to be recognised as a part of the group and not a separate entity.

Thought Process and Perception: The way you perceive a thing influences your thought process. For some looking good or bad can be perceived in a different way. This affects thinking process of the person. Some cultures look at the positive aspects in life while others might have a totally different view about life.



Cross-cultural Barrier (Google Image)

Non-verbal behaviour: Body language and grooming is a part of non-verbal behaviour. If the person is not well dressed, he may be considered as low financially, intellectually and even at interpersonal levels. Having a stiff body movement can indicate that the person is too strict or may not compromise. Same type of a gesture may have a totally different interpretation with different people and countries of the world.

Paralanguage: The way we use our voice is another source of cross-cultural barrier. Indians are loud enough to disturb the people of the Western countries when they are out in their country either as a tourist or as a guest. The Westerners are so soft in speaking that sometimes it becomes difficult to understand what they are speaking. Breaking a conversation is almost acceptable in India, but not in the Western countries who find it unacceptable.

Case Study: Sita is shabbily dressed for a function that she has to attend after her office. Early morning, she had an argument with her driver and therefore she leaves her car and takes a private cab to her office. In this hurry, she forgets to carry an extra dress for the evening party. When she enters the party hall, people start looking at her in a different way. Some of the ladies start gossiping about her dress and comment on how she has come for the party. Some of the guests only exchange greetings with her.

Barrier: Here, it is a socio-psychological barrier as well as cultural barrier. Society or even different cultures have a notion about dressing for the function or party. If one does not follow these rules, they are generally treated in a different way by others. Here, even people had a psychological barriers and they are judging a person on his/her appearance. They do not give any weightage to the qualities of the person. Instead of valuing the person's capabilities, they are judging the person only on their dressing grounds.

Organisational Barriers

Communication is the key factor in the success of any organisation. When it comes to effective communication, there are certain barriers that every organisation faces. People often feel that communication is as easy and simple as it sounds. No doubt, but what makes it complex, difficult and frustrating are the barriers that come in its way.

Here are a few of the most commonly found barriers in communication in an organisation:

1. **Perceptual Barriers:** The most common problem faced these days is that of the difference in opinion between two people. The varied perceptions of every individual give rise to a need for effective communication.
2. **Emotional Barriers:** Another main barrier is the fear and mistrust that form the roots of our emotional barrier which stop us from communicating effectively with our co-workers.
3. **Language Barriers:** Language that describes what we would want to express and communicate to others, may at times, serve as a barrier to them. In today's global scenario, the greatest compliment we can pay to another person is by speaking and effectively communicating to them in their local language. We need to understand that the native language of employees can be different from anyone else's.
4. **Cultural Barriers:** The world is made up of diverse cultures. A cultural barrier arises when two individuals in an organisation belong to different religions, states or countries try to impose their culture on the others.
5. **Physical Barriers:** Research shows that one of the key factors in building strong and integrated teams is proximity. Most offices have closed doors and cabins for those at higher levels of the organisational ladder while the large working areas are physically placed far apart. This kind of barrier forbids team members from effective interaction with each another.

OVERCOMING BARRIERS

Physical Barriers: In this type, the instruments or the mediums or channels selected to communicate should be properly used. Instruments should be maintained properly so that there is no problem while communicating the message. Noise that is present in the environment like traffic noise, siren, loud speakers and music can be dealt with having sound proof glasses for conducting business conversations, meetings and discussions to lower the chances of misunderstanding.

Semantic Barriers: This language barrier can be overcome by being more careful with the use of words and language. The words used should have a clear meaning, sentences should be short and simple with no underline meaning and also using visual aids wherever necessary or required. Taking a feedback to know whether the correct meaning is understood by the receiver further eliminates the sources of misunderstanding.

Socio-psychological Barriers: Personal barriers can be overcome by making a conscious effort for it. People on higher positions should make constant effort in improving their communication skills. They should also work on overcoming ego barriers. Subordinates should respect seniors and higher authority as well as give suggestions and frank feedback without hurting the sentiments and emotions of others.

Emotional barriers can be developed unexpectedly. It plays a large part in communication as well as in life. Everyone has to make regular efforts to be aware of these emotional barriers and take care to avoid them.

Cross-cultural Barriers: It is always not to assume that all are same or similar. Since everyone belongs to a different cultural background, one has to first understand the dissimilarity before assuming similarity. Try to focus on the description rather than evaluation or interpretation. Interpretations are different for different people. Trying to work in other culture means understanding the other's concept of greetings, time, space, gesture, agreement and food etiquette.

Overcoming Organisational Barriers: The only way one can improve effective organisational communication is by changing one's thoughts and feelings with one's colleague. In this way, we don't just break down communication barriers, but also build relationships that work successfully.

Therefore, overcoming communication barriers in organisations is very important. Communication is much more than just trading words. It also encompasses the emotions and intentions of the people involved. Overcoming communication barriers can be achieved through proper training interventions. These include programmes to improve listening and written skills, build conversational skills, trainings on verbal and non-verbal communication skills, giving and receiving feedback, negotiation skills, etc.

Most organisations today have a healthy mix of employees from all across the world – employees of all races, ethnicities and religions. Hence, it is very important to ensure they all work together harmoniously and contribute to organisational success.

Diversity and inclusivity training help organisations groom their employees on embracing their inherent differences and leveraging diversity to build efficiencies. These training programmes focus on building a culture of unity, promote inclusivity and help employees see others' point of view – to agree to disagree – that helps break down perceptual differences.

It is also very important to train employees on developing effective interpersonal relationships. This entails sensitizing them on the importance of interpersonal relationships, the various styles of communication, educating them about emotional intelligence, conflicts, trust, creating a healthy work environment, etc.

To overcome language barriers, translating communication aids (such as emails) and training materials into the respective languages may be initiated. Employees need to be encouraged to interact in English language and help them use it effectively.

Physical barriers can be overcome by training the managers, supervisors and heads on dealing effectively with their subordinates by following an open door policy. Training programmes that focus on several aspects such as giving proper feedback, conducting performance review meetings, coaching and mentoring skills, grooming future leaders, etc. may also be conducted to overcome physical barriers.

REVIEW QUESTIONS

I. Fill in the Blanks

1. Psychological barriers are also called the barriers of the _____.
2. Language barriers are _____ barriers.
3. Forming good or bad opinions about others is _____.
4. Technical words are called _____.
5. The way we use our voice is called _____.

II. Match the Following

(A)	(B)
1. Physical barrier	(a) Hierarchy and status
2. Psychological barrier	(b) Use of slang
3. Language barrier	(c) Environmental stress
4. Cross-cultural barrier	(d) Concept of time
	(e) Channels used for communication

III. Multiple Choice Questions

1. For effective translation, one must know well the _____.
   (a) English
   (b) Both source and target language
   (c) None of these
2. Barriers _____ allow communication to take place.
   (a) Always
   (b) Completely
   (c) Partially
3. Allness and Closed mind are _____ to each other.
   (a) Included
   (b) Related
   (c) Written
4. Obstacles means _____.
   (a) Hinderance
   (b) Experience
   (c) Socio-pyschological

IV. Answer the Following Questions

1. What is meant by barriers to communication? How and why these barriers occur?
2. What is meant by Physical barriers? Give examples (any three).
3. What is Socio-psychological barrier? Discuss in details and how to overcome them.
4. What steps you will take to overcome cross-cultural barriers?
5. Why do we say that an adult human mind resists change? Discuss its effect in detail.

V. CASE STUDY – BARRY AND COMMUNICATION BARRIERS

Barry is a 27-year old food service manager at a restaurant. Barry is responsible for supervising and managing all employees. Employees working range in age from 16 years old to 55 years old. In addition, the employees come from diverse cultural and ethnic backgrounds. For many, English is not their primary language.

Barry is ServSafe® certified and tries his best to keep up with food safety issues in the kitchen but he admits it is not easy.

Employees receive "on-the-job training" about food safety basics (for example, appropriate hygiene and hand washing, time/temperature, and cleaning and sanitizing). But with high turnover of employees, training is often rushed and some new employees are put right into the job without training if it is a busy day. Eventually, most employees get some kind of food safety training. The owners of the restaurant are supportive of Barry in his food safety efforts because they know if a food safety outbreak were ever linked to their restaurant; it would likely put them out of business. Still, the owners note there are additional costs for training and making sure food is handled safely.

One day, Barry comes to work and is rather upset even before he steps into the restaurant. Things have not been going well at home and he was lucky to rummage through some of the dirty laundry and find a relatively clean outfit to wear for work. He admits he needs a haircut and a good hand scrubbing, especially after working on his car last evening. When he walks into the kitchen, he notices several trays of uncooked meat sitting out in the kitchen area. It appears these have been kept at room temperature for quite some time. Barry is frustrated and doesn't know what to do. He feels like he is beating his head against a brick wall when it comes to getting employees to practice food safety.

Barry has taken many efforts to get employees to be safe in how they handle food. He has huge signs posted all over the kitchen with these words: KEEP HOT FOOD HOT AND COLD FOOD COLD and WASH YOUR HANDS ALWAYS AND OFTEN. All employees are given a thermometer when they start so that they can temp food. Hand sinks, soap and paper towels are available for employees so that they are encouraged to wash their hands frequently.

Questions:

1. What are the communication challenges and barriers Barry faces? (Any three barriers)
2. What solutions might Barry consider in addressing each of these challenges and barriers?
3. What Standard Operating Procedures (SOPs) would be helpful for Barry to implement? (Any two)
4. What are some ways Barry might use effective communication as a motivator for employees to follow safe food handling practices? (Any three)

CHAPTER 6

LISTENING

Learning Objective:

- To help students understand the importance of Listening and make them learn this important skill.

SUMMARY

Listening is the receiver's activity in oral communication. Of all the four skills of communication, listening is the most important one. The higher is the position of a person in an organisation, the greater is his/her listening responsibility. Listening although is important in one's life, it is not taught in any course in schools and colleges. Most people are not good listeners; but listening skill can be improved by understanding the steps involved in the process of listening.

Hearing is a physical activity; Listening is an active mental activity.

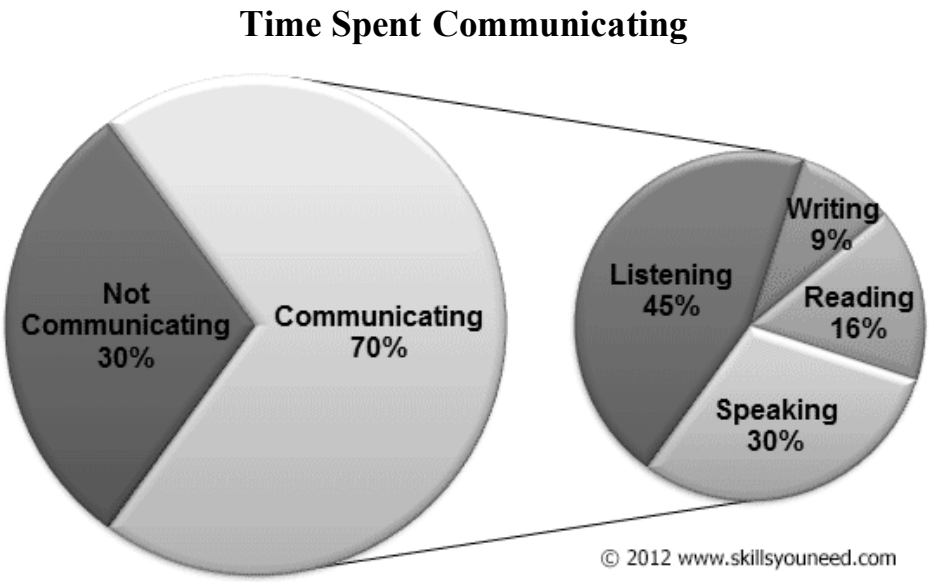
The most basic and powerful way to connect to another person is to listen. Just listen. Perhaps the most important thing we ever give each other is our attention.

— Rachel Naomi Remen

Effective listening requires concentration and the use of your other senses – not just hearing the words spoken.

Listening is not the same as hearing and in order to listen effectively you need to use more than just your ears.

Communication does not only mean talking with others and sharing stories, views, ideas, goals, feelings, emotions and desires. Effective Communication involves much more. It involves listening skills that develop your ability to really absorb what others say, and at the same time to listen with an open mind. Just as one can become a good speaker through practise, there are many benefits of becoming a good listener as well. By developing better listening skills, you will be able to get more information out of the conversations you have, increase others' trust in you, and people will be drawn towards you for having such an inviting personality.



INTRODUCTION

Listening is assumed that from the time a person is born unless there is physical disability the person is capable of listening. Listening, therefore, is one of the most important powerful tool of communication. Without listening, it is difficult to communicate properly. Listening is a mental active activity which requires will power and concentration to listen. On the other hand, hearing is a passive activity. It does not require any efforts on the part of the listener to consciously put an effort to understand a message. In the business world, a person is considered to be successful only if he is trained to be a good listener. As Keith Davis says, "Listening is a conscious, positive act requiring will power."

The Oxford Dictionary has also defined listening as, "a skill involving conscious effort in following what is spoken, in recognising the main points and making sure that they are understood."

PROCESS OF LISTENING

The process of listening takes place in four ways:

Perception: While we listen from our ears, it is the mind where the message is perceived or understood. The person starts the process by listening or hearing the sound and concentrates on what he wishes to hear. Whether the topic is important or not is decided in the mind of the person.

Understanding: It is in the mind that the person decides to give attention to the message or the sound. Here, the person tries to get the meaning of the message or tries to understand the sound.

Evaluation: After understanding the sound, the listener tries to analyse whether the message is useful or not, should be retained or forgotten. He tries to draw some conclusion out of the analysis.

Result: The result of the analysis is the response to a message. It can be in various ways like verbal/non-verbal and formal/informal. This feedback tells the speaker whether the message or the sound has been properly and accurately decoded or not.

IMPORTANCE OF LISTENING SKILLS

In life if one has to learn, Listening plays a very important part. Good listening makes people more receptive to ideas and information, as the information shared could be of higher or of better quality. A big part of our life goes in listening. Good listening helps in avoiding conflict and stress, since it helps to come up with solutions to the problem. It also helps in the decision-making process. Because of good listening, good interpersonal relations are developed. It also helps to know the other person's viewpoint about the organisation's policies, decisions, plans, activities, future plan of action, etc. This helps the management and the employees to know each other in a better manner. Sharing experiences can be a good learning experience for the listeners, whether they are seniors sharing their work experience or experts talking to the participants in seminars and conferences or management to their employees in meetings. It provides encouragement and motivates both the speaker and the listener and helps to build a positive morale of the employers and employees.

OBSTACLES TO LISTENING

There are several barriers or obstacles to good listening. Let us discuss some of these barriers.

1. **Marginal listening:** It is a known fact that we speak slow as compared to listening. In listening, we start thinking about how the speaker speaks, how has he given the inputs or the lecture, was it effective or sometime we are busy preparing our own mental notes, as to what we have to say, ask questions to the speaker or answer questions. This makes the listener distracted and hence cannot concentrate on what the speaker has to say.
2. **Emotional disturbance:** When a person is very excited, angry upset or sad or not in a balanced state of mind, he will not listen to the speaker attentively. It can also happen that the speaker is also in some other state of mind, or is remembering some incident, then there are chances that he too may not be in a position to talk to his audience with a great command so that people will listen.
3. **Language barrier:** Language also becomes a barrier in listening. Sometimes, the speaker does not have a great command over a language. So, the listeners do not pay attention to what the speaker speaks. Other times, the speaker is very fluent in the language but the audience is not at par with the speaker. This creates an obstacle or a gap between listening and speaking.
4. **Preconceived notions:** There may be preconceived notions about the speaker or the topic for discussion. The listener may not pay attention to the topic as he may consider it as easy, meaningless, difficult or boring to understand. The speaker's style may also put off the listener from not listening to the speaker.
5. **Dislike of the speaker:** By looking at the speaker, the way he dresses, the way he puts forward his views or thoughts, or his language if not clear or the style of his addressing is not pleasant enough, it creates a dislike for the speaker.
6. **Physical noise**: This is one of the main obstacles of listening. Noise is present everywhere. It is in the form of traffic noise, loud speakers, rally and people talking. These create a lot of disturbances for the listener as well as the speaker.

7. **Intellectual listening:** Some people have a habit of making mental notes. They sit with eyes closed and makes note of what the speaker is trying to say. In doing this, they sometimes miss the finer shades of facial expressions and body language of the speaker.
8. **Pretended listening:** It is fake listening. Here, the listener pretends to be listening attentively by nodding his head or through eye contact, whereas his mind is actually elsewhere. The listener fools himself as well as the speaker.
9. **Projective listening:** In this case, the listener puts himself in the place of the speaker. This helps him to understand the speaker's point of view. This leads to a better understanding especially with the listener.
10. **Emphatic listening:** It means that the listener not only listens to the surface meaning but also try to understand the in-depth feelings and emotions of the speaker.
11. **Interruptive listening:** This is a form of bad listening. The listener here interrupts the speaker by asking questions, or clarifying doubts or asking for some details. The listener is preoccupied with all this and hence he ends up with interruptive listening.

BEHAVIOUR OF A GOOD LISTENER

1. Make a good and comfortable eye contact.
2. Have an appropriate facial expression, showing that you are really interested to listen and learn.
3. Be in line with the speaker.
4. Have an attentive posture.
5. Ask open-ended questions, seeking information and clarification.
6. Summarise what the speaker has said.

CULTIVATING GOOD LISTENING SKILLS

Listening is a skill which can be developed if one pays proper attention to the following points. These points will help to build a strong Listening Skill among people thus helping people to grow, learn and reduce conflict in day-to-day situation.

1. **Stop talking in between the talk:** The first and foremost important thing for the listener is to see that he does not talk in between the lecture, talk or discuss with people sitting near you. It not only disturbs the other listeners, it also distracts the speaker as well. It is also out of manners to talk in between when someone else is talking.
2. **Show interest:** Whether the topic is known or unknown to the listener, he/she should show interest and desire to listen, learn and understand the speaker's point of view.
3. **Come prepared:** The listener must be well prepared for the talk or discussion. He should also see in what way he can contribute to the speaker for that session. Come prepared and take suitable place and position so that the discussion can also happen in a smoother way. If need be, take down notes.
4. **Concentration:** It is a mental discipline over one's own mind. This is attained over a few years. The listener should concentrate on what the speaker has to say. Do not get into too

many details of the speaker's appearance, body language, command over a language, etc. Only when you concentrate fully, you will be able to listen properly.

5. **Avoid interruptions:** Try not to interrupt the speaker in between by raising hand, answering a question, asking a question, clarifying a concept, arguing with the speaker, etc. In this way, both the speaker and the listener gets interrupted and sometimes this leads to off the track talk and hence waste of time for both.
6. **Keep an open-mind:** Be prepared to listen both positive and negative points about the discussion or a talk. Take things in a positive way by giving the speaker a chance to put forth his view even if it is negative. One should respect the other's views and opinions.
7. **Avoid too much distractions:** Try not to get distracted by people who come late, go out, talk or crack jokes, or fiddle with paper, pen, tap on the floor or table, looking out of the window or phone, etc.
8. **Make the speaker comfortable:** It is the duty of the listeners to see that they make the speaker comfortable by their behaviour. This can be achieved through positive body language, eye contact or nodding of head. This makes the speaker understand that what he is speaking is understood by the listener and that he also has a similar kind of experience. This puts the speaker in a comfortable position and he gets motivated for the talk that he has to deliver to his audience.
9. **Empathizing with the speaker:** The listener should slip himself in the shoes of the speaker. By doing this, he will understand how it feels to be a speaker. He can understand the emotions, feelings and thoughts of the speaker.
10. **Listen to main speaker:** Try and listen to the main person/speaker. Avoid listening to too many people at the same time like talking to another person, talking on phone, or thinking of some other point too deeply, that you are not aware of what the main speaker has to say.
11. **Avoid conflicting ideas:** Avoid conflicting views, ideas, opinions and thoughts of both the parties, i.e., the speaker as well as the listener. Do not make unnecessary contradicting statements and disturb the session.
12. **Avoid too much note making:** Some people have a habit of making too many notes of what is being said. In doing this, they miss out on the finer shades of the speaker's body language as well as the main points. Try to take down only main or important points.
13. **Emotional problems:** Do not be carried away by the emotional disturbances of the speaker or of your own. This creates a bias in the minds of both the speaker and the listener.
14. **Summarize:** In the end, the listener should summarise what the speaker has said. This gives the overall view about the topic and also helps one to remember it for longer period of time.
15. **Evaluate with a feedback:** At the end of the session, evaluate the speaker as to how far he was able to justify his topic under discussion. Based on the feedback, the speaker can improve for better results in future.

REVIEW QUESTIONS

I. Fill in the Blanks

1. _____ listening is an emphatic listening.
2. Listening involves physical and _____ effort.
3. Hearing is _____ but listening is _____ exercise.
4. Listening requires _____ and will power.

II. Multiple Choice Questions

1. Listening is a _____.
   (a) Positive act
   (b) An unnecessary act
   (c) A difficult skill
2. Listening is a _____ effort by the receiver to perceive and understand the message.
   (a) Universal
   (b) Passive
   (c) Conscious
3. _____ is desirable when a speaker is talking.
   (a) Silence
   (b) Feedback
   (c) Distraction
4. A speaker should _____ for a moment before an important point.
   (a) Smile
   (b) Pause
   (c) Shout

III. Match the Following

(A)	(B)
1. Fake Listening	(a) Listening with eyes closed
2. Marginal Listening	(b) Not paying attention
3. Intellectual Listening	(c) Listening with the mind
4. Good Listening	(d) Distracted listening

IV. Answer the Following Questions

1. What are the various obstacles to Listening? Give any three examples.
2. Define listening. Discuss how to overcome barriers to effective Listening?
3. What do you understand by Listening? Why is effective listening considered important?
4. 'Listening is an important skill.' Discuss.

Unit 2

CHAPTER 7

THEORY OF BUSINESS LETTER WRITING

Learning Objectives:

- To inculcate the need and importance of business writing.
- To change the writing skills of the students.

SUMMARY

Writing is indispensable for human communication.

Exposure to write Business Letter is the need of the hour and so the students need to know its importance as well.

With the expansion of business activities, business correspondence has become the need of the hour to stay connected with the customers and stakeholders. Moreover, business correspondence provides written evidence. Hence, it has become an invariable pre-requisite of all businesses.

The chapter throws light on the basic essentials required to write a business letter.

THE LETTERHEAD

This contains the return address (usually two or three lines) followed by the dateline.

Sometimes, it may be necessary to include a line after the address and before the date, a phone number, fax number, email address, or something similar.

DATELINE

It is placed below the line of the letterhead and it may be written in the following ways:

1. 16th August, 2016 (English Style)
2. August 16, 2016 (American style)

In India, English style is generally followed. However, sometimes, the following style, though, illogical and irrational are also used but these styles must be avoided.

For example:

23-08-16 or 23/8/16.

THE INSIDE ADDRESS

This is the address you are sending your letter to. Make it as complete as possible. Include titles and names if you know them.

This is always on the left margin.

An inside address also helps the recipient route the letter properly.

SALUTATION OR THE GREETING

The greeting in a business letter is always formal.

It normally has a title. Use a first name only if the title is unclear—for example, you are writing to someone named "Leslie," but do not know whether the person is male or female. To address a person whose name or sex you do not know, you use Dear Sir or Madam.

When you are addressing a company, you begin your letter with Dear Sirs.

In USA, Dear Gentlemen is often used instead of Dear Sirs.

THE BODY

The body is written as text. A business letter is never handwritten.

THE COMPLIMENTARY CLOSE

This short, polite closing begins at the same column as the heading does.

There are no hard and fast rules for using 'Yours Faithfully,' yet the following guidelines may be of great help:

(a) When the name of the recipient is not known:
Sir ---------- Yours faithfully
Madam ---------- Yours faithfully

(B) Addressing more than one person:
Sirs ---------- Yours faithfully

(C) When the recipient's name is known:
Dear Mr. Sam ---------- Yours sincerely
Dear Ms. Seema ---------- Yours sincerely

THE SIGNATURE LINE

This customarily includes a middle initial, but does not have to. Women may indicate how they wish to be addressed by placing **Miss, Mrs., Ms.** or similar title in parentheses before their name.

The signature line may include a second line for a title, if appropriate.

There are several formats for writing professional letters. There are two basic styles of letters: **block form** and **indented form,** but the most used one is the block style.

The block style is becoming more widely used because there is no indenting to bother with in the whole letter.

Full Block:

Letterhead

Sender Company Name – Letterhead including the address, followed by mobile number and email ID.

XYZ Company

_____

_____

Date: _____

Sender's Address:

_____

_____

_____

_____

Receiver's Address:

_____

_____

_____

_____

Sir

Content – 1st paragraph

2nd Paragraph

3rd Paragraph

Yours faithfully,

Signature

(Name in Bold)

Enclosures:

The Seven Principles of Business Correspondence

1. **Consideration/Conversational (Your attitude)**

   Try to visualise your reader's circumstances, problems, emotions, their desires, etc. and indicate that you understand these by using your words with care. If you are writing a sales letter, show the recipient how the product would be beneficial for them. When you write with consideration, you generate goodwill.

2. **Courtesy (Be courteous)**

   Be courteous and polite. Avoid making negative statements and an accusatory tone accusing the recipient

   Example: Instead of writing, "You did not send the cheque", use "The cheque wasn't enclosed." Even if you are writing a complaint letter, your tone must be polite and courteous at all times.

3. **Clarity (Be clear)**

   One has to be clear and specific in their letter. The words used should be unambiguous and not vague. Avoid giving abstract information.

   Example: Instead of 'visualise', use 'see'. Instead of 'at the present time', write 'now'. Instead of using 'the website is now fully operational with the e-commerce functionality setup', write 'the company has launched its website'.

4. **Concreteness (Be convincing)**

   A good business letter always provides concrete information (specific information).

   Example: Instead of saying, "I expect the consignment/order to reach me at the earliest", use "I expect the order to be delivered to me by …..

5. **Correctness**

   While writing a business letter, the principle of correctness should be followed. The writer must ensure correctness in his tone, format and information that he provides in the letter. The facts mentioned must be true and correct. Grammatical structures and spellings should be correct.

6. **Conciseness**

   Use only necessary details and short sentences. Be direct and avoid long redundant expressions. Use the "Keep it short and simple" formula.

7. **Completeness**

   Provide complete information in the letter.

PRINCIPLES OF EFFECTIVE EMAIL WRITING

Email is one of the primary methods of communicating at work today. "What so hard about writing an effective email?" you may ask. Well, the mechanics of sending an email are simple, but if you want to facilitate effective email communication (e.g., your email is read, understood and acted upon in the time frame you desire), then there are certain skills involved in writing a good email.

Email

Email is the communication tool of choice for most of us. Email is great because you don't have to be available at the same time as your conversation partner to communicate. It allows us to keep projects moving when our co-workers are unavailable or on the other side of the world.

Because of the volume of emails we send and receive, and because emails are often misinterpreted, it is important to write emails clearly and concisely.

Writing emails that are short and to-the-point will reduce the time you spend on email and make you more productive. By keeping your emails short, you will likely spend less time on email and more time on other work. Therefore, writing clearly is a skill.

Like all skills, you'll have to work at it. To begin with, it may take you just as long to write short emails as it took you to write long emails. However, even if this is the case, you'll help your co-workers, clients or employees be more productive because you'll be adding less clutter to their inboxes, making it easier for them to respond to you.

By writing clearly, you'll become known as someone who knows what he or she wants and who gets things done. Both of these are good for your career prospects.

So what does it take to write clear, concise and professional emails?

Know Your Purpose

Clear emails always have a clear purpose.

Whenever you sit down to write an email, take a few seconds to ask yourself: "Why am I sending this? What do I need from the recipient?"

If you cannot answer these questions, then you should not be sending an email. Writing emails without knowing what you need wastes your time and the recipient's time and means you will struggle to express yourself clearly and concisely.

This is also a good time to ask yourself: "Is this email really necessary?" Again, only sending emails that are absolutely necessary shows respect for the person you are emailing.

Use the "One Thing" Rule

Emails are not the same as business meetings. With business meetings, the more agenda items you work through, the more productive the meeting.

With emails, the opposite is true. The *less* you include in your emails, the better.

That's why it's a good idea to practice the "one thing" rule. Make each email you send about one thing only. If you need to communicate about another project, write another email.

Practice Empathy

Empathy is the ability to see the world through the eyes of other people. When you do this, you understand their thoughts and feelings.

When you write emails, think about your words from the reader's point of view. With everything you write, ask yourself:

- How would I interpret this sentence, as someone reading it?
- How would this make me feel if I received it?

This is a simple tweak to the way you write. Yet thinking of other people will transform the way they respond to you.

Here's an empathetic way of looking at the world to help you get started. Most people:

- Are busy. They don't have time to guess what you want, and they'd like to be able to read and respond to your email quickly.

- Appreciate a compliment. If you can say something positive about them or their work, do so. Your words won't be wasted.
- Like to be thanked. If the recipient has helped you in any way, remember to say thank you. You should do this even when it's their job to help you.

Keep Introductions Brief

When you are emailing someone for the first time, you need to let the recipient know who you are. You can usually do this in one sentence. For example: "It was great to meet you at [X event]."

One way of keeping introductions brief is to write to them like you are meeting face-to-face. You would not go off into a five-minute monologue when meeting someone in person. So, don't do it in email.

Not sure whether an introduction is needed? Maybe you have contacted the recipient before, but you are not sure if she will remember you. You can leave your credentials in your email signature. This is ideal because:

- It keeps the main email body as short as possible.
- It avoids misunderstandings. Re-introducing yourself to someone who already knows you comes across as rude. If she is not sure whether she knows you, then you can just let her check out your signature.

Talking of signatures, make sure you have set one up. It is a shorthand way of sharing information that you should include in every email. But putting this information in your signature, you keep the body of your emails short.

Your signature should include:

- Your name.
- Your job title.
- A link to your website (if any).

Limit Yourself to Five Sentences

In every email you write, you should use enough sentences to say what you need and no more. A helpful practice here is limiting yourself to five sentences.

Entrepreneur Guy Kawasaki explains:

Less than five sentences is often abrupt and rude, more than five sentences wastes time.

There will be times when it's impossible to keep an email to five sentences. But in most cases, five sentences are sufficient.

Embrace the five sentences discipline, and you'll find yourself writing emails more quickly. You'll also get more replies.

Not sure writing an email in five sentences is possible? Then read on...

Stick to a Standard Structure

What is the key to keeping your emails short? Using a standard structure. This is a template that you follow for every email you write.

As well as keeping your emails short, following a standard structure also helps you.

Over time, you will develop a structure that works for you. Here is a simple structure to get you started:

- greeting
- a compliment or pleasantry
- the reason for your email
- a call to action
- a closing message
- signature

Let's look at each of these in depth.

Greeting: This is the first line of the email. "Hi, [First Name]" is a typical greeting.

Compliment or Pleasantry: When you are emailing someone for the first time, then a compliment makes an excellent opener. A well-written compliment can also serve as an introduction. For example:

- "I enjoyed your presentation about [topic] on [date]."
- "I found your blog post on [topic] really helpful."
- "It was good to meet you at [event]."

If you are writing to someone you know, then use a pleasantry instead. A pleasantry is typically a variation on "I hope you are well." Alternatively, you can say thank you for something they have helped you with or for information they sent in a previous email.

The reason for your email: In this section, you say, "I'm emailing to ask about..." or "I wondered if you could help with..." You will sometimes need two sentences to explain your reasons for writing.

A call to action: After you have explained your reason for emailing, don't assume the recipient will know what to do. Provide specific instructions. For example:

- "Could you send me those files by Thursday?"
- "Could you write that up in the next two weeks?"
- "Please write to James about this, and let me know when you have done so."

Structuring your request as a question encourages the recipient to reply. Alternatively, you can use the line "let me know when you have done that" or "let me know if that's okay with you."

Closing: Before you sign off your email, be sure to include a closing line. This has the dual purpose of reiterating your call to action, and of making the recipient feel good.

Examples of good closing lines include:

- "Thank you for all your help with this."
- "Does that sound good?"
- "I'm looking forward to hearing what you think."
- "Let me know if you have any questions."

Sign-off: This could be "Best Wishes," "Regards," "All the Best," or "Thanks." You should always follow your sign-off with your name.

Use Short Words, Sentences and Paragraphs

Short words show respect for your reader. By using short words, you have done the hard work of making your message easy to understand.

The same is true of short sentences and paragraphs. Avoid writing big blocks of text if you want your email to be clear and easily understood. This leads to George Orwell's rules for writing, which can help you keep your sentences as short as possible:

If it is possible to cut a word out, always cut it out.

Once you have followed your standard email structure, trim every sentence down to be as short as it can be.

Use the Active Voice

George Orwell again:

Never use the passive where you can use the active.

In writing, there are two kinds of voices – active and passive.

Here is a sentence in the active voice:

I throw the ball.

And here is the same sentence in the passive voice:

The ball is thrown [by me].

The active voice is easier to read. It also encourages *action* and *responsibility*. That is because in the active voice, sentences focus on the person taking action. In the passive voice, sentences focus on the object that is being acted upon. In the passive voice, it can appear that things happen by themselves. In the active voice, things only happen when people take action.

Proofread Your Email

The French philosopher Blaise Pascal once said:

If I had more time, I would have written you a shorter letter.

In other words, writing short emails can be harder work than writing long emails.

Part of the hard work of writing short emails is careful proofreading. Read your email aloud to yourself, checking for spelling and grammar mistakes. Ask yourself:

- Is my request clear?
- Could there be any misunderstandings?
- How would this sound if I were the recipient?

Delete any unnecessary words, sentences and paragraphs as you proofread.

Remember, You're Not Fifteen Anymore

If you want to show your personality in your email, let this shine subtly through your writing style. Don't use emoticons, chat abbreviations (such as LOL), or colourful fonts and backgrounds. While these might have been integral to your emails during your teenage years, they are rarely appropriate in a professional context.

The only time it is appropriate to use emoticons or chat abbreviations is when you are mirroring the email language of the person you are writing to.

Write Like You Speak

Email is a less formal way of communicating than writing a letter or even making a phone call. Writing as you speak makes you come across as personable and friendly. It also helps you to keep your emails short. After all, few of us speak in extended paragraphs.

Additionally, make sure your emails reflect who you are in the real world. If you wouldn't say something to a person's face, don't say it in an email. And remember to mind your manners. "Please" and "Thank you" go a long way.

Effective email communication helps you get work done faster

1. **Capture Attention – write targeted subject lines, and get to the point early.**

   With so many emails in someone's inbox, how you write the subject line matters. Most people can see the first 6 words in the preview pane, so make sure you write a subject line that can give the reader a quick idea of what the email is about. Sometimes, lead words like "Response needed…Help pls…FYI…Vote" can help. Once the reader opens the email, he or she should be able to quickly understand what you want. Also, make sure that you summarize what you want from your reader early in the email, and bold it.

2. **Contextualize – always provide context, don't assume the reader knows or remembers it.**

   People are busy thinking about their own work. **Don't ever assume that the reader knows the context of your email, even if you just spoke to her about it an hour ago.** When someone opens an email, she may still be thinking about some other thing she is working on. So, summarize the context behind this email, and the background information she needs in order to give you a response. Attach documents if necessary. The better you are at doing this, the less work it is for the reader to respond to you.

3. **Clear and Concise – provide information that can be clearly understood by others, and keep it short.**

   I think we all intend to be clear, but it is not always received that way. Sometimes it helps to step away from a draft, or get someone else to read it to make sure it's clear before sending. Of course, this would only apply to important emails, as you won't have time to do it for all email communications. Also, keep it short, use bullets, and only include information that is needed. People can be daunted by a long email. Even if you think your request is easy, if someone sees a long email they may skip it and plan to read it later, because they assume that it will take time to respond. Additionally, the more senior the person, the more concise you have to be, as they never get through all their emails. Lastly, sometimes it makes sense to write two separate emails if you have two different items to discuss with the same person.

4. **Concrete Suggestions – avoid open ended questions. Instead, offer potential response options.**

   One of the goals of effective email communication is to make it easy for the reader to respond. The more senior the recipient, the more you should do this. People don't need to think as much if you give them 3 options to choose from, versus an open-ended question.

For example,

1. Instead of saying "can you suggest a time frame for when we can meet up with client X," you can say, "It would be great if we could meet up with Client X in the next two weeks.
2. Would any of the following times work for you?" Put down 3 choices. Even if all three options don't work, the recipient is more likely to offer an alternative in response.

5. Courtesy – make it personal.

Lastly, it's **always** important to start and end an email with some courteous words. It will make the email more personal, and again increase the likelihood of response. At the beginning, address the person by their first name. You can then start with a bit of small talk, like "it was great to see you today…hope your week is going well." End your email with some greeting like, "best regards…thank you for your time," and then sign your name.

CHAPTER 8

PERSONNEL CORRESPONDENCE

Learning Objectives:

- To orient the students towards writing the SoP, its importance and meaning.
- To equip the students with writing potentials so that they can write well.

SUMMARY

Employment-related correspondence is important for organisation and individuals. Organisations hire, transfer, promote and terminate employees. Individuals apply for jobs, attend interviews, accept or decline offers and change jobs. It is desirable that these transactions take place with courtesy. As such, the participants should learn and observe the principles of good letter writing in different contexts of employment.

STATEMENT OF PURPOSE

What is a Statement of Purpose?

The Statement of Purpose often called as the letter of intent or application essay is one of the most important components of the application process when a student applies for higher education in universities or business schools in India or abroad. It explains what the candidates want to study at graduate school and why, experiences they have in the field, and what they plan on doing with the degree once they have mastered it.

This document provides the Admissions Committee with information that allows them to become more acquainted with who you are; The primary question Admissions Committee members ask themselves when they read a Statement of Purpose is: What does this essay tell me about the person who wrote it?

Therefore, your statement of purpose should portray you as: (1) passionately interested in the field; (2) intelligent; (3) well-prepared academically and personally; (4) able to take on the challenges of graduation school; (5) able to have rapport with professors and peers; (6) able to finish the graduate degree within the stipulated period and (7) a potentially outstanding representative of that school in your future career.

Creativity, curiosity, pride in your work, an enthusiasm for learning, a capacity for teamwork, the ability to think independently and so on are all good attributes which schools look out for. It is good to go through the school's brochure or website, speak to people about it, visit if that is possible; get a feel of the student mix that they look for and decide if this is the school for you. However, trying to tailor

your SoP to reflect what you think the school is looking for is dangerous business. The people who read your application have been doing so for years and are skilled at spotting fake candidates. They are likely to know soon if a particular applicant is saying something for effect or if an essay does not ring true. And that means almost certain rejection.

Does this mean that the SoP is the main deciding factor? No. Your academic record, your grades and the courses you took – are the first section admission committee members turn to. Standardised test scores are useful to know where you stand in the applicant pool. For graduate schools, relevant work or academic experience is important. Being from a reputed school or college confers a distinct advantage. What your teachers or boss think of you goes a long way towards the school's opinion. A good work sample can show your creativity, skill and professionalism. However, only the SoP or application essays can bring out your uniqueness and therefore make or break your application. An applicant who does not take the essay seriously is throwing away the best opportunity available.

If you plan correctly, you can give yourself enough time to submit a well-written, thoughtful, polished essay that will boost your chances for admission. Equally important, this is a great opportunity to look inside yourself and be rewarded by a better understanding of who you are.

How to Write a Statement of Purpose?

1. An attractive opening will help you in catching the expert's attention. You want to stand out from the multitude of other applicants. Write an opening that grabs the reader's attention.
2. Explain why you are a good match for their program. Tell them about your skills and interest in that particular program. Be specific and thoughtful.
3. Highlight your strengths. Frame the points you wish to make in a positive light. Try not to reveal weaknesses in your personality.
4. Narrate an experience in your life that is relevant to the program you applied for. It is usually good to place this portion of the essay towards the opening. This experience may have contributed to the person that you are today. Make a point to note that in your writing.
5. Be focussed, concise and candid in your writing. The tone of your letter should be polite and also bring out your unique style.
6. You have to show a desire to learn. Learn from your books and teachers, from your classmates, from music or art and from life itself.
7. Talk about your goals. Explain how a graduate degree will help you accomplish those goals.
8. If you have some problematic academic background, address that as well to reassure the Admissions Committee. If you have scored less in a particular semester, put a positive spin on this explanation and assure them how you have taken steps to overcome the setback.
9. Follow the Institution's instructions on how they want the Statement of Purpose to be written concerning the Word Count, number of pages and format to be used.
10. Examine samples written by other students who have submitted successful letters of intent. This will help you get a better understanding of the format. Write a first draft. Read the questions again. Make sure that you have effectively answered the questions provided by the institution.

11. Proofread your statement of purpose. Copy-edit for consistency, accuracy and style. Ask a teacher, counselor or some experienced person to read your first draft and provide any feedback on its content.
12. Once you have received adequate feedback, make the necessary changes to your essay and prepare your final draft. The final draft should create an impression and be free of spelling and grammatical errors. Make sure that you have established your voice in your final draft. Your tone in the essay should reflect what is special, diverse, unique, or impressive about you.
13. Be sure to keep a backup file of your document. A portion of this essay may be useful for writing another letter of intent to another college or university. You definitely do not want to submit the same essay when applying to multiple schools.
14. A Statement of Purpose requires time and thoughtfulness. You want to sell yourself to the committee and in order to do that you need to put your best foot forward. Be honest. Most importantly, be yourself.

What to Avoid in a Statement of Purpose?

1. Avoid grammatical errors, wrong spellings and poorly constructed phrases and sentences.
2. Unless specified, do not submit a handwritten essay.
3. Do not be too personal in your essay. Do not focus on personal problems or give excuses for past failures.
4. Do not be repetitive or write vague statements.
5. Criticise other school programmes.
6. Do not write an autobiography. You want to give the committee a sense of who you are but they do not want to hear about your entire life story. Be specific and mindful of your personal details.
7. Do not submit false or irrelevant information in your essay.
8. Do not copy and submit another student's letter of intent.
9. Avoid an extremely formal style.

Statement of Purpose – Sample 1

This sample SOP is written by a non-native English speaker to apply to a master's programme in Accounting in England.

> In the last few decades, my native country of ..... has adapted to the trend of globalisation and transformed from a low-tech manufacturing base into a technology-based economy. Growing up in such a dynamic and quickly developing economy has given me a strong interest in taking part in the business world of the future. With this longstanding interest in business, I am very eager to begin engaging in advanced business studies. I believe that further study in the UK is an important first step on the path to my career goals. I believe the UK is the ideal setting for refining my expertise in Accounting and Management while also acquiring a broader, international viewpoint.

I majored in Accounting at ..... business school in [country], a school with a reputation for excellence in terms of its business programmes. Although the rigorous academic environment presented certain challenges, I achieved a great deal and built a strong foundation of knowledge and experience. During my time at the business school, I developed my analytical skills and learned to communicate with others effectively. I believe that my experience at this school has prepared me well for the demands of studying in the UK. After graduation, I continued my further studies in Excellent Academy's Language Training Center, where I have been honing my English skills in preparation for studying in the UK.

I am currently studying in the Foundation Programme at the University of England, where I have gained considerable knowledge of fundamental business concepts. I have grown especially interested in the subject of Accounting, and I hope to continue my education in the UK in this area. My time studying in the UK has thus far exceeded my expectations. Every day I am here, I am inspired and motivated by the demanding and invigorating academic environment, and I am looking forward to pursuing master's level studies in such a setting.

I first developed an interest in studying in the UK when my family travelled to London when I was in high school. In addition, I am attracted to the prestigious British education system, which produces global business leaders prepared for future challenges. Growing up in [my country], where the effects of globalisation and international business were always apparent, I realised that it is important for me to possess strong English abilities in order to diversify my future options and have a competitive advantage amongst my peers. Having lived in England for a period of time already, I have begun to feel quite at home with the everyday life and culture, and it would be a true honour to continue my education on to a higher level in this country.

In my view, acquiring knowledge of accounting and management will not only be extremely useful, but also personally rewarding and enjoyable. It is a fascinating area of study and one that I will certainly be able to apply to my future work. I am well-prepared to face the challenge of studying in your University, and I have the determination to realise my goals and complete my studies successfully. Equipped with the specialist knowledge I will gain from your University's course, as well as the cross-cultural understanding that living in the UK provides me, I expect to be able to progress smoothly into a career in the international business world when I graduate. As for my future plans, I hope to acquire the expertise in business, and especially accounting, that will enable me to work as a professional in a multinational company. I hope to develop the language skills, leadership and organisational abilities, cultural understanding and professional expertise that will make me an effective and successful businessperson.

Statement of Purpose – Sample 2

I am applying for admission to the Ph.D. programme in Business Administration because I want a career in the research and teaching of management. In particular, I am interested in factors that affect the competitive performance of a business concern, and the manner in which changes in technology affect an organisation's structure, long-term business strategy, product development, manufacturing, supply chains, distribution network, information needs and standard systems. In order to gain an appreciation of these and related issues, it is essential for me to have a strong grounding in Economics, Supply Chain Management, and issues connected with Information Technology, as well as gain a General Management perspective.

I believe that the Ph.D. program in Business Administration (with concentration in Management) would be invaluable in helping me achieve these objectives. It would enable me to channel my quantitative and conceptual skills in analysing business issues and would open up new avenues in research. Subsequent to earning a Ph.D., I would like to apply for a faculty position at a leading University; and investigate issues concerned with technology as it affects organisation strategy, structure and systems.

I believe that my background in Engineering and Management has prepared me for such a career. I have found research fascinating since my engineering days, where I received the highest marks in the Department for my final year undergraduate dissertation; and was judged to have presented the best paper at a Departmental seminar. My four years of engineering education have provided me with a strong grounding in Mathematics (I stood first in my Department for each of the four Math papers) and the theoretical aspects of technology.

I joined ABC Business School in order to broaden my perspective and to improve my career prospects. Economics and Psychology– subjects new to me – were interesting, and I enjoyed applying quantitative and conceptual skills to analyse business problems. I did very well in projects, desk research, workshops and class discussion, although academically I did not perform to my satisfaction (I finished with a GPA of 2.91, partly due to health reasons). I was voted as one of the ten most promising students in my batch, and received a national level award for the best business school project, awarded by the Institute of Management Consultants of India. This was for a summer project, entitled "Formulation and Implementation of a Marketing Strategy for HandiCrafts, a unit of the Special Person's Association".

Upon graduating from business school, I was offered a job with AZ & Co., a management consulting firm which ranks as among India's largest. This is where I learned how to apply the principles and lessons of management to real life. It was fascinating; and transformed my interest in management research into a passion. I read extensively, trying to keep myself informed about management thinking in my areas of work – structure and systems in an industry and organisation, industrial marketing and strategy.

I have learnt a lot on my present job. With the rest of my team, I have analysed markets and examined supply and distribution networks for such diverse products and industries as bulk chemicals, fresh fruit exports, toys, packaging machinery, retailing, adhesives, diamonds and pharmaceuticals. I have helped formulate entry strategies, plans for expansion and diversification; and also company business plans. As part of a team, I have carried out preliminary feasibility studies; compared technology options; suggested to the Forex Bank of India, a plan for improving the export competitiveness of India's Chemicals Sector; and studied government schemes for their efficacy. I have studied in detail the organisation structure and systems for one of India's largest manufacturers of automobiles and helped in the restructuring of the company as well as the redesigning of their new systems.

These assignments have involved interaction with people at all levels of the value chain, and at organisational levels from the Chairman of a $ 200 million firm to a packing clerk earning $1 daily. They have given me the opportunity to interview a number of policy makers, industry analysts and economists in an effort to understand the functioning of, and important issues connected with, each of these industries.

All this has given me valuable insights into the environment in which companies operate – how they affect this environment and are affected by it. It has enabled me to observe some of the better and worse ways of running a business. Certain assignments have been thought-provoking; my most recent assignment, on the redesigning of a company's structure and systems, helped me understand the necessity of good organisation structures, and appreciate the significance of systems that work well. A study on the export competitiveness of India's chemicals sector brought home to me the importance of technology in determining a company's or industry's competitiveness. An assignment involving the evaluation of an air freight subsidy scheme for exporters of fresh fruits raised fundamental questions in my mind about the efficacy of subsidies in improving the competitiveness of an industrial sector, and encouraged me to look at more lasting measures instead.

The time limitation on each assignment has taught me to plan well, work systematically and keep my reports up-to-date. At the same time, having to defend my analyses and recommendations, during both internal discussions and presentations to clients, has taught me to think rigorously and creatively. Our extensive use of computers for analysis and preparation of presentations and reports has made me familiar with spreadsheets, word processing and presentation packages.

While the highly diverse nature of assignments has helped me gain a broad exposure to Indian industry, it has not been possible for me to study specific business and technology-related issues in depth. I realise that in order to be able to do so, I need a better understanding of the various facets of management; the interlinkages between different functional areas and between different business entities. Equally important, I need further training in research methodology.

I want to do a Ph.D. at the College of Business, XYZ University for many reasons. I have heard about XYZ's Ph.D. Programme in Business Administration from my business school professors and am impressed with the emphasis placed on technical and analytical skills, general management orientation and rigorous research methodology. The School's strengths in supply chain management and information management are commensurate with my research interests. The faculty's reputation for excellent teaching, challenging coursework and the excellent facilities are added attractions.

While the study of and research in management is my prime objective today, my interests in literature, music, travel and nature help me maintain a sense of perspective in life. I like to write and have had some articles published in Indian newspapers. I have organised and participated in a number of extracurricular activities during my college days and have won University and national level prizes in debating, writing and quizzes. I also believe that each of us must give something back to society – to this end, I have worked on a voluntary basis for the Hunger Project for a year; as a teacher and counselor to physically and mentally handicapped children for three years; and as a reader to blind students. Today, I contribute to a local organisation that focuses on the environment of my hometown, Allahabad.

I hope that the Admissions Committee finds my background and strengths commensurate with the requirements of XYZ's Ph.D. programme in Business Administration.

LETTER OF RECOMMENDATION

Many employers request recommendation letters to help them decide who to hire or internally promote. Throughout the hiring process, the applicant strives to present herself in the best light.

Beyond the interview and resume, hiring managers look to recommendation letters to confirm the candidate's qualifications and to gain insight from an outside party.

The hiring manager wants to know what experiences the candidate will bring to the new role, how she'll contribute to the company or organisation. Recommendation letters can point to a candidate's future performance by talking about her past achievements.

Reference letters can also shed light on what it's like to manage, work with, or, in the case of a character reference, be friends with the person under consideration. They complement the candidate's story and suggest what she'll bring to the table in her next job.

Phrases that can be used to Introduce:

- am honoured to support him as a candidate
- am pleased to provide a reference for
- am pleased to write a character reference for
- am delighted to be called upon
- am pleased to write an endorsement for
- am happy to recommend
- am pleased to comment on
- can offer only the highest recommendation for
- first became acquainted with
- first came to my attention when
- has worked under my supervision for
- has worked directly under my supervision
- has been a pleasure to supervise
- have known Ms…. for
- have no hesitation in recommending
- have been his supervisor since
- her performance as a
- his qualifications and performance
- have had the opportunity to
- in response to your inquiry
- in the past two years
- is a pleasure to recommend
- was a student in two of my classes
- was employed by us from.
- I am elated to be called upon as a reference for
- I am happy to write recommendation for
- I have known him since …..when she enrolled in my class
- I have known her for ….months in capacity as …… at ……
- Based on my …..long association with him, I would rank him as one of the best students we ever had

Phrases that can be used in Recommendation Letters:

- a creative problem-solver
- always cheerful and dependable
- always met his deadlines
- always behaves professionally
- among her significant contributions to the company are
- broad range of skills
- can attest to his integrity
- careful attention to detail
- comments are well thought-out and clearly articulated
- communicates her ideas clearly
- communicates effectively in writing
- completely loyal and trustworthy
- deals sensitively with customers and co-workers
- demonstrated particular strengths in
- discharged her duties satisfactorily
- follows tasks through to completion
- fulfilled the job requirements admirably
- gets along well with others
- handles administrative tasks efficiently
- handles responsibility well
- has a take-charge personality
- has a flair for organisation
- her sensitivity and concern for others
- is innovative and creative
- is a tireless worker
- is mature beyond her years
- is intelligent and ambitious
- is personable and easy to work with
- keeps calm under pressure
- meticulous attention to detail
- one of our finest, most well-rounded undergraduates
- outstanding leadership abilities
- oversees a meeting tactfully and effectively
- punctual and reliable

- punctual and hard working
- self-motivated individual
- wide-range knowledge of
- willing to go beyond what is required
- willing to take on new responsibilities
- works efficiently and effectively
- works independently and effectively
- works well with little supervision
- Has always proven equal to the task assigned
- Is a quick and competent learner
- Has ability to execute task assigned with composure and always sticks to deadline
- Was an asset to the college
- Is an assiduous self-starter who always understands exactly what the assignment is all about
- Unswerving executes high quality work on time
- Has an amazing capacity for taking challenges head on
- Concentrates all her energies on the task assigned and follows instructions

Example of Phrases that can be Included in Conclusion:

- an asset to your organization
- every confidence in her ability to
- give my unqualified recommendation
- has always proved satisfactory
- has my highest recommendation
- have admiration and respect for
- have no reservations in
- hope this information proves helpful
- if I can further assist
- if you have further questions
- if you need additional information
- if you would like more information
- recommend without reservation
- recommend her very highly
- request your favorable consideration of
- should be given serious consideration
- should you have any questions
- under other conditions with another supervisor
- under the right circumstances

- will be happy to speak with you
- will meet your expectations
- I enthusiastically recommend…as a truly capable candidate for this programme
- will be successful in any enterprise he undertakes
- will be a credit to your
- will measure up to your high standards
- I willingly recommend…as a favorable candidate for your……Programme
- will be a great addition to
- would be an asset to any company
- would be a valuable addition to
- I am confident that ……will continue to be productive
- I firmly believe in his exceptional capabilities for…and strongly recommend him for your programme
- I completely endorse her outstanding abilities for..
- I resolutely believe in her outstanding abilities for..
- Rarely have I been able to recommend someone without reservation. It is a pleasure to do so in case of…….
- I highly recommend him without any reservations
- Seldom have I been able to recommend someone with such confidence.

Sample:

LETTER OF RECOMMENDATION

Letterhead

_____

_____

Date: _____

Receivers' address:

_____

_____

_____

Dear Mr. _____

Sub: Reference for Mr. Satish Bhatia.

I, Mr. _____ am pleased to provide a reference for Mr. Satish Bhatia, a middle level employee in the Marketing department of our company.

Mr. Satish Bhatia joined our company in July 2006. Since then he has proved to be a most reliable and effective member of the marketing department of the company.

Mr. Satish is very sincere, professional and hard working in his approach to work and is liked and appreciated by his colleagues and executives as well as the company clients. He is able to work both independently as well as a team member. He has always over achieved sales targets and received performance bonus every year without fail.

I have no hesitation in recommending Mr. Satish for a responsible position in the organisation of his choice. I however, regret his decision to move on.

I wish him all success in life.

Yours Sincerely,

Sd/-

(Mathew John)

Managing Director

JOB APPLICATION LETTER AND RESUME

You are graduating from business school in another month and entering the job market. Your education has equipped you with a set of resources – qualifications, skills – that you now have to sell to prospective employers. Remember, you'll be competing with thousands – perhaps hundreds of thousands – of other applicants, all vying for the same jobs that you would like to get. To make yourself heard above the din of the marketplace, you must not only have a clear idea of exactly what kind of employment would suit you best, but also the ability to sell yourself effectively to would-be employers. Lack of a sense of direction and poor communication skills could cost you a job.

You have identified the position for which you would like to apply. The next step is to write a letter of application. The application letter is a tool to sell yourself. To use this tool effectively, focus on what you can do for your prospective employer and why you believe you are well qualified for the position. Your letter must arouse the employer's interest in your resume and improve your chances of being granted an interview. Tailor the letter to the unique requirements of the position for which you are applying, the company to which you are applying, and the industry to which the job belongs.

When you send an application letter to a company in response to an advertisement of an opening, or upon learning about an opening from some other source, such an application is a solicited letter of application. When you send a letter without knowing whether, an opening actually exists, you are sending an unsolicited application letter. This must have more powerful attention-getters than the solicited letter.

If a resume is sent along with the letter, as is generally the case, the letter doesn't have to be as thorough as the letter sent without a resume. A letter accompanying a resume is a supplement to, rather than a substitute for, the resume.

QUALITIES OF WELL-WRITTEN APPLICATION LETTERS

The You-attitude

One of the most important qualities of a well-written application letter is the use of the you-attitude. In other words, focus on the reader and his needs rather than on your own wishes.

Consider these two opening sentences:

- I wish to be considered an applicant for the position of sales representative.
- A degree in marketing and my interpersonal skills would enable me to be the "enthusiastic, hard-working sales representative" you advertised for in the Economic Times dated October 12.

Which of these two openings do you think is more effective? Why?

A letter of application, like most other types of letters, follows a suggested plan. The following elements are included:

- An opening that arouses the reader's interest and makes him want to read the resume.
- A middle section touching upon your key qualifications and skills.
- A closing section requesting an interview

AN UNSOLICITED APPLICATION LETTER

301, Silver Arc,
Raj Bhavan Road, Hyderabad.
June 16, 2016

Mr. John Varghese,
Managing Partner
HR Financial Planning Associates,
502, Airport Road,
Hyderabad - 500 089.

Dear Mr. John,

Congratulations on being featured in this month's Business Standard article about the coming developments in corporate tax planning. After reading about your firm's innovative electronic tax-reporting programmes, I believe my background in computerised accounting and bookkeeping methods would benefit HR Associates.

My degree in accounting and courses in electronic data processing have equipped me to work with computer-based clients like yours. Training in business writing, human relations and psychology should help me achieve a good rapport with them. My advanced studies in tax accounting will enable me to analyse their financial needs from a planning perspective.

Because your company specialises in tax-shelter planning, my work experience could also be beneficial. After two years as a part-time bookkeeper for a securities brokerage firm, I was promoted to full-time financial analyst intern in the corporate investment division. When making recommendations to the firm's corporate clients, I analysed and selected specific tax-shelter programmes. After three months, my accomplishments were acknowledged by a substantial salary increase.

Mr. Thomas Philip, Vice President of Citibank, and other references listed on the enclosed resume will confirm my potential for the staff accountant position.

At a time convenient for you, I would appreciate the opportunity to discuss my qualifications for beginning a career with your company. I will phone you early next Wednesday to see whether we can arrange a meeting at your convenience.

Sincerely,

Binoy Kumar

Enclosure: Resume

A SOLICITED APPLICATION LETTER

4321 Subhash Bose Road,

Chowrangee 60, Kolkata.

February 2, 2016

Ms. Sindhu Shibu

Director of Administration,

Cummings and Welbane Inc.,

430 Campus Point Drive,

Kolkata.

Dear Ms. Shibu,

Your advertisement in the January 31 issue of the Chapel Hill Post attracted my attention because I believe that I have the "proven skills" you are looking for in an administrative assistant. In addition to having previous experience in a variety of office settings, I am familiar with the computer system that you use in your office.

I recently completed a three-course sequence at St. Xavier's College on operation of the Beta Computer System. I learned how to apply this technology to speed up letter writing and report-writing tasks. A workshop on "Writing and Editing with the Beta Processor" gave me experience with other valuable applications.

As a result of this training, I am able to compose many types of finished documents, including sales letters, financial reports and presentation slides.

These specialised skills have proven valuable in my work for the past ten months as assistant to the chief nutritionist at the University of Kolkata campus cafeteria. As my resume indicates, my duties include drafting letters, typing finished correspondence and handling phone calls. I'm particularly proud of the order confirmation system I designed, which has sharply reduced the problem of late shipments and depleted inventories.

Because "proven skills" are best explained in person, I would appreciate an interview with you. Please phone me any afternoon between 3 p.m. and 5 p.m. at 4320995 to let me know the day and time most convenient for you.

Sincerely,

Atul Ghosh

Enclosure

Opening Section

The opening of your application letter will probably "make or break" the letter, i.e., it will decide whether the reader will respond favourably to the request for an interview or not.

- Mr. Ashok Ahuja, an HR Manager, informed me about an opening for an editor in your publishing department. Because my Diploma in Journalism and three years' experience on the news desk of a national newspaper qualify me for such a position, please consider me for the post.
- Your advertisement in The Hindu dated October 31, for an ambitious, hard-working sales representative lists requirements similar to my qualifications. A degree in marketing and four years of sales experience make me confident of my ability to be the type of employee you would like to have in your organisation.

These opening are effective, as they are more specific, are written from a you-viewpoint and mention the positions for which the writers are applying.

If you choose an opening that lists your most important qualifications for the job, then again, the you-attitude makes the letter more effective. Look at these examples.

- Several years of retail work experience in a women's garments, a degree in international marketing and an ability to put in long hours of work would enable me to perform well as the business head of the export division you are seeking.
- An ability to communicate well both orally and in writing, a degree in business administration with PGDCA and a nine months live project with a software engineering company are the qualifications I have that closely match the requirements of the systems analyst position open in your company.

Middle Section

This being the section where you discuss your qualification for the job, it will be the longest one. This section should assure the reader that you are well qualified. And may include the following detail:

- Your understanding of the job requirements.
- Your educational achievements that qualify you for the job.
- Your work experience that helps qualify you for the position.
- Any special qualifications that may give you an edge over other applicants.
- Personal information, such as your marks/grade average, the college activities in which you have participated, honours and awards you have received, evidence of your ability to shoulder responsibility and so on.

While summarising your key qualifications, make sure you present your education and work achievements in such a manner that their significance to the job in question is immediately apparent. For example:

- The accounting and data processing courses I studied at the Bhartidasan University enabled me to become familiar with accounting theory, procedures and practices, as well as with computerised accounting processes. An understanding of the role of data processing in accounting would enable to work effectively with clients who have installed computerised accounting systems. Selective courses in written and oral communication will also enable me to communicate effectively with these clients.

Notice how skillfully the second example connects the applicant's educational qualifications to the job requirements.

Closing Section

In the closing section of your letter, your primary task is to ask the reader for a specific action, basically ask for an interview and to make a reply easy. But don't simply ask for an interview – that would be too abrupt. To make it sound less so, include other material, such as an offer to provide additional information that the reader may require or the dates on which you might be available for an interview.

For example,

- Additional information about my qualifications for this position can be discussed during an interview, although, this letter and the attached resume do outline several. You can reach me at (040) 8823404 between 9 a.m. and 5 p.m. each day of the week to let me know a time that is convenient for you to talk with me about the auditing position.
- After you have read my resume, please call or write to let me know a time that is convenient for you to discuss the chief editor's position with me. Should you need additional information, please let me know.

Application in Response to an Advertisement Without a Resume

501, Flat No. 2,
Balaji Colony,
Tirupati.

The Advertiser
Box No. 345,
The Hindu,
Chennai.

25th August, 2016

Dear Sir,

I am a management graduate with specialisation in marketing. Your advertisement in the Hindu for sales executive post suits my qualifications and aptitude.

I did my graduation and post graduation in Tirupati. I passed MBA degree examination from Sri Vencateswara University in June, 2016. I obtained a decent first class and third rank with 67 per cent marks at the University of Examination. During my study, I did two projects in marketing.

(i) Consumer Preferences to confectioneries.

(ii) Retail management in Tirupati town.

I did B.Com. in S.V. Arts College. I passed the examination in 2014 in first class securing 64 per cent marks in the group subjects. During the 3-2 year period of studies in the college, I played cricket matches at inter-university level and won 'Man of the Match' awards twice. I am 21 years of age and unmarried. I have good physique and robust health. My hobbies are travelling, reading and listening to music. I can write read and speak English, Kannada, Tamil, Telugu and Hindi.

I have enclosed copies of testimonials from my professors in S.V. University.

I look forward to an opportunity to be with you for an interview.

Yours faithfully
R. Venkat

PLANNING YOUR RESUME

After you have carefully weighed all the options that are open to you, the next important step is planning your resume. Remember, your resume will probably be vying for the employer's attention, with 100 or 200 other resumes, perhaps more. Also, as an employer spends two minutes or less reading a resume, you have very little time to tell him why you are the best person for the job. You must selectively choose what to say and how to say it, and then present it in a visually appealing manner.

CONTENT OF THE RESUME

Although, the content sections of resumes are fairly standard, you do have some freedom in deciding what section you want to include and what you want to leave out. Typically, a resume has the following sections:

1. Heading
2. Career goals or objectives
3. Education
4. Work experience
5. Summary of job skills/key qualifications
6. Activities, honours and other achievements
7. Special interests
8. References

PREPARING THE RESUME

The resume is the most important document in the job-getting process. It is the first introduction of the candidate to the employer and explains the candidate's background. It should be interesting and well laid out.

The bio-data gives credibility to the claims made in the covering letter. Write it with focus on the prospective employer's needs. The resume is not the story of your past achievements or just a list of what you have learnt and done; your past is the source material for the resume. It must tell what you can do and will do for the employer's benefit.

It is advisable to modify the resume for every new job; it should emphasise the details so as to support the claims you make in the covering letter for the job.

The following questions will help you to focus on the employer's needs before writing your bio-data.

1. What does the employer (the employing organisation) want?
2. How will the work that I can do relate to the employer's objective?
3. What does the employer expect from an employee in this position?
4. What benefit can I offer in addition to what the employer expects?
5. What qualities and traits would describe a person that the employer would find desirable?

When you have answered these questions, you will be able to organise the details of your resume.

Personal Data

This section gives the name, address, telephone number, date of birth, height and weight, marital status, religion, mother tongue, other languages known, interests and hobbies, participation in sports and such other details. Applicants for overseas jobs should include nationality, passport number and foreign languages known.

The following must be kept in mind:

Name is written in the order of first name, middle name, surname. Keep to this order unless the company's application form requires the surname first.

Date of birth must give date, month (spelt in full), year in full, as in:

8th August 1987

The item "other languages known" can be made interesting and informative by indicating the extent of skill in each, e.g., Gujarati – can speak; Marathi – can read and speak. Hobbies and interests are significant items. Include those that enhance your suitability for the particular job; highlight abilities and traits developed through hobbies.

Education

This section gives a complete record of academic qualifications and achievements. It is customary to begin with the latest degree/diploma and give the earlier record in reverse order. All details of institutions attended, degrees/diplomas obtained, scores/grades obtained, name of examining body, special subjects, etc. should be kept in mind. Include those details which are relevant to the job you are applying for. Select the details so as to support the claims you make in the covering letter. For example, include names of institutions attended if you wish to stress the quality of education and training received at reputed institutions.

The order of the details depends upon their importance and relevance to the claims made in the covering letter. Give names of institutions first if you intend to stress the point in the letter. If you intend to capitalise on specialisation in a highly valued field, state the subjects first. If you have an excellent academic record, you would prefer to give the grades/scores first.

Further information to be included in this section can be given under three headings:

(i) Awards, prizes and scholarships with details. Mention the achievement or performance for which it was won, the year in which it was won and the number of competitors, and name of the organisation that awarded it.

(ii) Participation in co-curricular activities like study circles. workshops, seminars, project work, and so on, points out your intellectual interests and development. Skills which cannot be developed in the classroom are developed in these activities. Give details of dates, organisers, subjects, etc.

(iii) Participation in sports and cultural activities in school and college reveals your range of interests. It also supports a claim that you have teamwork skills, interpersonal skills and organisational skills.

Inclusion of items and the details of the items depends on their relevance to what you say in the covering letter. The information must be narrated so as to support any claims of ability and traits that you make in the letter.

Projects, done as a part of any course or undertaken independently, add a great deal to your resume. Give details of the project such as its full title, the company for which it was done, the coverage, conclusions, how it was received, etc. Young persons applying for their first job should emphasise their project work because it comes nearest to actual experience of work.

Experience

When you write about experience, mention the present position first; mention previous posts in reverse order and state the first job last. Include the company's name, position held and the period of time (dates of joining and of leaving). Give a brief description of duties or nature of work or tasks

done on the job; this should demonstrate qualities and traits claimed in the letter. Highlight any special achievements (like record of reaching targets before time).

Young applicants, in the early stages of their career can include voluntary work done for clubs, associations or charitable organisations, vacation jobs or any other informal experience. You must demonstrate that the experience has added to your ability to be useful to the prospective employer.

References

A prospective employer would like to verify the claims made in your letter; besides, an objective assessment of your personality can be obtained from persons who have observed you in different roles. Usually, three references are given – a teacher, an employer, and a friend of the family, with a high social/professional status. The three references know you from different angles: academic aptitude, working habits and efficiency, and personal character and family background.

The name, title, complete address and telephone number of the references must be given; it is preferable to indicate their social relationship to yourself.

You must take permission from the references to give their names. They might appreciate having a copy of the bio-data and some details of the job(s) applied for.

SAMPLE RESUME

Name Address : Shanti Iyer

Address : Blue Heaven,
35, B. Desai Road,
Breach Candy,
Mumbai - 400096

Telephone : 4468282

Date of Birth : March 16, 1975

Marital Status : Married

Education:

Year	Exam.	School/ College	Board/ University	Subjects	Marks	Class
April 1998	M.A. Department of Economics	University	Mumbai Electives: Industrial Economics, International Economics	Economics	65.6%	II
April 1996	B.A.	St. Xavier's College, Mumbai	Bombay University	Economics 6 papers major other subjects: Bookkeeping and Financial Management, Sociology and History	61.5%	I
April 1993	Std. XII Arts	St. Xavier's College, Pune	H.S.C. Maharashtra State	English French	80.67% 8th rank History State	Dist.
March 1991	Std. X	St. Peter's School, Mumbai	I.C.S.E. Board		69%	

Scholarships and Awards:

(i) Open Merit State Government Scholarship from Std. XII to Final Year B.A.

(ii) Dr. R.V. Bhagwat University Prize at B.A.

(iii) University Daxina Fellowship, in M.A. Pt. I and Pt. II.

(iv) Department Merit Scholarship in M.A. Pt. II.

Co-curricular Activities:

(i) Completed four courses in French at Alliance Francaise. Took part in the class play, in French.

(ii) Completed a course in copy writing conducted by the Advertising Agencies Association of India in 1996.

Languages Known:

English – can read, write and speak very well

French – can read, write and speak

Hindi – can read, write and speak very well

Marathi – can read, and speak

Gujarati – mother tongue

Interests: Reading, Writing poems, Yoga, Travelling

Work Experience:

Name of Employer	Nature of work
Blue Garments	Office Co-ordinator June 1998
322, Kaliandas Udyog Bhavan,	Duties include:
Mumbai - 400 025.	Overall administrative responsibilities, client servicing and follow-up, liaison with other departments like Production and Accounts
	Privately coached students in French.

References:

Mrs. G.K. Doshi, Chartered Accountant
17/C Citizens' Cooperative Housing Society,
Gulmohar Road,
Andheri (W), Mumbai - 400 058. Tel. No. 2620xxxx

Dr. M.J.M. Kailash
Professor, Department of Economics,
Bombay University,
Vidyanagari, Mumbai - 400 098 Tel No. 2842xxxx

Father Correa
St. Xavier's College
'B' Road, Churchgate, Mumbai - 400 020. Tel. No. 2202xxxx

COVERING LETTER WITH RESUME

S.N. Sinha
(Purchase Manager)
Swan Engineering Ltd.
122 Mannar Kottai,
Chennai - 600 061.
14th May 2015

The Vice President (HR)
Alpha-Eastern Engineering Ltd.
C-123, Chandra Bose Sarani,
Calcutta - 700 003.

Dear Sir,

Application for the post of Senior Purchase Manager

I wish to submit my application for the post of Senior Purchase Manager which you advertised in the latest ***Business Week*** (May 2-8,2015). I enclose my Curriculum Vitae for your perusal and consideration.

I am looking forward eagerly to a favourable response from your end assuring you of my best cooperation.

Yours faithfully,
S.N. Sinha
Enclosure: Resume

RESUME

SAMIR N. SINHA
Plot No. 56, Periyar Nagar,
Chennai - 600 028.
Tel: (044) 821635 (Home); 818794 (Office)

POSITION SOUGHT: SENIOR MANAGER – PURCHASE

PROFESSIONAL EXPERIENCE

Purchase Manager (2000 – Present)
Swan Engineering Ltd., 122 Mannar Kottai,
Chennai - 600 061.

- Manages about ₹ 55 million worth of purchase annually. Reports to General Manager – Purchase; leads a team of seven executives.
- Saved between ₹ 4 and ₹ 5 million by identifying new suppliers, especially two from Singapore, who supplied quality raw materials at lower prices and on schedule.

- Won from Chairman of Swan Engineering Ltd. **Most Valuable Manager of the Year** award for 2011-12.
- Developed and implemented a simpler purchase system that makes it easy to monitor the operation.

Deputy Manager – Purchase (2013-15)

Beacon Pumps Ltd.

Kistapur, Calcutta - 700 078.

- Managed almost independently about ₹ 10 million worth of routine purchase.
- Assisted Purchase Manager in all aspects of purchase especially identifying and assessing new suppliers and in import documentation.

Assistant Manager (2010 -13)

Beacon Pumps Ltd.

Kistapur, Calcutta - 700 078.

- Assisted Purchase Manager in all aspects of purchase, especially import documentation.
- Assisted Stores Manager in his work.

EDUCATION

- B.E. (Mechanical) 1998. Regional Engineering College, Kharagpur. Second rank in the University – 92.6% marks.
- Higher Secondary 1994 – 88.8% marks.
- High School 1992 – 91.4%; 9th rank in the state of Orissa.

PROFESSIONAL AFFILIATIONS

Member, Executive Committee: Indian Institute of Materials Management, Chennai Chapter

Member, Madras Management Association

REFERENCES

Ms Michelle D'Souza
General Manager (Purchase)
Swan Engineering Ltd.
122 Mannar Kottai,
Chennai - 600 061.

Mr Sudhir Bannerjee
Managing Director
Beacon Pumps Ltd.
Kistapur,
Calcutta - 700078.

APPOINTMENT LETTERS

It is a very formal letter. It should be brief mentioning the following:

- Convey the appointment with words of congratulations.
- Give the date and time of reporting to duty and the name of the person to report to.
- Mention whether the appointment is probationary/permanent or temporary and the period of probation or the expiry date of the temporary vacancy.
- Mention the salary, allowances, perquisites, and other benefits the appointee is entitled to.
- Request the appointee to convey his acceptance.
- Express the hope that the appointee will have a pleasant association with the firm.

LETTER OFFERING APPOINTMENT

Letterhead

_____

_____

15th June 2016

Mr. Ravinder Kumar Malhotra
E-42, Arya Samaj Road,
Uttam Nagar,
New Delhi - 110059.

Dear Mr. Malhotra,

I am very pleased to inform you that our company has selected you for the covered post of Regional Marketing Manager of our Electronics Division. Your resume and subsequent interview were commendable to make the selection process easier for our HR Department. We congratulate you for that.

If you accept this offer, the company will provide the following compensation package:

Basic Salary: ₹ 60,000 per month.
H.R.A.: ₹ 15,000 p.m. or company accommodation in lieu thereof.
Company car plus ₹ 1,500 per month for Petrol and Maintenance.
Car Driver: on company payroll.
Medical, Leave travel, PF, Group Insurance and
Bonus: As per Company Norms

Please confirm by phone or email, when you would be joining our company, latest by 25th June 2016.

Looking forward to your joining our team.

Sincerely,
Sd
(Praveen Hans)
Director: Human Resources

LETTER OF ACCEPTANCE OF JOB OFFER

The letter of acceptance of job offer is written in reply to the letter of appointment.

Steps:

- Express a word of thanks for the appointment letter
- Express eagerness to work with diligence
- Mention the date and time of reporting

Sample 1

Rakesh Sharma
132, Gandhi Nagar,
Delhi (East) - 110043.
Ph.: 011-26478181

25th October 2015

Mr. Sushant Verma
Director, Human Resources
Pure Aqua (India) Ltd.
314, Ansal Towers,
Nehru Place,
New Delhi - 110019
Ph.: 011-23287474

Dear Mr. Verma,

I am delighted to confirm my acceptance of the job of Marketing Executive for your esteemed company. I have received your letter of offer and am very pleased with the remuneration package offered to me. I am planning to join the work on November, 1st 2015.

I am confident that I will be able to contribute to the Marketing Department with my experience, expertise and education.

Thank you once again and I look forward to working under your guidance and supervision.

Yours Sincerely,
Sd/-
(Rakesh Sharma)

LETTER OF ACCEPTANCE OF JOB OFFER

Sample 2

Jayesh Rana
B-32 Alaknanda Apartments,
New Delhi - 110017.
Ph.: 011-29354445

30th November 2015

Mr. Satya Pande
Director, Accounts
Best Indian Advertising Co. (Pvt.) Ltd.
745, Chiranjeev Towers,
Nehru Place,
New Delhi - 110019.

Dear Mr. Pande,

Thank you for offering me the Senior Accounts Executive Position in your esteemed company and for taking the time to meet with me yesterday.

As I mentioned in my interview, after having graduated from the Prestigious Shri Ram College of Commerce of the University of Delhi and MBA in Finance and Banking from Faculty of Management Studies, University of Delhi, I had the work experience at the Finance Department of M/s Global Consultant Pvt. Ltd. as Assistant Finance Manager, since 2006 till date. I hope and am confident that the experience I gained during these years will make a valuable contribution at your esteemed company.

I would like to join your company from 21st December 2015 after getting relieved from my present position.

Thank you once again,

Yours Sincerely,
Sd/-
(Jayesh Rana)

LETTER OF APPRECIATION [FOR A JOB WELL DONE]

Letters of appreciation are written for more than one occasion like:

- Appreciating the good work done by the employee
- For giving donation
- For organising events
- For opening a new venture
- For a good social cause and many more…..

Steps:

- State the reasons for complimenting.
- Acknowledge qualities of the person that made the contribution worthwhile.
- Express appreciation and wishes for continued success.

Sample:

Letterhead

_____

_____

Date

Receiver's address

Dear Mr. _____,

Congratulations! Your work group achieved the highest quality production of the whole factory last month. In addition to having the highest overall score, your group also had the lowest rework percentages in the plant. This is particularly impressive since our overall quality figures were up for all departments for the month.

The diligence and dedication demonstrated by your team have been mentioned by your supervisors and your colleagues. We have all noticed the enthusiasm and extra hours each of you put in this last month.

Thank you for your significant contribution to our division's success. We are implementing your recommendations for new equipment and hope that it will help you to maintain the same excellent performance.

Best Wishes

Yours Sincerely,

Sd/-

(Name in bold)

LETTER OF RESIGNATION

A letter of resignation is written when an employee does not want to continue working. Depending on the nature of the company, whether private or public, a month's notice is to be given by the employee.

Steps:

Resignation letters should be fairly simple and straightforward. The four basic pieces of information that must be present in a resignation letter are:

- Reasons for resignation
- Expressing gratitude for support and guidance
- Request to accept the resignation
- Mention of the end date

Sample:

Mr. XYZ

Designation

Name of the Organisation

[current date]

Dear [supervisor's name],

Please accept this letter as my formal resignation from my role as [title]. My last day with [company] will be [end date].

In order to ease the transition after my departure, I am happy to assist you with any training tasks during my final weeks on the job. I intend to leave thorough instructions and up-to-date records for my replacement.

I would like to take this opportunity to thank you for the knowledge and experience I have gained by working here. I am very grateful for the time I have spent on our team and the professional relationships I've built. It's been a pleasure working for you, and I hope our paths will cross again in the future.

Sincerely,

Sd/-

(Name in Bold)

EXERCISES

Draft replies to the advertisements given below:

1. Young energetic fresh graduates required for Sales and Accounts work in our group of companies. Meet in person with application and bio-data at Laxmi Boards Ltd., Das Chambers, 16, Dalal Streel, Mumbai - 400 001.
2. Wanted young, dynamic and result-oriented marketing personnel (boys and girls) for a reputed computer software company. No previous experience required. Must be degree college student. Successful candidates will get attractive compensation plus travelling allowance. Send application and resume along with passport size photograph before 23 October, 20... to Scill Consultants Pvt. Ltd., 8/A, Tall Tower, Nariman Point, Mumbai - 400 021.
3. Canbank Financial Services Limited requires junior personnel. Candidates must be young (preferably students) with good communicative ability and marketing aptitude. Opportunity to work under professional Merchant Bankers and gain experience in marketing Financial Instruments. Come with application and bio-data for personal interview any day till 27 January, between 10 a.m. and 6 p.m. at 115 Atlanta, Nariman Point, Mumbai - 400 021.
4. Wanted from 1st of June, for English Medium School, trained lady teachers with B.Com. B.Ed. preference will be given to higher qualified and experienced teachers. Posts 2. Age below 35.
5. A plastic processing unit engaged in manufacturing various packaging products requires Marketing Executives. Graduates with 1 or 2 years' experience in marketing plastic/metal packaging products. Fresh graduates may also apply. Write to P.O. Box No. 882, Times of India, Mumbai - 400001.
6. Wanted Accounts Assistants by an international organisation in Mumbai. Qualifications: Commerce Graduate with second class and minimum 3 years' experience in similar job. (1) Costing. Job: To assist in working out details. (2) Sales Tax. Job: To prepare statements of returns regarding sales tax. Selected candidates will be paid about ₹ 10,000/- per month. Those earning less than ₹ 8,500 per month should not apply. Please apply immediately to Box No. 1056, Indian Express, Nariman Point, Mumbai - 400 021.
7. RFC India Limited require for their new plant at Thane, Maharashtra, Clerk-Personnel. Education: Graduate, 2/3 years in a manufacturing unit. Should have handled personnel functions, such as maintenance of attendance records, time keeping and be conversant with ESI, PF, Factories Act and other statutes. Apply giving age, qualifications, details of previous experience, names of firms and details of occupation. Applications should reach within 10 days to RFC India Ltd., P.O. Box 96, Thane, Maharashtra.
8. Wanted 2 Steno-Secretaries for permanent posts, one in Fort Office and other in Thane Works. Starting pay around ₹ 10,000 plus other benefits. Candidates should be at least HSC with at least 3 years' experience as stenographer with a speed of 100/50 w.p.m.; selected applicants will be tested at these speeds. Apply with full details to Personnel Manager, XYZ Pressure Cookers Ltd., Mahalaxmi, Mumbai - 400 026.

9. Wanted for a permanent post at our Fort Office Receptionist-cum-Telephone Operator with ability to handle PBX switchboards. Salary will depend upon personality and ability. Applications giving full details of age, qualifications and experience, and enclosing a photograph should be addressed in writing to Personnel Manager, Pressure Cookers and Appliances Private Ltd., United India Building, Pherozeshah Mehta Road, Mumbai 400 001.
10. You are applying for admission to a Management College; you are required to write a composition of about 300 words stating your objective in seeking the admission. Draft the statement of your objective.
11. You have been selected for the post of Junior Accountant by Rajan and Sons Ltd. Write to them accepting the offer.
12. John Varghese has decided to resign from his post of accountant at growth financial services to seek a better job. Write his letter of resignation.
13. Cheryl Paul has decided to resign from her post of Marketing Manager at Speed Motors Ltd. in order to raise other new born baby. Write her letter of resignation.
14. Ms. Anju Abraham has been selected as Finance Manager at the Super Bank Bandra. Draft her letter of acceptance.
15. Write a recommendation letter for your Secretary who has given your name as referee in her application for the post of assistant Manager at Grand Hotels, Juhu.

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Unit 3

CHAPTER 9

COMMERCIAL TERMS

Learning Objective:

- To appraise the students of the commercial terms used in Business Communication.

SUMMARY

Business Communication involves a lot of correspondence in the form of notice, circulars, letters, reports, memos, etc. Therefore, it becomes important to know some of the commonly used commercial terms used in these correspondence. These terms are used in the field of Commerce, Accounts, Law and Advertising.

COMMERCIAL TERMS USED IN BUSINESS COMMUNICATION

1. **Adjustment:** Settlement of a claim by the seller of the product.
2. **Agenda:** A list of business items to be discussed at a meeting.
3. **Affidavit:** A written declaration, given by a person before an authority like a magistrate or solicitor.
4. **Account Payee:** This crossing of cheque is a direction given to the bank that the money should reach the payee in his/her account.
5. **Acquisitions:** Stockholders of a company convert their assets into marketable cash or securities or merge the company for an attractive price.
6. **Appreciation:** A rise in value of money or things like property.
7. **Arbitrator:** A person chosen to settle the dispute between two parties.
8. **Assets and Liabilities:** A kind of Balance Sheet to indicate a statement of what is owed and what is owned.
9. **Bank Correspondence:** Correspondence between banks, customers, etc.
10. **Bankrupt:** A person who does not have money to pay his liabilities or debts.
11. **Blue Chip Company:** A listed company with a long and profitable history of trading in stock market.
12. **Boom:** A market condition where the prices are high of various commodities.
13. **Bonus:** A distribution of additional profits to employees/shareholders above usual dividend.

14. **Bona Fide:** In good faith.
15. **Branded Goods:** Goods sold under the names of suppliers or manufacturers.
16. **Browser:** A tool for retrieving information.
17. **Bulletin Boards:** Information boards in an organisation which gives news and information to the employees.
18. **Buyer Beware:** A policy of the seller/supplier that he refuses to admit any mistake from his side.
19. **Case Study:** A method used to understand a theory topic by using a real-life situation for study.
20. **Cash Credit:** A permission given by a bank to a client to overdraw money up to a specified limit against some suitable security.
21. **Claim:** Dissatisfaction by the buyer of the goods with the expectation of some kind of adjustment to be made by the seller.
22. **Collection Letter:** A letter asking for payments due in the past.
23. **COD:** Cash on delivery.
24. **Committee:** A group of people who are assigned specific task or matter. A formal body with structure.
25. **Commission:** Remuneration given by the head to its agent.
26. **Copyright:** An author's right to publish or print his/her works or to allow someone to do so on his/her behalf. It also means protecting the author's work from being copied.
27. **Compensation:** A compensation to be given to a customer who has a grievance.
28. **Conference:** A meeting of people within or outside to discuss specific matters and arrive at a decision.
29. **Consensus:** A common opinion arrived at after mutual consent by the people of a group.
30. **Covering Letter:** A letter which introduces a long document, e.g., Bio-data, Reports, etc.
31. **Credit:** To enter in an account of a person, allowing a person to purchase goods on credit.
32. **Debenture:** A loan given to the holder of the company on the property of the company.
33. **Depreciation:** Decrease in the value of commodities.
34. **Discount:** A reduction in price of a commodity.
35. **Facsimile:** An exact copy of the document.
36. **Fiduciary:** Of legal issue, confidence or trust.
37. **Forgery:** Signature done by another person other than the actual person.
38. **Follow-up Letter:** A letter by the supplier to the customer who did not respond after getting quotation.
39. **Guarantee:** A promise by the seller to the buyer in case things go wrong to be substituted with financial obligations.
40. **Homepage:** The starting page of the computer.

41. **Hierarchy:** The various levels or status at which people work in an organisation.
42. **House Organ:** Periodic publication of an organisation to educate its employees on various aspects of the organisation.
43 **Incentive:** A financial reward which helps a person to achieve some goal.
44. **Indention:** A start line of a text inwards from the margin.
45. **Inspection Report:** A detailed report written by a person who inspects the department, office.
46. **Investigative Report:** A carefully written and studied report in research or investigation.
47. **Insurance:** A contract between two people in which the person insured gives some amount to the company so that in case of untoward incident to the insurer the amount could be given to the family or the person.
48. **Inventory:** List of articles in stock.
49. **Invoice:** A written document giving details of goods sold.
50. **Open Door Policy:** Any employee can walk into the cabin of higher authority for problems faced by them.
51. **Jargon:** Technical language or term used in a particular field, e.g., law client, judge, victim, etc.
52. **Lien:** A legal hold on property as security for a debt.
53. **Liquidation:** Process of winding up a company in a legal way.
54. **Listed Company:** A company that has securities listed in the stock exchange.
55. **Memo:** A written warning in a form of a letter given to the erring employee.
56. **Merger:** Two firms come under common control or ownership.
57. **Minutes:** The written record of the proceedings of a meeting, committee or a conference.
58. **Morale:** Collective attitude or spirit of the workers towards its higher authorities, work procedure, management, etc.
59. **Motivation:** The cause to act.
60. **Negotiate:** To arrange or settle something by mutual agreement.
61. **Order:** A written document sent by the buyer to the seller asking for supplying of goods.
62. **P.S. (Post Script):** Information that is added by the writer of the letter. Only important point is added.
63. **Per Capita:** Per head of each person.
64. **Power of Attorney:** Legal document authorising a person to act on behalf of another person.
65. **Protocol:** Planned way of working in an organisation.
66. **Proxy:** Person authorised to act on behave of another person.
67. **PTO:** Please turn over.
68. **Quorum:** Minimum number of members required to conduct a meeting or arrive at a decision.
69. **Recession:** A mild economic activity not sufficient to mark a major business activity.
70. **RSVP:** Reply if you please.

71 **Sales Letter:** Letter designed for a buyer to buy a product or goods.

72. **Testimonial:** A written statement testifying merits, qualities abilities, etc. of a person.

73. **Trade Discount:** A cash discount given to the buyer if he pays immediately within a stipulated time.

74. **Trade Journal:** A published journal by the association of traders, manufacturers and owners about the conditions existing of a particular trade.

75. **Trade Reference:** Inquiry about creditworthiness of a customer with other firms from where he has business dealings.

76. **Trial Order:** A sample order on an experimental basis placed by a buyer.

77. **Turnover:** Money generated by selling goods at a particular period.

78. **Vide:** To see or refer.

79. **Voucher:** Documentary evidence to support an entry in the account book.

80. **Warranty:** It allows the buyer to make claim for the damaged goods. It is for a short period of time.

81. **Window Envelop:** An envelop with a transparent sheet through which the receiver's address can be seen.

82. **Window Shopping:** Goods displayed in a shop window in such a manner that it maximises the chances of buying by the passers-by.

83. **Xerox:** Making exact photocopies of the original document.

CHAPTER 10

PARAGRAPH WRITING

Learning Objective:

- To make students enhance their writing skills.

SUMMARY

Paragraph writing is a skill which need to be developed in a learner. The chapter highlights on how to write a good paragraph.

INTRODUCTION

Written Communication is an organised formal way of putting things in an orderly manner. Written materials could be of many types, e.g., letters, notices, circulars, paragraph writing, research papers, books, etc. A smaller unit of prose writing is a paragraph.

Writing is a skill. All prose writings are divided into paragraphs. Each paragraph indicates that either there is a change of topic or it is a continuation of the same topic of the earlier paragraph. The length of the paragraph is immaterial as it depends on the writer on what and how much one needs to express in a paragraph. It is a foundation to all types of writing, be it persuasive, narrative, creative, essay, etc. Construction of a paragraph is the important part that will be discussed in this chapter.

WHAT IS A PARAGRAPH?

Paragraph comprises sentences, but not random sentences. A paragraph is a group of sentences organised around a central topic. In fact, the basic rule of paragraph writing is to focus on one idea. A solidly written paragraph takes its readers on a clear path, without detours. If you master the paragraph, you'll be on your way to writing "great essays", term papers, and stories.

TYPES OF PARAGRAPH

There are four types of paragraphs that you need to know about: descriptive, narrative, expository and persuasive. A quick search around the internet will yield other types, but to keep this simple, it's a good idea to consider just these four.

The descriptive paragraph: This type of paragraph describes something and shows the reader what a thing or a person is like. The words chosen in the description often appeal to the five senses of touch, smell, sight, sound and taste. Descriptive paragraphs can be artistic and may deviate from grammatical norms.

The narrative paragraph: This type of paragraph tells a story. There's a sequence of action or there's a clear beginning, middle and end to the paragraph.

The expository paragraph: This type of paragraph explains something or provides instruction. It could also describe a process and move the reader step by step through a method. This type of paragraph often requires research, but it's possible that the writer is able to rely on his or her own knowledge and expertise.

The persuasive paragraph: This type of paragraph tries to get the reader to accept a particular point of view or understand the writer's position. This is the type of paragraph that many teachers focus on because it's useful when building an argument. It often requires the collection of facts and research.

It is important to point out that many paragraphs are a combination of these four types, but for the purpose of instruction, let's consider some examples of each.

Example of a Descriptive Paragraph:

The lights grow brighter as the earth lurches away from the sun, and now the orchestra is playing yellow cocktail music and the opera of voices pitches a key higher. Laughter is easier minute by minute, spilled with prodigality, tipped out at a cheerful word. The groups change more swiftly, swell with new arrivals, dissolve and form in the same breath; already there are wanderers, confident girls who weave here and there among the stouter and more stable, become from a sharp, joyous moment the center of a group, and then, excited with triumph, glide on through the sea-change of faces and voices and colour under the constantly changing light.

[This excerpt is taken from *The Great Gatsby* by F. Scott Fitzgerald. In this paragraph, you can hear, see and feel the setting in which the story takes place.] When you practice writing a descriptive paragraph yourself, you should address all aspects of the physical world.

Example of a Narrative Paragraph:

It's been almost ten years since I first ran for political office. I was thirty-five at the time, four years out of law school, recently married, and generally impatient with life. A seat in the Illinois legislature had opened up, and several friends suggested that I run, thinking that my work as a civil rights lawyer, and contacts from my days as a community organizer, would make me a viable candidate. After discussing it with my wife, I entered the race and proceeded to do what every first-time candidate does: I talked to anyone who would listen. I went to block club meetings and church socials, beauty shops and barber shops. If two guys were standing on a corner, I would cross the street to hand them campaign literature. And everywhere I went, I'd get some version of the same two questions.

[This opening paragraph from Barack Obama's *The Audacity of Hopetell* and interesting story about how a man entered the arena of politics.] It has a beginning, a middle and an end, and it raises the reader's curiosity about what will happen next.

Example of an Expository Paragraph:

All toilet flush tanks work about the same. When the toilet is flushed, the trip handle lifts the tank ball, opening the outlet and letting water flow into the bowl. When the tank is nearly empty, the ball falls back in place over the outlet. The float falls with the water level, opening the

water-supply inlet valve just as the outlet is being closed, and the tank is refilled through the filler tube. Water also flows through the bowl refill tube into the overflow pipe to replenish trap-sealing water. As the water level in the tank nears the top of the overflow pipe, the float closes the inlet valve, completing the cycle.

[This paragraph from Reader's Digest *Complete Do-it-Yourself Manual* gives detailed information about how how the water moves through a toilet when it is flushed.] It is instructive and describes a process.

Example of a Persuasive Paragraph:

Immigration contributes to the overall health of the American economy. Despite recent concerns related to the costs created by illegal and some legal immigration to the United States, this country has largely benefited from the skills, talent, and ambition that immigrants bring with them. American businesses gain from a good source of affordable labour, while town and cities are revitalised by immigrant families who strengthen communities through civic participation in the generation of new economic activity. The United States must continue to welcome new arrivals and help those who are already here; otherwise, the country will lose the advantages it has over other industrialised countries who compete against us in the global marketplace and seek to recruit from a vast pool of unskilled and skilled global workers.

HOW TO WRITE A PARAGRAPH USING THE FOUR ESSENTIAL ELEMENTS?

A basic paragraph structure usually consists of few sentences: the topic sentence, five to seven supporting sentences and a concluding sentence. But the secrets to paragraph writing lay in five essential elements, which when used correctly, can make an *okay* paragraph into a *great* paragraph.

The five important elements to good paragraph writing:

1. **Unity:** A paragraph generally takes up one topic, theme or idea at one time and all other sentences in a paragraph are linked to it. Each paragraph has a topic or key sentence that expresses the subject. A paragraph is unified around this main idea, with the supporting sentences providing detail and discussion. In order to write a good topic sentence, think about your theme and all the points you want to make. See which point gives a scope to the rest of the sentences, and then write it as your topic sentence
2. **Order:** The other sentences in the paragraph should be connected to the subsidiary ideas which in turn is connected to the central idea, and should be arranged in the order of importance. Mostly, the first sentence of the paragraph is the topic sentence which introduces the main idea and the last sentence of the paragraph is the conclusion. Whether you choose chronological order, order of importance or another logical presentation of detail, a paragraph should always have some kind of an order. It helps the reader grasp the meaning and avoid confusion.
3. **Coherence:** In this, the sentences that are connected to one another should be in a sequence. Each sentence in its priority should be written accordingly so that a proper sense is achieved at the end of the paragraph. Linking devices or connecting words and phrases help in moving the thoughts and ideas in a more logical and meaningful manner, especially when one writes more paragraphs. Coherence is the quality that makes your writing

understandable. Sentences within a paragraph need to connect to each other and work together as a whole.

4. **Completeness:** The sentences should have a complete sense when they are written in a form of paragraph. The writer of the paragraph should see that whatever length of a paragraph is it should make a complete sense of what the writer wants to convey. Completeness means a paragraph is well-developed. If all sentences clearly and sufficiently support the main idea, then your paragraph is complete. If there are not enough sentences or enough information to prove your thesis, then the paragraph is incomplete. Usually, three four supporting sentences, in addition to a topic sentence and concluding sentence, are needed for a paragraph to be complete. The concluding sentence or last sentence of the paragraph should summarise your main idea by reinforcing your topic sentence.
5. **Variety:** To make the paragraph more interesting, the length of the sentences should vary and it should carry interesting ideas.

In addition to paying attention to the unity, order, coherence, completeness and variety, while framing a paragraph, it is equally important to see that the linking words and phrases are properly used.

The first line of a paragraph either may begin with a generalisation and then move to a specific topic or from the specific to the general. As the ideas move from one paragraph to another, one may have more ideas, may be contradictory ideas, compare or contrast, definition or illustration.

Some of the commonly used connecting phrases or linkers:

1. **Compare and contrast:** Although, However, inspite of, but, yet, still, on the other hand, on the contrary.
2. **Reasoning:** Because of, in view, therefore, since, as, why, when.
3. **Adding ideas:** Besides, in addition to, furthermore, also.
4. **Illustration:** For example, for instance, namely, as follows.
5. **Sequence:** Next, first of all, later, eventually, finally, then.
6. **Result:** As a result, therefore, because of, so.
7. **Clarifying:** In other words, specifically, in order to.
8. **Same ideas:** Likewise, in the same way, similarly, at the outset.
9. **Consequence:** Otherwise, if not, in that case.
10. **Summing:** To conclude, summarise, to sum, in short, in the end.

Further, a good write-up should also be:

Precise: The writer should try to stick to what he/she has to say. Try to be to the point.

Clear: Clarity in thoughts is a most important aspect of writing. Instead of beating around in the same bush, clarify what you want to say to the readers.

Concise: A paragraph should be short. It should contain only what is required. Avoid including unnecessary information. It becomes too large and confusing.

Readable: The information put up in the paragraph should be readable. It should not have something which is too objectionable.

Logical: Each sentence in a paragraph must lead to the next sentence and should be well connected.

Objective: The paragraph should be written objectively to bring out the essence of what is written in a paragraph instead of pointing out subjectivity of something else.

EXAMPLES OF PARAGRAPH WRITING

Sunset Description

Sunset is the time of day when our sky meets the outer space solar winds. There are blue, pink and purple swirls, spinning and twisting, like clouds of balloons caught in a blender. The sun moves slowly to hide behind the line of horizon, while the moon races to take its place in prominence atop the night sky. People slow to a crawl, entranced, fully forgetting the deeds that still must be done. There is a coolness, a calmness, when the sun does set.

Oceans and lakes have much in common, but they are also quite different. Both are bodies of water, but oceans are very large bodies of salt water, while lakes are much smaller bodies of fresh water. Lakes are usually surrounded by land, while oceans are what surround continents. Both have plants and animals living in them. The ocean is home to the largest animals on the planet, whereas lakes support much smaller forms of life. When it is time for a vacation, both will make a great place to visit and enjoy.

COHESION AND COHERENCE IN WRITING

Coherence means the connection of ideas at the idea level, and cohesion means the connection of ideas at the sentence level. Coherence includes those aspects of writing which help in developing and supporting arguments, synthesizing and integrating readings, organizing and clarifying ideas. The cohesion of writing focuses on the grammatical aspects of writing.

HOW TO LINK PARAGRAPHS

1. When writing an essay or composition, start a new idea in a new paragraph.
2. Use bridge words which will connect the previous idea or paragraph write the next one.
3. Give different openings to each paragraph.
4. Vary the length of the sentences to avoid monotory.
5. There should be a logical order in the flow of ideas, connecting one sentence to the next.
6. Summarise the main idea in the concluding sentence.

Write Paragraphs on the Following:

(a) Online shopping
(b) Study abroad
(c) Youth and Politics
(d) College Life
(e) Hollywood versus Bollywood
(f) Reservation Policy
(g) Use of computers
(h) Faith and blind faith
(i) Earn and Learn
(j) Higher studies



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