**Class: S.Y.B.Com.**

**Subject: Business Communication**

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**Chapter- 1**

**INTRODUCTION TO BUSINESS COMMUNICATION**

# Introduction:

As a human being we need Communication to live. Without Communication we can not survive in a society.

Communication occurs wherever life exists. The transmission of any meaningful message is communication. It is as natural a phenomenon as existence itself. Whether we recognize it or not, we have no option but to communicate. Communication is an integral part of human existence. Communication is essentially the ability of one person to make contact with another and to make him understood. Since man is a social animal, it is vital that he express his feelings and emotions, receive and exchange information.

In our day-to-day life, we spend so much of our time in communicating with people. We convey the thoughts, intentions, facts, ideas and emotions to other person, this is communication. When other person receives it, the effective communication takes place. But if the other person cannot understand it, we consider it miscommunication or distortion. In business also, communication is most important phenomenon, It is through communication, that business can grow, market can expand.

In case of organizations, it becomes even more important as people working in different departments have to achieve common objectives. The working of inter-personal relationships is possible only through communication. Apart from binding its various components internally communication is what links an organization with the external world. Thus, communication is regarded as the foundation of a successful organization. No group can exist without communication.

Business Communication is a specialized branch of general communication.

Although principles are the same the difference lies in its application.

Generally, every person in business spends 70-75% time in communicating with people. Communication is basic phenomenon that pervades all business interactions. For the success of business, effective communication is most crucial ingredient.

Business Communication is also regarded as process because it is the phenomenon of creating & exchanging messages and is ongoing changing & continuous process

"To get the things done” from the people in organization, the communication is essential to carry out all the functions of management - Planning, Organizing, Directing, Integrating Controlling etc.

Business communication can be internal when it is directed to persons within the organization such as superiors, co-workers and sub-ordinates. Business communication can be .external when directed to customers, suppliers, government, public etc.

Internal Communication

 Superiors  Co-workers

 Subordinates

Communication  Customers

External  Suppliers

 Public

 Government

Effective internal communication works towards establishing and disseminating of the goals of an enterprise, evolving plans for their achievement, organizing human and other resources in an efficient way, selecting, developing and appraising members of the Organization, leading, motivating and encouraging people to put in their best and controlling performance.

External communication relates an organization to the environment outside. No enterprise can thrive in a vacuum. It has to be aware of the needs of the customers, the availability of suppliers, regulations of the government and the cancers of a community. Only through effective communication can an organization become an open system interacting with its environment.

* 1. Meaning of Communication

The word "communication" is derived from the Latin Word 'Communis' or 'Communicare' which means common. In its application, it means a common ground of understanding. It is a process of exchange of facts, ideas and opinions as a means that individuals or organisations share meaning and understanding with one another. In other words, it is the transmission and interacting of facts, ideas, opinions, feelings or attitudes. Communication is an interdisciplinary concept because theoretically, it is approached from various disciplines such as mathematics, accounting, psychology, ecology, linguistic, systems analysis, etymology, cybernetics, auditing etc.

Communication is a process involving the sorting, selecting and sending of symbols in such a way as to help the listener perceive and recreate in his own mind the meaning contained in the mind of the communicator. Communication involves the creation of meaning in the listener, the transfer of information and thousands of potential stimuli. Communication

enables us to do important things, to grow, to learn to be aware to ourselves and to adjust to our environment.

# Definitions of Communication:

1. American Society of Training Directors: "The interchange of thought or information to bring about mutual understanding and confidence or good human relation."
2. 'Newman and Summer: "Communication is an exchange of facts, ideas, opinions, or emotions by two or more persons: Communication is also defined as intercourse by words, letters, symbols or messages and as a way that one organisation members shares meaning and understanding with another."
3. Leland Brown: "Communication is the transmission and interchange of facts, ideas, feelings, or course of action."
4. Allea 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 involves a systematic and continuous process of telling; listening and understanding."
5. Ordway Tead: "Communicating is a composite of information given and received, of a learning experience in which certain attitudes, knowledge, and skills change, carving with them alterations of behavior of listening effort by all involved of a sympathetic fresh examination of issues by the communicator himself, of a sensitive interacting points of view, leading to higher level of shared understanding and common intention."

# Nature of Communication

Organisations are represented as communication systems. It is a formal process to accomplish the desired common goals. It is an exchange of information between individuals groups, departments etc. Every organisation has its own sub-systems and there is always infraction, and interface between sub-systems to achieve goals. Communication transmits information and data to the sub-systems as well as to the total system. Management information system operates effectively through communication. It involves information gathering, storage, processing and monitoring.

It includes both present and past information. Communication is a tool and a vital aspect of management process. As a matter of fact, superior - subordinate relationship can exist only with effective and meaningful communication. There must be two parties to the process of communication. The communicator or sender or transmitter of message and the receiver or recipient or listener or reader is another party at the end. The nature of

communication is exchange of message and interaction. Communication may be through written or verbal, action, figures or pictures.

The purpose of communication is to make others to understand. and act upon is accordingly in the same sense. Communication is effective when the message is share and understood with one another: There can be no communication if the information is not understood by the receiver in the same sense as it was intended to be by the communicator. It need not be necessary in effective communication that the receiver must agree or accept the information. It is sufficient if the information is understood even though information is rejected or disagreement exists.

# Scope of Communication

The scope of communication is very wide and comprehensive. It is a two-way process involving both transmission as well as reception. It is a continuous process of exchange of facts, ideas, feelings, attitudes, opinions, figures and interactions with others. In the process, it uses a set of symbols; symbols may be words, action, pictures or figures. Communication, however, does not mean downward movement of sending directions, orders, instructions etc. It is only one-way communication.

Two-way communication represents movement of communication upward. Internal communication flows in different directions - vertical, horizontal, diagonal and across the organisational structure. Internal communication may be formal and informal. External communication is concerned with transmission of messages outside the organisagtion with Government its departments, customers, dealers, interoperate bodies general public,

investors etc. External communication promoters goodwill with the public. Internal communication helps in discharge of managerial functions like planning, direction, co- ordination, motivation etc.

# Process of Communication

The Communication has been defined as process, which is dynamic and ever changing in nature. This process has the following four elements:-

1. Acts or actions.
2. Continuous change to suit requirement of time.
3. Definite object or purpose.
4. A progress over a period of time.

Communication is a process in which sender tries to reach receiver with a message. This process involves number of elements.

Sender  Message  Encoding  Channel  Receiver  Decoding

Noise

Noise

Feedback

# The Process of Communication

Above figure shows us the communication process. In this process, idea which is generated in the mind of communicator / sender, who tries to convey the same through message to be communicated /received in words, letter (verbally) or sometimes postures, gestures, signs, facial expressions etc ( i.e. non-verbally) with feedback mechanism.

In above figure there is sending loop and feedback loop. In sending loop sender plans the message (idea generated in the mind of sender) , he encodes the message by using symbols say words and transmit it to the receiver. Receiver in the feedback loop catches the message, decodes it, gives reply to the communicator. But sometimes there is noise (disturbances/barrier miscommunication) in the process which creates confusion/ misunderstanding in the minds of receiver.

# Elements of Communication Process

The whole process of communication involves the following elements:

MESSAGE SENDER ENCODING CHANNEL RECEIVER DECODING FEEDBACK

According to David K. Berlo, the whole sequence of communicating with B (called communication process) involves six steps.

Ideation  Encoding Transmission Receiving (Sender)  Decoding  Acting Various elements involved in the process of communication is described as follows:

* + 1. **Message:** A piece of information, spoken or written, to be passed from one person to another. It is the subject matter of communication. It may involve any fact, idea, opinion, figure, attitude, or course of action, including information. It exists in the mind of the communicator.
		2. **Transmitter:** He is the sender of message or communicator or spreader, a person who transmits the message. In the case of mechanical devices used for communication, Para transmitter is an operator that transmit message. The person who conveys the message is known as the communicator or sender. There is always a process. He conceives and initiates the message. He is the driving force to change the behaviour of the receiver.
		3. **Encoding (Communication Symbol):** The process of conversion of the subject matter into symbols is called encoding. The message or subject matter of any communication is always abstract and intangible. Transmission of the message requires the use of certain symbols. The communicator plans and ' organizes his ideas into a set of symbols, signs etc. Encoding process translates ideas, facts, feelings, opinions into symbols, signs, words, actions, pictures, and audiovisuals etc. It is up to the sender to select a medium he feels proper to communicate effectively to the intended listener or receiver.
		4. **Communication Channel:** Later, the transmitter has to select the channel for sending the information. Communication channel means the medium or media through which the message passes. The words, symbols or signs selected should be transmitted to the receiver or listener through certain channel or medium. Media in plural represent vehicles to transmit message. The communicator has to decide how best he can pass the message, what he has to convey. Media may be written media or oral media. Again, there are various forms of written media like letters, reports, manuals, circulars, notes, questionnaires etc. The forms of oral media include face-to face conversion, Dictaphone, telephone, recording, radio meeting, conference etc. The channel may be a visual channel like slides, neon hoarding, posters etc. Television and documentary films represent audio- visual channels.
		5. **Receiver:** There is always a receiver in the process of communication. Receiver is the person to whom the message is meant for by the sender. A person who receives the message is called the receiver Effective communication process is not complete without the existence of a receiver of the message. Responding or acting to the message is done by the receiver only It is the receiver who receives and tries to interpret, perceive, understand and act upon the message.
		6. **Decoding:** Decoding is the process of translation of an encoded message into ordinary understandable language. Receiver converts the symbols, words or signs received from the sender to get the meaning of the message.
		7. **Acting:** According to the understanding of the message, the receiver acts or implements the message.
		8. **Feedback:** Feedback is though the last element and an important one in the communication process. As it has been explained, communication is an exchange process. For the exchange to be complete the information must go back to the communicator, so that he can know the reaction of the receiver. The sending back of the knowledge about the message and understood in the same sense as the sender meant. Feedback enables the communicator to carry out corrections or amendments or change the message to be effective.

# Features of Communication:

* + 1. **Interchange of Information:** The basic characteristic of human communication is that it aims at exchanging information. It is a two-way process. The exchange can be between two or more persons. It may be at the individual or the organisational level.
		2. **Continuous Process:** Communication is a continuous process. It is not static. It is constantly subject to change and is dynamic. The people with whom communication is held, its content and nature, and the situation in which communication is held - all keep changing.
		3. **Mutual Understanding:** The main purpose of communication is to bring about mutual understanding. The receiver should receive and understand the message in the manner that the sender intended him to.
		4. **Response or Reaction:** Communication always leads to some response or reaction. A message becomes communication only when the receiving party understands and acknowledges it, and also reacts and responds to it.
		5. **Universal Function:** Communication is a universal function, which covers all levels of authority.
		6. **Social Activity:** Communication is a social activity, too. The components of a society are into a relationship of sharing, be it information, feelings or emotions. The same holds true for business communication. It involves the effort of people to get in touch with one another and to make them understood. The process by which people attempt to share meaning and relate to one another is, thus, a social activity.

# Importance of Communication

The importance of communication cannot be denied nor should it be underestimated in this era of globalization dominated by modern management education. With the passage of time, society has also become increasingly complex and businesses more global importance of communication. Following factors have contributed to the growing importance.

* + 1. **Size of Organizations**: Modern organizations are gigantic as compared to those yesteryears. Moreover, they are in a continuous process of expansion. Communication is he only line among the large number of people in the set-up.
		2. **Growing Importance of Human Relations:** Modern management has brought in he concept of human resource management. The style of working has changed considerably over the years. It is no longer a management-decides-and workers-follow kind of working pattern. Participative management has become the watchword. Men will not cooperate unless hey are treated humanely. This has increased the importance of communication in business organisations.
		3. **Public Relations:** Just like human beings, organisations cannot function in isolation. Every organisation has certain social responsibilities. It also has to interact with different segments of the society. The responsibilities are towards customers, shareholders, suppliers, traders, trade unions, media, government and the people in general.
		4. **Advances in Behavioural Sciences:** Modern management lays great stress on the theories of behavioural sciences like sociology, psychology, philosophy, spiritualism and transactional analysis. Their growing importance can be judged by the tremendous surge in the sale of books on these subjects. The essence of all the writing is that which the way of looking at human nature. Improvement in communication skills can do this effectively.
		5. **Technological Advances:** Today's computer age affects not only the methods of working, but also the composition of groups. Communication is the only way to meet the challenge and to strengthen the relationship between superiors and subordinates. Teleconferencing has become a key link for immediate decision making and feedback in large business organisations.
		6. **Growth of Trade Unions:** The last century has been a tremendous increase in the size of the unions of workers. These unions occupy a very important place in an

organisational set-up. Hence mutual understanding between the management and the unions is very important. Communication, therefore, has a vital role to play.

* + 1. **Consumerism (Increase in the Demand for Consumer Goods):** Communication has become an inevitable cycle since the growth of consumerism. In this era of the global marketplace, the competition is real tough, and companies are under constant pressure to attract clientele and to perform. The effort to persuade customers to buy a product is virtually never-ending. his has led to a tremendous growth in communication. From pamphlets, brochures and advertisements in the print and the electronic media, to workshops, demonstrations, contests and attractive schemes, consumerism has spawned a whole new way of communication.
		2. **Distance Education:** The advent of the Open University system has led to an increase in communication. In many countries, a large segment of the population is gaining distance education. In India, IGNOU (Indira Gandhi National Open University) is an example.

# Principles of Effective Communication

* + 1. **Principle of Clarity:** This is the first principle of communication that the message to be communicated should be clear, understandable by the receiver. The idea should not be confusing & vague. Clarity of thought comes from a careful consideration of the objectives contents & medium of communication.
		2. **Principle of Introduction:** Communication is the systematic and continuous process of telling, listening & understanding. So the sander must be clear in his mind what he wants to communicate to others i.e. what information he or she wants to transfer.
		3. **Principle of Consistency:** This principle tells us the information/message/facts etc. need to be communicated from one person to another person must be consistent with objectives, plans, programs & procedure of the concern.
		4. **Principle of Completeness:** It emphasizes that the communicator must be complete in all respects of communication. It covers full details of communication process. This principle is also known as principle of adequacy. Any inadequate information creates doubts, misunderstanding in the mind of receiver, which results in delayed action, and may spoil cordial relations.
		5. **Principle of Appropriate Channels:** Communication channel includes oral communication i.e.: face-to-face, written communication i.e. letters, memos, it also includes' electronic media and non-verbal ways. Communication channels depend upon the purpose & contents of communication.

Lengthy messages should be written noise through letters, circulars, notices or by using e-mail, publishing the information on the site etc.

* + 1. **Principle of Timeliness:** Time is the most important factor. Ideas, messages, information, etc. must be conveyed at the proper time. If it is not communicated in time, it results in misunderstanding, or failure of creating desire or expected response in the minds of receiver.
		2. **Principle of Integration:** The aim of communication is to motivate people. In this process the superiors rely upon the subordinates and under the assumption that their integrity is unimpeachable. Because the integrity of the organization is related to the level of integrity possessed by the subordinates. If the integrity of the subordinates is doubted, no communication evokes a response from the subordinates. The superiors should trust the subordinates; accept their viewpoints, if suggestions are in the interest of the organization.
		3. **Principle of Informality:** This principle suggests use of formal channels with informal contacts. Formal communication system is known as official channel of organization but sometimes formal communication proves ineffective in evoking the response from the subordinates, in such cases superiors sometimes adopt informal channels of communication to get the things done.
		4. **Principle of Flexibility:** The system of communication should be flexible enough so that it can adjust and accommodate changing requirements of the concern. Organization should absorb new methods & techniques of communication to improve its efficiency.
		5. **Principle of Feedback:** Communication is two way process. Communication to be Effective & Purposeful should have information flow in all directions. The sender must have feedback information from receiver to know whether the receiver understood the message in time and the sense the sender has meant it. Feedback helps us to fulfill objective of the communication, it helps to improve process of communication.

# The Seven C i s of Communication

* + 1. **Credibility:** Communication starts with the climate of belief; this climate is built by performance on the part of the practitioner. The performance relates an earnest desire to serve the receiver. The receiver must have confidence in the sender He must have a high regard for the source's competence on the subject.
		2. **Context:** A communication programme must square with the realities of its environment. Mechanical media are only a supplementary to the word and the need that

takes place in daily living. The context must provide for participation and playback; the context must confirm, not contradict the message.

* + 1. **Content:** The message must have meaning for the receiver, and it must be compatible with his value system. It must have relevance for him. In general, people select those items of information which promise them the greatest rewards. The content determines the audience.
		2. **Clarity:** The message must have meaning put in simple terms. Words must mean the same thing to the receiver as they do the sender. Complex issues must be compressed into themes, slogans or stereotypes that have simplicity and clarity.
		3. **Continuity and Consistency:** Communication is an unending process. It requires reception and achieves penetration. Repetition with variations contributes to both factual and attitude learning. The story must be consistent.
		4. **Channels:** The established channels of communication should be used, channels that the receiver uses and respects. Creating new ones is difficult. Different channels have different effects and serve effectively in different stages of the diffusion process.
		5. **Capability:** Communication must take into account the capability of the audience. Communication is most effective when they require the least effort on the part of recipient. This includes factors of availability, habit, reading ability and receiver's knowledge.

# Barriers to Communication

The communication must be interpreted and understood in the same manner, as the ender desired it, if it is not understood properly; the purpose of communication is defeated. When the recipient could not interpret the message properly or could not understand it properly 'miscommunication' occurs. This results into frictions, conflicts and unfavorable attitude towards the work, which in turn affects organizational efficiency.

* + 1. **Physical Barriers:** External factor that distracts communication, known as 'physical barriers'. These factors includes interference that occur in the environment, For e.

g. distances between people, distraction due to rain falling, motorbike roaring, electricity failure and defects in use of equipments like computers, telephone etc.

* + 1. **Language Barriers:** Wrong selection of word, sentences without considering channels and recipients ability may lead to language barrier, For e.g. multiple meaning of words, differences in connotations, interpretation of the message as per individual experiences caused miscommunication.

Semantics is the science that deals with the meaning of words-which have variety of meaning. The sender and the receiver have to choose one meaning from many meanings. The ability of the parties in communication to know the language and its interpretation is important in effective communication.

* + 1. **Barriers due to Organization Structure:** Due to the complex organizational structure, which involves several layers of supervision and long communication lines, it becomes difficult to communicate properly and clear communication may be blocked. If the channels are not cleared, communication may breakdown at any level of supervision because of faulty transmission.
		2. **Status Barrier:** This barrier occurs when one person is considerably higher in the organizational hierarchy than another. The top-level personnel give the message; lower level personnel take it literally and follow it as order. But the top-level personnel may not have intended to pass it as order, thus it creates barrier.
		3. **Filtering:** Filtering is the deliberate 'manipulation of information to make it appear more favorable to the receiver. Filtering barrier arises because of the number of levels in an organizational structure. When manager tells his boss what his boss wants to hear, the manager is filtering the information.
		4. **Emotional Barrier:** Emotions include prejudice, fear, aggression, threats, anger, and past experience etc. they become barriers to communication.

If the receiver is angry, and he receives information, interprets it differently than he is in a neutral disposition.

* + 1. **Physiological Barrier:** When the receiver is not in a position to hear well because of illness or disabilities or because of his own problems, this type of barrier arises.

Hearing disorders falls into this category e.g. it is hard to concentrate on lecture when one is recovering from flue.

* + 1. **Psychological Barrier:** It consists of forces within sender or receiver that interfere with understanding. Unjust assumptions created in the mind of receiver acts as psychological barrier. e.g. women cannot become superior to men, globalisation is dangerous process.
		2. **Time Barrier:** Time is one of the barriers to communication. Poor timing of communication has negative effects on communication and may render it of no value. Some messages need to be released so that everyone will receive them simultaneously. Other messages being transmitted should be timed sequentially so that issues that are important to them at the moment will not confuse receivers.
		3. **Loss during Transmission and Poor Retention:** According to Koontz O'Donnell-successive transmission of the same Message is decreasingly accurate, in oral communication; something in the order of 30% of the information is lost in each transmission. Studies reveal that employees retain 50% of information communicated to them, the rest is lost, Poor retention may lead to imperfect responses, which may further hamper the communication process.
		4. **Closed Mind:** Some persons who believe that they know everything about the subject and close their mind to hear any new facts and knowledge. Under such circumstances, it becomes difficult to communicate desired message.
		5. **Poor Listening and Instant Interpretation:** Listening requires full attention patience and self-discipline. But some listeners do not have self-discipline, patience and they do not pay attention to the speaker. They (listeners) make premature judgment of what speaker wants to say.

If the message is too long, after a while people start losing interest and stop listening.

* + 1. **Distrust:** When the receiver of the message views the sender with distrust, he doubts the credibility of the message, irrespective of it's contents. The message is never well taken.
		2. **Faulty Planning:** While sending the message to receiver if sender fails to plan and implement, it becomes a barrier in communication, Proper planning refers to selection of eight channel, use of appropriate language, clarity and right time.
		3. **Cultural Barriers:** Culture can be defined as a "set of values beliefs, norms, customs rules and codes with which a person can identify him “. Culture differs from nation to nation and within nations. (Regional culture)

E.g. the word O. K. in USA - taken as good. But in China it is taken as insult.

The word 'yes' in Japan means 'yes, I am listening' but in America it means 'I agree'.

# Overcoming Communication Barriers

It is very important for the management to recognize and overcome barriers to effective communication for operational optimization and this would involve diagnosing and analyzing situations, designing proper messages, selecting appropriate channels for communicating these messages, assisting receivers in decoding and interpreting and providing an efficient and effective feedbacks system.

In order to overcome physiological and psychological barrier one must discover it's own source.

In order to overcome language barrier, overcome language difference. The meaning of unconventional or technical terms should be explained. Simple and direct language should be used. Asking the receiver to confirm ensures that receiver understood the all important concepts and restates the main points.

In case of overcoming the organizational structure barrier, there should be simple in creating organization structure, which helps in keeping the information communicated in a faster mode and there are less chances of loss of message in the course of transmission.

In case of overcoming the closed mind barrier, have an open mind for other's ideas and suggestions. First understand what a person is trying, to convey, keeping all your notions aside.

In case of overcoming emotional barriers the first step is to overcome negative effects of emotionality. Being sensitive to one's own moods and being aware of how they might influence others before communicating an important message. Try to understand the reactions of others. In case of people of high level of emotionality, it is difficult to communicate verbally. It is therefore advisable to write them memo or letter before any conversation.

In case of overcoming poor listening, developing habit of active listening can help to improve the communication. Concentrating on what the sender’s objects is, having patience, to listen till he concludes without attempts to disrupt him and saving the mind from drifting away can lead to greater understanding of the message conveyed by the sander.

# METHODS AND CHANNELS OF COMMUNICATION INTRODUCTION:

Communication in an organization carries different messages concerned with nature work or purpose. Though it is difficult to group communication, on the basis of relationship developed, who communicates whom, the communication may be grouped on the following basis.

Methods of Communication Communication

Verbal Communication Non-verbal communication

1. Oral
2. Written
	1. Body Language
	2. Sign Language
	3. Para Language
3. Audio Symbol (Circumstantial Language)
4. Visual Symbols

(l) Space

(2) Time

1. Facial expressions 1) Pitch variations
2. Eye Contact 2) Volume
3. Posture 3) Speed and Pause
4. Gesture
5. Silence

# Verbal Communication and Non-verbal Communication

Verbal Communication. Written Communication. Oral Communication.

# Non-verbal Communication

Body Language Sign Language Para Language

Circumstantial Language

# Verbal Communication

The word 'verbal' indicates the use of words. It may be written or spoken or oral.

Verbal Communication is divided into two types.

Oral Communication. Written Communication.

# Oral Communication:

In our day-to-day life we communicate orally by way of words i.e. speaking. Speaking is the tested & direct type of communication. In oral communication, the sender and receiver, exchange their views through speech, it may be face to face between two individuals or individual and group through any device or other means of communication. When a person speaks, other person listen, to him, 'the Voice' which reveals the gender, age, geographic background, level of education, emotional state...etc.

In an organization, there are formal and informal communications.

# Formal ways

Communication in meetings and conferences. Formal presentation before a group Interviews Training sessions face to face conversations Group discussions

Dealing with clients Formal routine meetings

# Informal ways

A private discussion

A conversation over lunch Gossiping

Thus, oral communication is important for building human relationships. It brings members of the family, colleagues and friends together.

# Merit

* + 1. It is a direct, simple und time saving way of communication
		2. Less expensive form of communication
		3. Oral communication removes the misunderstanding between the people.
		4. It lays mutual understanding and confidence.
		5. Oral communication uses voice, tone, pitch, etc which is n effective than written communication.
		6. It allows parties to get immediate feedback.
		7. Effectiveness of communication can be measured from the responses of the receiver

# Demerits

1. No formal record of communication held.
2. There is possibility of distortions of message if the oral message is passed on a long hierarchical chain.
3. Lengthy communication cannot be transmitted effectively
4. No legal records.
5. In oral communication spontaneous response is expected due to which serious thought is not possible, which may lead to wrong decision.

# Witten Communication

Oral communication cannot reach each and every person due to large geographical distances between sender and receiver to large number of communication layers. That is why written communication takes place.

Written communication is also verbal communication. Written communication is a communication, which gives us permanent record for future reference, and one can give the same information to same group of persons.

Written communication is effective if it is clear, complete in all respect and understandable to the target group.

# Merits

1. It serves as permanent record for future reference.
2. It is accurate and in precise form which makes a person conscious,
3. It can be repeatedly referred by the receiver, till the receiver can understand it,
4. It reduces the possibility of misunderstanding and misrepresentation.
5. It is easy method of providing detailed and accurate information,
6. It is reliable for transmitting statistical data.
7. It fulfills the legal requirements.
8. Written communication provides adequate time to think, to analyze before finalizing the action to be taken.

# Demerits

1. It is time consuming both in terms of preparing the message and also in terms of understanding it.
2. It is a part of red-tapism and bureaucratic system of control. It is not flexible.
3. Written communication cannot remain confidential because it passes through many hands.
4. It does not provide opportunity for immediate response.
5. It leads to excessive formality in personal relations.
6. It fails to convey personal feelings and does not create co-operative spirit.
7. In administration, everything cannot be brought on record.

# Non-Verbal communication

1. **Facial expressions:** Human faces are capable of communicating a wide range of expressions and emotions. e.g. A smile conveys a good humour, a happy or appreciative smile.

# Eye contact

1. **Gesture:** Gesture are a natural accompaniment of speech. A person makes movement at the time of speaking. If he does not make any movement, appears somewhat stiff and mechanical.

# Posture

1. **Silence**
2. **Touches**
3. **Space**
4. **Time**
5. **Voice**
6. **Tone**
7. **Pitch**
8. **Speed**
9. **Audio Symbols**
10. **Visual Symbols**
11. **Colors**
12. **Signs and signals**
13. **Graphs and charts**
14. **Pictures**

# Channels of Grapevine Communication in Business Organization

The business activities of higher scale cannot conduct with one man army viz. the proprietor or entrepreneur. In modern times in view of advances in manufacturing technology, Research and development of products and services, widening of markets and vast input of resources (men material, money and machines) business need to be organized through Corporate Sector. It requires pooling together of multiple functions human talents and energies. This leads to creation of a global Organization structure for carrying out activities of setting business goals, planning activities delegating authorities, Co- coordinating and controlling the performance.

# Formal and Informal Channels:

1. Formal Channels: Formal channels are also known as official channels, which are established by the management and formally shown in the charts of the organizations; it is a Channel which is deliberately and consciously established. Formal channel is a line of communication for the transmission of message and information officially within and outside the organization. In a formal channel the information about performance passes from bottom to top. (i.e. vertical).

# Advantages

1. Formal channel follows unity of command.
2. The flow of orders, instructions etc. are very specific, clear and definite.
3. Discipline can be maintained in the organization.
4. Effective control can be exercised on subordinates.
5. Helps in maintaining authority relationship.

The Communication within Organization can be studied with the help of following chart:

Business Organisation (Communicating to)

Customers, Other Businesses, Employees, Supervisors, Managers,

Suppliers, Govt. Banks, etc Workers, Directors etc.

(External Communication) (Internal Communication)

Communication within Organization Types

Formal Informal (grapevine)

Upward & Downward Horizontal or Lateral Communication Communication

**Disadvantages**

1. Slow process can take lot of time to communicate in a formal way.
2. It may impede smooth and accurate circulation of information in an organization.
3. It lacks personal contacts and relationship.
4. Distortion of facts may be possible.

**Informal Channels:** It is also known as grapevine channel. Communication that takes place without regards to hierarchical or task requirements. This type of communication is related to 'personal' rather than positional. It does not follow the formal channels established by the management. This type of communication arises on account of natural desire to communicate with each other and is the result of social interaction of the people. It builds around the organization. There may be more than one grapevine channel in an organization and individuals may be on more than one grapevine. Grapevine channel carries unofficial information about management's policies and plans, work programmes.

# Advantages

1. Informal communication channels work as powerful and purposeful tool of communication.
2. It is valuable tool communicating organizational rules, values and morale.
3. It helps disseminate information about organizational and history.

# Disadvantages

1. It spreads rumors and carry gossip because of misinterpretation it also spreads inaccurate information.

# Upward and downward communication (Vertical Communication)

Upwards: The vertical-flow of communication from a lower level to higher levels of Organization is called upward communication e.g. Production manager

communicates with General Manager or Supervisor/forman communicates information to production manager

However, Information does not move upwards easily. Fear and shyness often prevent subordinates. Impatience or arrogance may prevent superiors from listening to their subordinates.

Good staff-relations facilitate free upward communication.

# Advantages:

1. Top level management may be able to know the progress of work done by the operating level regularly.
2. If subordinate problems beyond their control, can be brought to the notice of superiors.
3. New development arising can be brought to the notice of higher authority.

# Disadvantages:

1. Individuals are likely to be extremely selective about the information that transmits upwards. Information favorable to the sender is very likely to be sent upward.

# Downward Communication:

When vertical communication flows from higher level to lower level in the organization it is known as downward communication e.g. Company meeting, memos, company policy statement etc. Downward communication should be simple and carefully planned.

When a message is passed from higher level (senior) to a lower level (subordinate) it passes through many levels of authority. This causes delay as well as distortion in the message. Because from each person it passes, edit it, filters it.

# Advantages

l. It helps to tie different levels.

1. Executive can put his delegated authority to effective use
2. It helps to encourage the effectiveness of upwards communication through feedback,

# Disadvantages

1. Downward communication across several levels is proving to considerable distortion.
2. Possibility of passing faulty message increases because of sender's carelessness, poor communication skills and difficulty of encoding message.
3. Manager uses memos, newsletters manual i.e. uses one way communication methods.

# Horizontal or lateral Channels of Communication

**Horizontal:** Horizontal channel of communication is lateral or diagonal message exchange either within the same work unit or dept. involving individuals who report to-different supervisors.

It flows between persons at the same hierarchical level. e.g. meetings of same officer

etc.

# Advantages

l. Helps in co-coordinating the activities of different dept. at the same level.

1. Helps to solve problems within a unit.
2. Helps to share information between the different units of an organization.
3. Helps to resolves the conflicts in different units of an organization.

# Disadvantages

1. Rivalry among individuals or work units can influence individuals to hide information that is potentially damaging to them or that may aid others. (i.e. competitors)
2. Products may be advertised through the pattern of horizontal communication.

**Chapter No.2 Business Letters**

# Introduction:

Every type of business, whether big or small, has to maintain contact with its customers, suppliers, government departments, prospects etc. Every businessman has to exchange information of various types with number of people and organizations e.g. making and soliciting enquiries, placing orders for goods/machinery acknowledging and executing customers' orders, granting and applying for credit, sending statements of Account to debtors, sending series of collection letters, complaining about delay or mistake in supply of goods, settling grievances of the customers, informing firm's innovative ideas of goods/services etc. Businessman has to communicate with government offices and local bodies.

For a small businessman, letter-writing may be less important, but it cannot be unimportant. With the growth of business, the volume and dimensions of business activities also increase its number of suppliers and prospects also increase. To maintain personal contacts with all of them becomes very difficult, particularly when the geographical distance between the business house and these outsiders widens. In such a case, letter-writing is probably the most convenient and agreeable form of communication. Other means of communication like telephone/mobile phone, telex, telegram, etc. may be quick means of communication, but they can make only a temporary impression on the receiver's mind. The message received through these media is less likely to be remembered for a long time. Hence, it necessitates confirmation in writing.

# 4.2 Importance of an Effective Business Letter

Effective business letters are a very potential source of continued business. Business letters determine the ultimate success or failure of business. Therefore, they are the most essential means of communication for trade, commerce and industry, including agriculture. Effective business letter is the backbone of a successful business house. It is rightly said that "a good letter can pacify an angry customer as much as a bad one can anger a friendly one.

It may sell a new product or spoil the sales of an established one, collect debts without hurting the customer's feelings or lose both the money and the customer, refuse a request yet win respect or grant the request yet incur ill-will. Effective business letter, maintains the personal touch, serves as a record and also makes it possible to have a number of copies.

In the business world, a large part of sales work is done through business letters, answering enquiries, acknowledging orders, contacting prospects, offering inducement to buy and bargaining are activities related to selling, which can be done by writing effective letters. Activities related to buying like making enquiries about goods, raw material, packing, transport and other services needed for business are made by business letters orders are also placed by business letters. On this background, the importance ofa good, effective business letter cannot be overemphasized.

1. **Record and Reference:** In business back references are frequently required writing, knowledge of the past transactions, agreements with customers, suppliers can be quickly referred. For any business, it is very difficult and impossible to remember all the points of innumerable transactions or communication with a large number of people persons. Where memory fails, written records come to the rescue.
2. **Business Letter Makes Lasting Impression:** Whether in person or over the phone, oral communication is rarely remembered in full as its impact is felt mainly during the conversation. Once the next oral communication is taken up, the effect of the previous one is reduced. However, written letter makes a lasting impression on the reader's mind; it stays with him, goes with him and does its work effectively every time he reads the letter.
3. **Widening the Approach:** Any businessman finds it difficult to depute his staff to all the places of his business contacts. Only letter reaches any, place at whatever distance. In its effect, a business letter helps widen the area of operation, Businessman can place orders or execute orders of goods to places thousands of miles away, even abroad. Every time it is difficult to approach business related people in person. But letter can have an easy access to all. Business letter enjoys the advantage of being able to wait till the reader has leisure and inclination to go through it.
4. **An Authoritative Proof:** A commitment in writing binds the parties concerned to the contents of letter. Business letter is an authoritative proof as it is signed by a responsible person. Written letter can even be treated as a valid document and it can be produced as evidence in e court of law in case of any dispute. Communication in writing facilitates businessman to take actions, fix the responsibilities and point out the mistakes. Oral communications over telephone or telegraphic communications need confirmation in writing.
5. **Business Letters Build Goodwill:** Every business letter has purpose, it is to sell good reputation and friendliness of a company. In the global competition, this is of great significance. Business letter aims at building goodwill in customer company relationship, holding present customers and capturing the prospects, reviving inactive accounts and inviting customers to buy more and varied products. The underlying purpose of any business letter is to create customers and that too by making friends.

# Essential Qualities of a Good Business Letter

Earlier we have discussed that importance of effective and good business letter cannot be overemphasized. In fact, it is the backbone of a successful business house. A pertinent question now is how to draft such a letter. True ease in writing comes from art, not chance. This art of easy writing is not difficult to acquire, adequate knowledge of the language and constant reading and writing is necessary for this purpose. Business letter is nothing more than a conversation a piece of conversation by post.

Following are the essentials of an effective and good business letter:

* + 1. **Promptness:** Make a rule to respond to the letter the day it is received. If you need time, acknowledge the letter and inform how soon you will be sending a specific reply.
		2. **Knowledge of the subject:** Knowledge of the subject includes the knowledge of the past correspondence, if any, the requirements of the sender of the letter and the knowledge -of the policies of the firm.
		3. **Appropriateness:** Every occasion needs different tone and language in letter- writing. Therefore vary the tone and language of your letter according to the need of the occasion as well as the psychology of the reader.
		4. **Accuracy, Completeness and Clarity:** All facts, figures, statements, quotations etc. must be accurately mentioned. It is a good practice to verify them before including the same in your letter. While replying to any letter, make sure that you have touched all the necessary points. If it is a message, it should be absolutely clear and unambiguous so that it accomplishes the purpose for which it is being sent. Since ambiguity may arise from the omission of a word, faulty punctuation or faulty arrangement of words, make sure to avoid such pitfalls.

The message of the letter must be clear at first reading. Clearly written message avoid misunderstanding and save time. It is said that to be clear is to be efficient. Clarity d\*ends upon following points:-

1. While drafting any letter, choose short, common and concrete words. void jargon and slang. Every word you choose should help you in conveying the meaning you have in mind. If two words convey more or less the same meaning, select the one which is more common e. g. the word 'buy' is more common than 'purchase' Received your letter' is more precise than 'Received your communication'.
2. In case, your letter deals with a number of points, express each of them in small and distinct paragraphs. Long paragraphs will bore the reader into skimming through your letter
3. Before expressing your thought on paper, roll it in your mind so that it crystallizes and is shorn of all ambiguities. Clear thinking and clear writing go together.
4. Remember that long and involved sentences will tire the reader. Do not throw a challenge to him. "Here is what I have written try to find what it means". It is discourteous and self defeating. Therefore, revise your draft, if necessary. Split the long sentences into several short sentences.
5. If you have chosen the right words, they can be arranged easily. Put words or phrases carrying the desired emphasis in the beginning without breaking the rules of sentence construction.
6. Clarity of Expression to gain clarity of expression, remember the following principles
	* Use simple and short words which are more effective than pompous and heavy words. e. g. avoids 'demonstrate' and use the word 'show'.
	* A single word is more effective than long, pompous-looking phrases. e.g. avoid 'to the fullest possible extent' Use the word 'fully'. Avoid the phrase 'for the reason that' use the word 'because'.
	* Use verbs in place of nouns which bring about simplicity and clarity. e.g. avoid 'pursuant to our agreement' and use 'as we agreed'.
	* We often use phrases with two words conveying the same ideas. Such phrases can be easily simplified. e.g. avoid 10 a. m. in the morning and use ' 10 a. m.' or avoid 'actual fact' and use 'fact'.
		1. **Courtesy:** Courtesy is consideration for other people's feelings. It is seen in an individual's behavior with others. A well mannered and courteous person is marked, not only by his consideration for others, but also by an active cultivation of good feeling with others. In a letter, the style, the manner and the choice of words, all show the courtesy of the writer. In business, we must create friendliness with all those to whom we wHte. Friendliness is inseparable from courtesy. The following guidelines help to promote courtesy in business correspondence.
		2. **Tact:** Tact is a quality which goes hand - in - hand with courtesy. Tact is very important in handling complaints and adjustments and letters seeking credit. The essence of tactfulness lies in retaining the goodwill even though his request has been turned down. eg. Request for supply of goods on credit.
		3. **Persuasion:** Persuasion means winning people to your point of view not by coercing them, but by making positive suggestions and explaining that what you say us to the advantage. Remember that your stand should be genuine. Hypocrisy does not pay.
		4. **Conciseness:** You should not load your letters with irrelevant details and unnecessary its and buts. The more concise your letter, the more effective it will be, for it will be clear But remember that you are drafting a letter, it is not a telegram.
		5. **Salesmanship:** Your letter should be an ambassador of your firm. It must carry effective message. It must enhance your reputation goodwill.
		6. **The 'you' attitude:** Draft your letter constantly keeping before you the reader' point of view. Avoid the use of 'I' and 'We'. Make maximum use of 'you'

# Physical Aspects of Business Letter:

A letter makes a visual impression before it is read, and the first impression is often the permanent one. As the dress of woman or man creates a favourable impression, so also does a letter, which is 'dressed well', i. e. written well. Mere writing or composition does not count. It is the neat typing or print-out, the set-up and printing of the letter-head, and also the quality of paper on which the letter-heads are printed. If you strongly feel that your letter should be read, then it is equally important that the letter should look attractive. The characteristics of an attractive letter are:-

1. An attractive and distinguished letter - head,
2. A good quality of white bond paper,
3. Neat typing or print - out,
4. Wide margins, blank space at the top and bottom,
5. Short paragraphs,
6. Continuation Sheets and
7. Folding of the typed letter.

These points are discussed below:

* 1. **Attractive Letter-head -** The first page of a letter should be typed on letter head. Letter-head should be attractive. (We have discussed other details of letter-head earlier. Please refer to it)
	2. **A good quality paper -** Letter should normally be typed on good bond paper. Bond paper has a fine texture, it is sturdy enough to stand piercing through with a rod for filing purposes erasing does not make it smudgy and it is quite durable. Letters typed on bond paper look graceful. Ink marks do not leave any unshapely blotches.
	3. **Neat typing or Print -** out Firm which indulges in sending out communications by hand-writing, is treated as antiquated and old-fashioned. Handwritten letters are now out of fashion. Most business letters are typed on electronic typewriters or composed on word processors. Even word processing machines are being replaced by more flexible micro computers with word processing capabilities.
	4. **Wide margins, blank space -** It is the invaluable rule to make the letter attractive and representative, that a margin of 12/15 spaces is left from the left-hand side, and on the right-hand side at least 5 to 8 spaces. The typed letter with proper margins and spelling done neatly, should present the appearance of a piece of work of art, fit for framing. (There are no rigid rules about side-spacing and the space to be left at the top and bottom. The general rule is the typed part should look balanced with the blank part.)
	5. **Short Paragraphs -** As far as possible, try to make short paragraphs. Long paragraph will be difficult to read and digest by the reader. \
	6. **Continuation Sheets -** If it is a long letter, it may require more than one page for typing. For the first page of the letter, a regular letter-head sheet is used. For the second and subsequent pages, continuation sheets are used. These sheets must be of the same quality and colour paper as the letter- head. It is customary to indicate the name of the addressee, page number and the date on the new page.
	7. **Folding of the typed letter:-** Fold your letters according to the typed envelope that is used. This will depend on the number of sheets and the enclosures. Large envelopes are necessary for good folding of correspondence, where the letter is bulky. Remember that folding causes creases. Double crease, poorly defined crease or crease at the wrong place spoils the elegant looks of a suit. Similarly, if the typed letter is not folded properly, it will spoil its sophisticated looks, Window envelopes with the space meant for writing, address carrying tissue paper. The letter is folded in such a way that the inside addresses falls just below the tissue paper. For this purpose, it is necessary to type full name and address of the reader.

# Structure or Parts of a Letter

An official letter is very easily distinguished by its appearance from a personal letter and also from other types of Business writing. The following elements usually constitute the structure of a business letter.

* + 1. Heading or the letter-head
		2. Date
		3. Reference
		4. Inside address
		5. Attention line
		6. Salutation
		7. Subject
		8. Body of the letter or message
		9. Complimentary close
		10. Signature and official position
		11. Identification marks Structure or Parts of a Letter
		12. Enclosure/s

# Layout of Business Letter

A letter has a number of parts as discussed above. All these parts or components Ofa letter be arranged in forms. It is called "layout" or "letter style." It indicates an-angement in such a way as to have a decent and attractive look. The appearance of a letter add to image, goodwill and influences opinion.

The following are the various forms of a letter layout

* + 1. Indented form.
		2. Full block form.
		3. Block form.
		4. Semi-block form.
		5. Hanging indention form.
		6. Modified block form.
		7. NOMA form.
1. **Indented Form:** It is also called as "stepped-in form." Indented form of writing a letter is not popular today because it is an old-fashioned form. In this type, the inside address, body of the letter and all the first line of each paragraph are indented five to seven space

# Example:

Head Address

Ref.

Date

Inside Address

(Salutation)

Body of the

Letter ……………………………………………………………………………………………………………………………..

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Yours Faithfully,

Sd/-

1. **Full Block Form:** It is also called "complete block form." Full block form is the modern or fashionable form. It is used by business houses. In this form, the lines of inside name and address and all the first lines of each paragraph in the body of a letter are not indented from margin. All parts or components of a letter begin from the left margin. In other words, it concentrates too much on the left hand margin rather than the right which is rather blank. All parts like date, line, inside address, salutation, each paragraph, complimentary close, signature, designation and name commence from left margin. But this form gives an imbalance look but it is easier for the typist to type in this form. Because of it requires no change of margin and adjustments. Double space is allotted to separate and distinguish each para.

# Example:

Head Address

Date

Inside Address

(Salutation)

Ref.

Body of the

Letter ……………………………………………………………………………………………………………………………..

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Yours Faithfully,

Sd/-

1. **Block form:** in this form date line, complimentary close, signature and designation are written at the right hand side of the letter sheet. The block form is the most popular and is widely by much concern. Double space is used to separate and distinguish between paragraph, the special feature of this form is the every line of inside name and address, each paragraph commences from the lift and corner of the letter sheet.

# Example:

Head Address

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Date

Inside Address

 (Salutation)

Ref.

Body of the Letter ……………………………………………………………………………………………………………………………..

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Yours Faithfully,

Sd/-

1. **Semi block form:** this form of letter is the outcome of combination of both block form and intended form. It is a sort of compromise between block and intended form. In this type of writing a letter, the address is written in block form. Intended form is used for the first line of every paragraph, usually intended five spaces. The complimentary close, signature, designation are placed at the right hand corner of below the body of letter. In another words, all the parts are more or less blocked.

# Example:

Head Address

Date

Inside Address

 (Salutation) Sub: ………………………………………………

Ref…………………………………………….

Body of the

Letter ……………………………………………………………………………………………………………………………..

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Yours Faithfully,

Sd/-

1. **Hanging Indentation form:** this is a special form of writing a letter which is quite distinct from block form, full block form for semi block form. In this form, first line of every paragraph of the body of a letter begins from margin and all other lines of a given paragraph are flushed 5 spaces from the margin. Every starting paragraph is at the margin but all subsequent lines of the paragraph are intended 325 spaces. This form is not popular but some concerns have been adopted this method for writing sales letters. The head address may be placed at the centre or at the corner of left hand side of the letter sheet. The date is placed at the right hand top corner of the letter sheet.

# Example:

Head Address

Date

 (Salutation) Body of the

Letter ……………………………………………………………………………………………………………………………..

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Yours Faithfully,

Sd/-

1. **Modified Block Form:** The modified form of the letter writing is more pqular. It appears like the full block form with mixed punctuations. Block form is used for writing the sender's address, date, complimentary close, and signature at the right hand corner- The body of the letter contacting other parts begin from the left hand margin and are fully in block
2. **NOMA Form:** The letter NOMA stand for the **National Office Management Association** and popularly called as NOMA form of letter writing. This form avoids many formalities, involved in other forms of letter styles. It looks impressive and has a good appearance because it is a little shorter.

**Chapter 3 Soft Skills**

# Introduction

Soft skills are a combination of [people skills,](https://en.wikipedia.org/wiki/People_skills) [social skills,](https://en.wikipedia.org/wiki/Social_skills) [communication](https://en.wikipedia.org/wiki/Communication_skills) [skills,](https://en.wikipedia.org/wiki/Communication_skills) [character or personality traits,](https://en.wikipedia.org/wiki/Personality_traits) attitudes, career attributes, [social](https://en.wikipedia.org/wiki/Social_intelligence) [intelligence](https://en.wikipedia.org/wiki/Social_intelligence) and [emotional intelligence](https://en.wikipedia.org/wiki/Emotional_intelligence) quotients, among others, that enable people to navigate their environment, work well with others, perform well, and achieve their goals with complementing [hard skills.](https://en.wikipedia.org/wiki/Hard_skills) The [Collins English Dictionary](https://en.wikipedia.org/wiki/Collins_English_Dictionary) defines the term "soft skills" as "desirable qualities for certain forms of employment that do not depend on acquired knowledge: they include [common sense,](https://en.wikipedia.org/wiki/Common_sense) the ability to deal with people, and a positive flexible attitude."

Soft skills are a composite expression, and each of the two words explains a defining aspect of the concept.

The word “skill” highlights the practical function. The term alone has a broad meaning, and describes a particular ability to complete tasks ranging from easier ones like “learning how to kick a ball” to harder ones like “learning how to be creative." In this specific instance, the word “skill” has to be interpreted as the ability to master hardly controlled actions.

The word “soft” is the opposite of “hard”, may appear to mean “subjective, fuzzy, and unreliable," but, "calling these skills soft or non cognitive belies their importance." s consulting argue that they lie at the foundation of what makes a leader and will determine if an employee will rise to a leadership position. Soft skills represent personal skills necessary for such activities as team work and motivating others.

# Social Aspect of Personality

Today, the idea of personality carries with it social connotation "When a social behavior of a person attracts other people and makes them notice him as an individual, he is said to have personality." The social aspect of personal it is important to business man and business profession became etymology of commerce emphasizes "bringing together wares, people, customers etc."

The social environment also plays important role in determining personality that it makes difference what a man does for a living and even where he lives. For example, business provides more opportunities than other occupations for mixing with people. This alone will cause mo radical changes to occur in an individual’s personality. The social aspect of personality is important as it implies that personality can be developed or improved. Instead of treating it as a kind of mystical endowment, the social dimension enables us to view personality as a pattern of habits or attributes and relationships which can be acquired by anyone who applies himself.

The successful people in business with ability to act effectively have ten characteristics in Common:

1. **Drive:** To achieve greatest results with least efforts requires a combination of self starters get up and go and the ability to see jobs through to completion. You must, initiate

new programmes when they are needed. Recognize opportunities and act. You have to be self starter. There may be fear of recognition, as others may exploit opportunities and reap the rewards but in that case you get the satisfaction of accomplishment. Make sure that your work-whatever small it may be- shows driving power from start to finish.

1. **Capacity for Responsibility:** This has multiple aspects; one is adhering to time schedule and another is quality. With this capacity you get the freedom to experiment or to act.
2. **Analytical Ability:** Our daily life and working pattern is nothing but a flow and problems. With analytical abilities they can be converted into opportunities and way outs. It is dangerous to jump to the conclusions. Follow sequential steps of observation, analysis, selectivity and concentration.
3. **Creativity:** Try to do things in new and different ways. Each assignment or job calls for high or low creative talent. With every new input, you have an opportunity to do job better than it has ever been done before. Your simple suggestion may prove profitable.
4. **Foresight:** The work must get channeled through direction. In view of rapid advancement in technologies, anticipation or projection has become possible. You have to learn to see and spell out the future and to sense the opportunities.
5. **Communicative Skills:** Good Communication involves more than choice of words, voice or style. Ability to communicate is like a key to unlock door to a closed room. Be communicative both at personal as well as interpersonal level.
6. **Technical Proficiency:** Job know-how is crucial to effective action, but it is a common mi stake to regard it as only essential. It must be duly supported by other skills termed as "Soft skills."
7. **Resourcefulness:** The effective use of personal resources right from time, talents environment etc. to money is an essential trait. Recognize resources and put them to good use.
8. **Judgment:** The abilities to make decisions and sound judgment play important in determining effectiveness. Judgment is dependent on recognising the ctitical elements of the problem.
9. **Social Skills:** The human beings and human organizations live through societies. Co. operation through social acceptance flows most quickly to the person whose presence makes a real contribution to a group.
	* 1. **Meaning, Definition and Impact of Soft Skills:** ‘soft skills' is a sociological term which refers to the cluster of personality traits, social graces, ability with language, personal habits etc. In other words, a set of skills that influence how we interact with each other are known as 'Soft Skills' t includes such abilities as effective communication, creativity, analytical thinking, diplomacy, flexibility, Change-readiness and problem solving, leadership, team building and speaking and listening skills. Persona management skills

such as attitudes and behaviours that drive ones potential for growth and teamwork skills are also comprised in soft skills.

Soft skills can be said to incorporate all aspects of generic skills that include the cognitive elements associated with non-academic skills. Soft skills are identified to be the most critical skills in the current global job market, especially in a fast moved era of technology. Vast research and expert opinions have been sought in the effort to determine the specific soft skills to be implemented and used in higher institutions of learning. Based on the research findings obtained, seven soft skills have been identified and chosen to be implemented in all institutions of higher learning. They are:

l. Communicative Skills

1. Thinking Skills and Problem Solving Skills
2. Teamwork Force
3. Life-long Learning and Information Management
4. Entrepreneur Skills
5. Ethics, Morale and Professionalism
6. Leadership Skills.

Each of the above soft skills comprises of several sub-skills. These sub-skills are divided into two categories of implementation. The first category delineates the soft skills that every individual must have and the second category represents soft skills that are good to have despite the emphasis being put on the soft skills that must be present (must have), it is also encouraged to inculcate the soft skills that are good to have. All the elements of soft must be acquired by each individual student and evaluated effectively and comprehensively.

# Types of Soft Skills

Types of soft skills

(A) Personal (B) Intra - personal (C) Inter - personal

* + - 1. Concentration skill • Interview skill • Negotiation and persuasion skills

•Thinking and Memory • Manners and etiquette • Listening speaking and

presentation skills

•Non-verbal Communication skills The general tips and guidelines in respect of above are given in the following part of the Chapter:

# Personal or Mental Group Concentration, Thinking and Memory Skills

Thinking skills form part of mental powers and intellectual abilities. Observing a person who has developed his mental power is as fascinating as watching a smooth running machine. There is something admirable about a person who can complete his work precisely on schedule, turn promptly from one problem to the next, and concentrate completely on each.

Developing one's mental power is neither easy nor simple. It is not simple because mental efficiency involves considerable number of individual abilities each requiring development and strengthening.

# Mental skills and abilities can be classified as under

* 1. Concentration skills which enable person to give sustained attention promptly and fully to the tasks of the day.
	2. Thinking skills which enable person to learn things with precision, analysis and decision making.
	3. Memory skills which enable person to put information in his mind for ready and accurate recall.

# Developing Concentration Skills

A person needs to be able to concentrate intensively for a short periods, giving his attention to a succession of problems which are often unrelated. This flexibility is worth noting. Therefore like a mathematician single out a problem for concentration

Reduce distraction which may cause due to external factors. For example, one may not find time to study because of TV programme, friends, family function etc.

A slogan of one of the successful businessman is worth to quote, "One thing at a time the big thing at the right time.”

# Developing Thinking and Memory Skills

Thinking leads to correct decisions. But clear, precise meanings and ideas are almost absent in every walk. The absence of clarity is responsible for hazy thinking everywhere.

The best care for Hazy vocability is to take active steps to clarify the meanings of the words. Have a dictionary and a book on English usage conveniently at hand for ready reference. Form the habit of browsing through them whenever time permits. Look up unfamiliar words. Practice using new words in conversation.

Guard against stereotype statements evaluations and judgments. They are expressed in slogans, catch phrases and word formulas. 'The customer is always right' is one such statement. Form a habit of looking critically at our own views as well as those of others. Question the statement; it is the first step to genuine thinking. Assumptions are always misleading. They may turn into conclusions in the absence of thinking skills.

The following memory improvement exercises may improve thinking skills:

1. Resolve to remember - say to yourself: "I must remember this."
2. Pay attention to what you are doing,

Memory can be improved by attending to one thing at a time. Thus avoiding a bad habit of doing more than one thing at a time.

1. Use multiple senses and multiply your impression as often as possible. For example if you hear a new word BEAR you can say it and then write it. You can also create occasions for repeating new ideas or facts as soon and as often as convenient.
2. Seek associated meanings. Logical memorizing requires meaningful associations and logical rather than rote type.

Thus thinking is the highest type of mental ability and activity present in man. All human achievements and progress are simply the products of thought. The evolution of science and culture are the results of thinking. A good thinking requires abilities such as: critical observation, analysis, classification and sorting in sequencing, finding similarities, logical mind, rationalization, Deciding priorities etc.

# Intra-Personal Group

**Intra (1) Manners and Etiquette**

Manners can be defined as set of behavioural patterns peculiar to a person, It is also considered as characteristic style in society or organization. e.g. Army manners, Civil life manners etc.

Etiquette consists of the rules and customs for polite social or professional behavior. The society and its members at large are judged b their manners and etiquettes. That is the reason why manners may vary from region to region.

In Business as well as in Society the rules and norms have been accepted all over the world as manners and etiquettes. The knowledge and understanding of these norms, rules by the world be professionals and student’s shall be of great help to them.

# Etiquette of Introducing Each Other

The normal form of self introduction is 'Good morning' People great each other by stating their full names and positions (in office).

Americans prefer to introduce themselves by their surnames only. While Europeans and Asians by their first names and surnames during conversation or group discussion you may repeat your name or else the listener may forget it. Getting comfort while interacting is the maxim for good business etiquette, Handshake is immediately follows after introduction, by extending right hand and firmly holding other persons right hand. A visitor is offered hand first by the host for a hand shake. Now-a-days there is no gender distinction in handshake. As a winning form of non verbal communication, handshake must be accompanied by eye contact and a gentle smile. An introduction of each person, members of host party, visiting party etc. makes everyone feel relaxed and creates a friendly atmosphere for the meeting. A senior most person amongst the visitors or host team introduces other members. As per usual practice the visitors are introduced first to host. The order of introduction is from lowest ranked person to the highest ranked person.

# Telephone Etiquette

In telephonic conversation, the way we receive respond, speak or hang up ones calls is often as important as what is communicated. While receiving and making a call we have to be brief and concise. Therefore before calling we have to prepare well.

Begin with introducing your name and purpose. In offices t e telephone call is routed through a receptionist. The usual protocol is to attend call within 5 rings.

Make your calls polite by using words 'Please' 'Thank you' Always use interrogative form for request "Could 1......" May l...

# Business dining and Table manners

There are number of occasions when meals are arranged with colleagues or clients, Business dining is a formal occasion of get together. Sometimes it is called a dinner meeting. As a host you have to invite the guest personally, may be on phone. You may confirm date,

time, place in is always better to confirm the scheduled day prior to event. Business talk is conducted i n an informal manner. As a guest have your own dietary preferences. It is considered best to avoid 'drinking' at business dinners. Table manners differ from Indian and European style of serving. The knife cuts the food and fork places it into mouth. Eating with hand is just fine.

# Interview Skills

An 'Interview' is "a meeting between two or more people, as to evaluate qualifications or to consider for employment." The word Interview is derived from Latin terms INTER+VIDERE. (Inter, means between while vides, means view or see) The word Interview in modern times comes to be associated with employment, selection or admission / induction for some training course or institute of education.

On all practical levels, 'Interview' is treated as test and calls for a separate technique or skill. There are different types of Interviews viz (a) Types according to mode of conduct of interviews (b) Types according to stages of selection (c) Types according to purpose or object. The various types are discussed below:

1. Under this type there are Interviews such as **Panel Interviews** which are conducted by more than minimum 2 members. An interview has to speak to all the members in this case. In **Sequential Interview** a candidate passes from one member to another in a sequence. Although the candidate may be required to meet one or two members but he has to face many such panels on the same occasion. **Telephonic Interview** is an interview on phone or internet. You may observe or may not observe each other, in this type or interview.
2. Under this there are following types: Preliminary Interviews are the interviews conducted for early screening; Admission Interviews conducted in Schools and Colleges may also come under this category. Skill based interviews are conducts for judging the competencies in skill sets required. Such interviews may be conducted directly (i.e. orally) or indirectly by asking candidates to work on machines.
3. Personality Interviews fall under this category. In this interview an applicant is evaluated from the point of appointment to a particular position or to fill a role in the organization. These interviews are very common and a wide range of verbal, non verbal communication skills are brought into play in this type of interview.

# Facing an Interview with Success

An interview meeting is an opportunity extended to candidate seeking speci fic assignment, job or favour. Therefore for getting, success in the same, a candidate has to plan and work out the same effectively:

"Know yourself Know the employer or the organization or sector and Know the job." This should be considered as a preliminary step.

The interviewers assess objectively the papers (CV) submitted by the candidate containing reflexes of candidate's personality. In some cases Written Tests are administered for testing technical competencies.

Good communication skills are highly important for the success in interviews. A long with verbal skills, good manners and etiquettes are also important. While communicating with panelists do not become nervous, angry or over smart. Be polite. Remember 3 best friends: Sorry, Thank you, Please. Read help books and other career

books. Keep well informed. Respond quickly Ask permission to use language other than English (In case you face English as a problem.

The secret of success in interview lies in thorough preparation. Aim at making good impression. Body language, appearance, voice and friendly attitude are the decisive factors.

# Inter - Personal Group Negotiation and Persuasion Skills

Negotiation can easily be defined as "a process by which two parties interact to resolve a conflict jointly." Negotiation is the process where interested parties resolve disputes, agree upon courses of action, bargain for individual or collective advantages, and

/ or attempt to craft outcomes which serve their mutual interests. Negotiation is usually regarded as a form or "alternative dispute resolution."

The first step in negotiation is to determine whether the situation is in fact a negotiation. The essential qualities of negotiation are; the existences of two parties who share an important objective but have some significant differences. The purpose of the negotiating conference to seek to compromise the differences.

Following are the features of negotiation:

* There are a minimum of two parties present.
* Both parties have predetermined goals.
* Some of the predetermined goals are not shared by both participants.
* Both parties are willing to modify their position.
* The parties understand the purpose of negotiation.
* Both parties are interested in an outcome.
* Both parties believe the outcome of the negotiation may be satisfactory. All negotiation situations have the following well-defined characteristics:
* There is a conflict of interest between two or more parties.
* The parties prefer to work outside of a set of rules and procedures to invent their own solution to conflict.
* The parties prefer to search for agreement rather than to fight openly or break off contact permanently or to take legal course to resolve their dispute.

# Steps in 'negotiation process’

* 1. The negotiation process consists of elements as follows Offer

Counter-offer Concession Bargaining Compromise

Agreement (or breakdown)

The outcome of the negotiating conference may be a compromise satisfactory to both sides, a standoff failure to reach a satisfactory compromise) or a standoff with an agreement to try again at a later time. Negotiation differs from "influencing" and "group decision making."

The following steps are involved in negotiation process -

* + 1. **Preparation** - get information, feedback, decide desired gals, find plus and minus points and strengths and weaknesses of each party.
		2. **Ask other party** to make an offer first. This is desirable than making offer yourself.
		3. **Argue** i.e. put forth your views why their offer cannot be accepted.
		4. **Get signals** -find what is likely to be acceptable to other parties Propose your offer.
		5. **Packaging** - i.e. considering various proposals and counter-proposals to arrive at best possible acceptable solution,
		6. **Bargain** i.e. give and take.
		7. **Finalize** deal and agreement.

# Approaches to Negotiation

There are various approaches to negotiations, viz, win-lose; lose-lose and win-win.

**Win-Lose Approach:** In this approach, a skilled usually serves as advocate for the negotiation and attempts to obtain the most favorable outcomes possible for that party. In this process the negotiator attempts to determine the minimum outcome(s) the other party is willing to accept, then adjusts their demands accordingly.

**Compromise approach or lose-lose approach:** Traditional negotiating is sometimes called lose-lose because of the assumption of a fixed "pie," that one person's gain results in another person's loss. Thus, compromise envisages that each party loses something to arrive at final deal.

**The win/win approach:** This approach expects that both the parties win and there are no losers. This approach is on the assumption that an agreement often can be reached if parties look not at their stated positions but rather at their underlying interests and requirements. If all parties benefit from the negotiation process, it produces more successful outcomes than the adversarial "winner takes all" approach.

# Guidelines for Successful Negotiation

The following guidelines should be kept in mind for successful negotiations.

* Have a win-win attitude i.e. have positive look at conflict.
* Narrow the conflict issue in points.
* Adopt a step by step approach. Try to resolve one point at a time before taking up second point.
* Analyse interests and concerns of other party.
* Find out the other party's state of mind, cultural background, likes and dislikes.
* Disguise your true desires. Showing too much eagerness gives the other party a chance to exploit you.
* Don't disclose your deadline. Disclosing the deadline or time frame to the other party in the beginning gives the other party a chance to delay the deal.
* Know exactly what you want. Decide what are non-negotiable and what the are negotiable issues, though you need not disclose them to other party.
* Think before you speak. It is better to let the other person to speak first.
* "Information" is the negotiator(s most powerful asset. If you are well prepared you will rarely be fooled.
* Understand your options/alternatives. It will increase your negotiating power.
* Bring your own expert when you lack knowledge on certain issue.
* Keep quiet. Silence can project the image that you have upper hand.
* Remember importance of face saving' to other party.

# Persuasion

Persuasion is a form of influence. It is the process of guiding people toward the adoption of an idea, attitude, or action by rational and symbolic means. It is a problem- solving strategy, and relies on "appeals" rather than force.

The following are the methods of persuasion;

**By appeal to reason:** Developing logical arguments and giving proofs.

**By appeal to emotion:** Stressing on faith, propaganda, customs and tradition etc.

# Grooming Manners and Etiquettes

a. Meaning

Grooming and Etiquette is very important and is the main as well foremost important quality for those who are working or plan to work in the Hospitality Industry. Extract of grooming and etiquettes that can be easily understood are ready smile, confidence, eye contact, good posture and body language, excellent grooming, pleasant personality, good hygiene, mingle with everyone, extrovert character, good communication skills and readiness in any situation. One needs all these qualities in order to succeed and hold a powerful position it has better impact on communication.

Good grooming is all about how you look and present yourself. A clean, neat appearance inspires confidence. Grooming is important if you want to feel confident and project a positive self-image of yourself.

Grooming can be understood as an outward appearance which is the window of your personality to the world. You do not only dress for others but for yourself too. External appearance is important because that gives the impression to others about your personality.

The etiquette in business is, the set of written and unwritten rules of conduct that make social interactions run more smoothly. Office etiquette in particular applies to co- worker interaction, excluding interactions with external contacts such as customers and suppliers. Both office and business etiquette overlap considerably with basic tenets of etiquette. The conventions of office etiquette is address unique, office environmental issues such as cubicle life, usage of common areas, meetings, and other forms of social interaction within the contact of a work setting. The rules of office etiquette may vary by region, office size, business specially, company policy, and, to a certain degree, various laws governing

the workplace. Larger organisations tend to have stricter, expressly written rules on etiquette.

Etiquette and manners are both critical to functioning in society. While both of these concepts involve rules of behavior, they are slightly different and involve different types of skills. They also vary from culture tradition and heritage. The primary distinction between etiquette and manners is that the first includes specific rules of conduct, while the other is more generalized.

Manners involve general behavioral guidelines, such as trusting the elderly with respect and courtesy. Etiquette is a specific code of behaviour, with an example of etiquette being knowledge of the proper mode of address for a queen, which is, incidentally "Your Majesty." in some societies, people regard etiquette as qualities and unnecessarily refined, but this is actually not the case. Many of the rules of etiquette are already practiced by people with good manners, and a demonstration of familiarity with good manners will mark someone as cultured, polite company.

People are typically taught manners from a very young age, so that they grow up accustomed to the basic rules of conduct about appropriate behaviour in social situations. Children learn, for example, that it is not polite to stare, to make personal comments, or to case aspersions upon the selection of food at a dinner. In childhood, people usually absurd lessons about how to treat others and how to behave in a variety of situations. Manners often become second, nature when they are taught at a young age.

In order to learn etiquette, people must take specific lessons, as opposed to learning by example or through gentle correction. Rather than learning general rules about how to behave at a dinner, someone would learn specifically about which silverware to use when, how the table of precedence works, and how to politely dispose of undesirable food items. Etiquette training also involves how to deal with introductions, and how to behave in numerous environments, from funerals to shooting parties.

Both etiquette and manners rely on basic underlying principles which include treating people with respect, being sensitive to social situations, and making other people feel comfortable. People cannot learn etiquette without being schooled in manners, which lays the underlying groundwork for the rules of etiquette. Formal training in etiquette can be obtained through finishing schools, in which as instructor takes people through the rules of etiquette, or by reading texts which deal with etiquette and manners in particular societies.

Knowledge of etiquette and manners is never wasted. Someone with an awareness of manners and formal etiquette will be remembered, and this may come to his or her advantage in the future. Employers, for example, are more likely to be impressed by well mannered candidates who are familiar with the forms of business etiquette for a job opening. Good etiquette training also prepares someone for any situation, allowing him or her to deal with anything with aplomb.

# B. Types of Etiquettes

Etiquettes are like clothes on a person. Etiquette is the business of being polite, professional and not offending others with your lack of manners, your body language or your lack on personal hygiene.

There are two kinds of etiquette; they are Social etiquette based on chivalry-on the concept that the lady, the aged and the weak have to be protected and Business Etiquette that has military origins. It is based on power and hierarchy.

# How does etiquette help

* It leaves favorable impression.
* It helps win and maintain good friends and associates.
* It creates opportunities for advancement.
* It helps win business.
* It makes one feel good.

# Etiquettes is a style that never goes out of fashion or gets outdated. It can be reflected through

1. **Dressing Attire:** It varies with occupation, location and preference
	* Dress for comfort and conformity
	* Choice of accessories
	* Avoid revealing dresses and garishness (color and styles)
	* Be well groomed - hairs, nails, shoes, socks, body odour
	* Natural make up
	* Minimize jewelry, ear rings, body piercing
	* Be well organized-bags, wallets, cell phones etc.

# Etiquette Postures

* + Stand-up right (exudes confidence)
	+ Stand Relaxed (feet slightly apart)
	+ Avoid hand folded on chest
	+ Sit straight and gracefully
	+ Walk with easy gait with arms slightly swinging to the side. Match pace with others.
	+ Limit body movement to minimum while Maintain eye contact and do not stare.
	+ Smile (Men smile when pleased, women smile to please!) Posture reflects level of confidence and interest.)

# Body Language

* + Eye Contact
	+ Interest but not aggressive
	+ Facial expression
	+ Smile, mouth movements
	+ Head position
	+ Straight vs. tilt to one side
	+ Arms position
	+ Crossed, at back, by the sides
	+ Body angle
	+ Leaning front vs. away
	+ Posture (erect vs. slouch)
	+ Hands
	+ Legs
	+ Distance (too close vs. near) Words account for only 7% of the messages you convey.

# Good Social Etiquette: Behavior

* + Opening doors, Preference for guests, clients, seniors, and women.
	+ Close doors lightly
	+ Give compliments with generosity and magnanimity effaking compliments
	+ Smile and thank
	+ Do not brag, Party
	+ Perfectly fine to refuse alcoholic drinks
	+ Do not be defensive refuse politely; suggest options (soft drinks) Behavior should be sincerely courteous and not artificial and laboured.

# Good Social Etiquette: Interactions

* + Introduce yourself
	+ Greet people by name e Do not interrupt conversations
	+ Respect privacy
	+ Converse quietly
	+ Humor is good, humiliation is not. Interact to engage, relate and learn and not to show your status, power or prowess.

# Etiquette Business Wardrobes

'First impression matters. You are judged very often even before you speak. Conclusions on ability, comperence and your dependability are often based on your clothes.

# Dress Sense

The dress you wear should be in syne with the place. You should be comfortable in what you wear. Clothes should be appropriate not only to city but also to its climate.

# Attire for Men

Clothes, tie, shoes and colour should be of current fashion. White shirts are more formal than coloured shirts. Pale coloured shirts are more formal than bold or bright colours. Solid colours are more formal than patterned.

Black or brown leather shoes, Must be polished well, Shoes with laces are preferred, Belt with a sleek buckle, Leather belt, Leather strapped watch, lf it is metal strapped ensure it fits the wrist well. Socks match with the trousers. They should be long enough. Do not wear white socks. Wear clean socks to avoid odour.

Pen with metal body, Silver, gold and black colors are preferred. One good pen is adequate. Dark colored leather Wallet. Dark colored leather bag (not too big). Jacket color should complement trousers. Jacket should fit well. Should not pull or wrinkle at the collar,

neck, shoulder, lapels or sleeves. The sleeves should extend two and half centimeters past wrist bone.

# Attire for Women

A formal skirt or trouser with a jacket is a business suit. Choose small prints or self colors. Avoid plunging necklines, sleeveless and tight fitting clothes. Avoid bright colors. Decent soothing pastels like white, light pink, light yellow, sky blue are preferred. The skirt should at least knee length. Wear full sleeved tops with collars or close neck. Avoid sleeves less tops or those with sequins. Color of the blouse should complement color of the skirt/trouser and Jacket. Check the fit of the jacket when it is buttoned. It should not be tight around back or chest. The jacket sleeves should be two and half centimeters past wrist bone when arms are at sides.

Pump shoes work well for western attire. Wear moderate heels and avoid heels over three inches high. Use comfortable foot wear rather than trendy. Avoid wearing sport shoes. Foot wear in neutral colors such as black, beige, blue, gray and tan are preferred. Avoid red, gold, silver and white.

Leather bag be same color as shoes. Not too big, Light and simple. Ear rings or studs should be small. Wear either a bracelet or bangle. Rings not more than two, may wear a thin chain with small locket, an elegant watch.

If hair is beyond shoulder length it should be neatly tied back. If it is short, should be groomed and look neat. Make up should be light and minimal. Choose subtle makeup

# Body Language

When you say "it is pleasure to meet you" the listener must feel that you believe it to be a pleasure and that you are not stating it for the sake of saying so. Your voice should reflect pleasure and your body language must be enthusiastic, warm and effusive.

# Self Introduction

Introduce the younger to the older. Introduce a man to the lady. While introducing state the name clearly and slowly, Always use full name of the person, use titles if any. If you could not get a person's name correctly, ask politely, "I am sorry but I did not get your name."

# Customers Existence

Let your customers feel good, pleasant and ambience. Groomed staff, welcome and smile. Don't make him wait. Listen attentively. Ask appropriate questions. Offer workable logical solution. Offer services with more that perceived value. Use appropriate language. Always thank you customers for the business they have given. When a client calls on your ensure that you are free at the appointed hour. Get up from your desk and greet your clients.

# Telephone Etiquettes

Incoming calls. Answer a phone call by the second / third ring always identify yourself. It you have received a call at your office, it is customary to say, "good morning /

good afternoon, State I am so and so. How may I help you ?. While listening do not listen with utter silence, use actives. Placing a person on hold. When you return, thank him for holding. Have pen and paper with you to take down messages or make note. Minimise background noise. Use caller's name as often possible. It helps in personalizing the call. While ending the call, thank the caller for calling. While receiving the call if it is from someone who is higher in rank it is customary to wait for the caller to end the call. Always speak with a smile; yes, it gets there. Never be rude to the caller, no matter how nasty he/she is.

Outgoing calls- Introduce yourself and your organization. If necessary write the points you wish to speak about. Call during business hours, be clear and precise, If the person you wish to speak is not available leave your message and your phone number. If you are making a call on a person’s direct line it is and your phone number. If you are making a call on a person's direct line it is and your phone number. Desirable to call yourself rather asking your assistant to make the call (it is rude to display that your time is more important than the person whom you have called). Unless it is very important, you should not call a person before 9 a.m. and after 10 p.m.

Thus grooming, manner and etiquettes play important role in reflecting the personality of a person. Increases confidence and gives a lasting effect of communication.

# Effective Speaking Meaning

Oral communication although a form of communication, that carry important weightage in business management. It is the heart of the function of direction. According to one investigation employees in a typical business organization spend 60% of their time in speaking and listening. The principles of successful oral communication are confidence, purpose and control.

The effective oral communication inspires confidence; Speaker must be in a position to put audience at ease and in an attentive mood.

The communicator must sec that message or information is moving ahead with purpose.

The audience wants to know,

*"What is this all about?"*

*"What are you trying to prove? " “What do you want to do?”*

The effective verbal communication stays in control of the audience.

# Types of Oral Presentations

1. Talks: Talks may be either one to one or one to many. Short talks range from 1 to 10 minutes in length. They are periodic.
2. Formal Presentations: Presentations may vary from 10 minutes to 60 minutes. Some presentations may last for 30 minutes also.
3. Speeches: These include speeches delivered at annual General meeting etc.

In any kind of oral communication whether in the case of a short talk or long speech, certain principles or requirements must be followed.

# Interview Skills Introduction

Interview is another medium of communication. It is a formal meeting and discussion with someone on a particular subject. Two parties are involved in an interview broadly classified as the interviewer and interviewee. The interviewer is a person who puts questions and on a questionnaire or schedule. In other words, a person who seeks information for media, use a newspaper reporter, or a television or radio panel show moderator etc. An investigator who puts questions and solicits answers, information, facts etc., is a person appointed to carry out interviews.

The object of an interview to sit face to face and obtain from the interviewee. It is the best opportunity to assess correctly on a particulate matter for which the interview is proposed. A good interview depends on proper planning. The interviewer must be clear before he talks to the interviewee as to what information he wants and what questions will help to bring out that information. Interview is a personal appraisal method of evaluating the persons interviewed.

# Definition of Interview

**Myers and Myers** have defined interviewing: "It is simple a highly specialized form of communication, but one which affects how people are hired for jobs, how they are appraised and told about it, and how they are able to work with others on the job."

**James M. Black:** "An interview is a conversation, usually between two people, that is confined to a specific subject. The role of the interviewer is to seek information; that of the interviewee is to provide it."

**L. Brown:** "It is a conversation between two people. It is a convesdation, yet, but directed to a purpose other than personal, social satisfaction.

# Types of Interview

There are many different ways of classifying interviews. Robert Goyer and others give as many as ten separate categories of interviews. They are,

* + - 1. Information getting
			2. Information giving
			3. Advocating
			4. Problem-solving
			5. Counseling
			6. Application for a job
			7. Taking complaints
			8. Giving reprimands
			9. Conducting appraisals
			10. Stress interviewing

However, the interviews which are in most use which the management most frequently used in communication are discussed as under

1. **Information Giving Interview:** As the name indicates the object of this interview is to provide or supply information. This interview supplies facts, ideas, opinions, feelings and other matters to the interviewer or to the interviewee. The interviewer and the interviewee probably already have some information for exchange.
2. **Information Collecting Interview:** On the basis of function of interview, another type of interview is information seeking interviews. The interview focuses on receiving information. It is a process of getting information. 1Ävo people interact with each other when one seeks information and the other is giving information. The techniques involved in getting information, are asking, questions, clarifying, investigating and finding out reasons.
3. **Employment Interview:** Employment interview is conducted when the organization wants to recruit new people. It is an interview that taken if a person is entering the organization. The interview should open by putting the applicant at ease and proceed by direct conversation. Interviewer and interviewee interact with each other, in which, the interviewer attempts to determine the suitability of the applicant for the post. Focus is on collecting information to assess, to evaluate and to take decision for selection of the employee.
4. **Appraisal Interview:** Another familiar type of organizational interview is conducting an appraisal interview. It is performance appraisal interview which did with job effectiveness. The emphasis is on evaluation of performance of job, need for training, time for promotion, fixing sala1Y etc.
5. **Counseling Interview:** Counseling interview is an advisory type. Management counseling promoters good employer-employee relations and brings about a change in the attitude of the interview. A two-way process of communication gives participation satisfaction and improves job performance. It takes place out of, OIT the job interface and interaction that may occur between superiors and subordinates. It covers many areas such as instructing, encouraging, motivating, advice and guiding in their problem-solving. There are many psychological problems which cannot be successfully handled by counseling interviews. Psychiatrists, psychologists, physicians and counseling personnel can conduct counseling interviews effectively.
6. **Complaint or Grievance Interview**: Grievance interviews occur because something remedial has to be done. Employees may seek interview to see to find out a solution to their problem. When the employees are not satisfied, they lodge a completing and sometimes confront in an interview situation. The interview focuses on coming to an agreement, settling a dispute, hearing opportunity to come to a solution. The grievances, policies and procedures are laid down in the company's manual or handbook.
7. **Disciplinary Interview :** When employees who fail to perform according to tasks, they are subject to disciplinary action. Any employee who commits costly mistakes or

undesirable behavior is expected to be involved in a disciplinary interview. In this interview, the causes are identified for changing the behavior of the person into right direction through joint exploration of remedy the problem. A person may be given a chance or warning to improve. In disciplinary interview, which is generally confidential and private between a committee and the person involved, counseling, instructing, correcting, reprimanding and problem solving steps may take place.

1. **Discussion Interview:** A type of interview where a discussion between people takes place. It is also called as exploratory interview. It is interview between a small groups or large group engages in interaction with one another in a face-to-face interview. In this interview, members of the group are in interaction with one another. Group reaches to a decision after through deliberations. It is a place where exchange of ideas, data, facts, figures, opinions and feelings etc., are openly expressed, opposed, through discussion, to arrive at a problem.;
2. **Correction Interview:** This follows the disciplinary interview. This interview gives a clear statement, identifying disciplinary areas as undesirable or costly errors or alleged violation. Steps are taken to rectify the behavior and may be put on the line of desirable behavior. Corrective steps are generally formulated to meet different situations for their implementation.
3. **Evaluation Interview**: Evaluation interviews are conducted to form an idea of judgment on a particular subject matter. The members evaluate any functional areas of the Organization; personal and general issues for instance, evaluation of worthiness, results, performances, events, persons, policies, goals etc.
4. **Exit Interview**: Another familiar type of interview is exit interview, i.e., when a Person leaves the organization. This is an interaction between the interviewer and the person leaving the organization. A face-to-face conversation is needed to review job satisfaction, future prospects in the new organization and to create goodwill.
5. **Goal-setting Interview:** In this type of interview, particular type of goal-setting is the main activity. The interviewer concentrates on the determination of goals. It is a process which was a beginning of identification of goals, interaction and conclusion, This interview has content; they are about goal-setting, particularly in goal-setting in an area of management by objectives. Here people exchange information. There is clearly defined problem or goal. Both parties exchange information and finally get goals.
6. **Persuading Interview:** Also called "Sales Interview." It is an interview between the seller and the buyer. The interaction is either as a seller or a buyer in a persuading interview. It is a highly skilled system. It focuses on convincing or persuading a person to action.
7. **Telephone Interview:** Telephone can be used to conduct an interview. It is a type of interview over the telephone. In this mechanical oral communication, views, ideas,

opinions, and facts are exchanged. It can be used to form a conclusion on the subject under consideration.

1. **Preliminary Interview:** This type of interview is used in the case of employment interview. It is very simple and brief. It is with a view to eliminating unqualified and unsuitable candidates. Some quick evaluation techniques are followed in this type, like test, communication skills, impression etc.
2. **Formal Interview:** An official interview which is conducted according to the prescribed rules, procedures lay down. Interview procedures are generally laid down in organizational manuals. In this type of interview, the interviewer puts a set of well-defined questions and takes notes according to the requirements. A common interview is a social research.'
3. **Informal Interview:** It is in contrast to the formal interview, again a social research interview. In this, the interviewer has full freedom to make suitable alternation in questions. In formal interview, there is no freedom to alter the question.
4. **Personal Interview:** The process of interview is only between two individuals; one is the interviewer and the other is the interviewee. The interview enables one to establish a closer personal contact between the interviewer and the interviewee.
5. **Research Interview:** The research interview is held to collect certain information relating to the research problem under study. The interviewer prepares a set of well-structured questionnaire in advance and by interviewing people, he gathers the desired information, facts, figures, data etc. It is called research-interview, as the information is gathered for the purpose of research into a problem.
6. **Dummy Interview:** An interview is conducted in the usual way with a respondent, the data from which are not intended for use in survey results. A type of interview from which the information and data are not intended for use or utility in survey finding. This method is used in order to impart training to the interviewers or investigators.
7. **Other Types of Interviews:** (1) Group Interview (2) Diagnostic Interview (3) Treatment Interview (4) Short-contact Interview (5) Prolonged Contact Interview (6) Qualitative Interview (7) Quantitative Interview (8) Mixed Interview (9) Focussed Interview and (10) Repeated Interview.

# Techniques of Interview

Interview is a conversation between two people called "the interviewer" and tithe interviewee. They interact with each other. There must be a technique to apply in interview to make the interview more effective. The techniques used usually by both interviewer and interviewee are:

* + - 1. **Questioning:** Putting questions only ensures collection of information but also results in interaction. A question may be an open-end question, direct question, indirect question, mirror-type question or a loaded question.
			2. **Observation and Listening:** Listening and observation are the best methods to obtain information and assess the matter. It is a process necessary for understanding and interaction for results. Observation and listening are the simplest forms in seeing and looking into the problem. Observation may be controlled observation or uncontrolled observation. Under this, both the interviewer and the interviewee are involved in observation and listening. Listening to an answer to a question and observing the information obtained. Listening is different from hearing and in listening process, one has to keep his mind open and attuned to the speaker.
			3. **Evaluating:** Evaluation is a process to form an idea or judgment on a particular matter. It evaluates qualifications, performance, objectives, policies, persons, events, etc. Evaluating techniques conceiving and understanding, perspective and logical reasoning. Both the interviewer and interviewee evaluate each other on their respective questions and answers. Evaluation helps perspective on the subject matters, relative to logical reasoning. In this, ideas, facts, figures, opinions are exchanged. The technique of evaluation is applied in interviews increases perceptions and understanding.
			4. **Controlling:** The essential quality of an interviewer is to keep control of interview. It is a management function in which generally both parties are involved. Leland Brown on the technique of controlling and involvement says : "Controlling on the part of the interviewer is a management function, but in exercising control, both parties become involved, Thus, controlling assures direction, periodic summaries and restatements often provide control of the situation, for they assure direction by stating the main point is crystallize. Involvement means participation that leads to results."

# Guide Lines for Interviewer and Interviewee

* + - 1. **Thorough Knowledge:** An interviewer should be thoroughly familiar with the subject and object of the interview. The exchange of ideas, facts and opinions etc., should be given with the full knowledge on the subject.
			2. **Narrative:** The interviewer should give maximum opporWcnity of self- expression to the interviewee. He may be allowed to express freely about his experience, hobbies and on informal issues.
			3. **Background Information:** The interviewer should have knowledge in advance of kind of facts, ideas, opinions and figures to be obtained from the interviewee in the interview. This helps to avoid confusion and non-important matters are overlooked.
			4. **Time Factor:** Time as an equally important factor should be considered by the interviewer. It is valuable both to the interviewer and interviewee. But questions should not be put in a hurried manner. The schedule of questions should be prepared in advance to the completed within an adequate time. Sufficient time should also be given to the interviewee so as to enable him to reply to questions.
			5. **Interview Place:** An interview should not be conducted in an open place, in a disturbed atmosphere in respect of certain interview. The interviewer should conduct the interview in a separate room. The face-to-face conversational flow should not be disturbed by holding interview in an open place. A private room is to be selected to avoid disturbances and interruptions.
			6. **Keep Interviewee at Ease:** The interviewer should not keep the interviewee in a difficult position. He should not be discouraged with annoying questions and other questions psychologically not good. So, the interviewer should create a friendly and informal atmosphere throughout, at the commencement of interview, during the interview and at the end.
			7. **Patience in Listening:** Another quality that an interviewer must possess in patience in listening to the interviewee. The interviewer must hear the interviewee with full interest. He should give maximum time and opportunity to the interviewee to speak and express his ideas freely. Therefore, he should not go on speaking but he should be a very good listener and observer. His interference should be limited in order to let the interviewee express himself as far as time allows. He should not give an opportunity to others to guess from his expression that he i -bored or his mind is somewhere else.
			8. **Understanding the Level:** The interviewer should understand the level, vocabulary and other personal background like educational, attitude etc. Not only that, he

must adjust and come down to the level of the interviewee so as to assess the abilities and for measuring the ability of the respondent.

* + - 1. **No Harshness:** It is accepted principle that the interviewee should be allowed freedom of self-expression. If the interviewee is on some irrelevant facts, he must be politely reminded to keep himself within the bounds. Alert direction should not be abrupt and harsh. Under circumstances can an interviewer afford to offend the interviewee.
			2. **To Win the Confidence:** Winning the confidence of the interviewee is the essence of successful interviewing. Basically, he must gain the confidence of the interviewer. If there is no confidence in the in interviewer, the interviewee may not give information fully, freely and frankly.
			3. **Content:** Interview errors occur because of inappropriate content. Interviewer has to plan the questions or the information to be gathered and the sequence. During the interview, he should not wander around with questions. Questions should not be on the subject of his own interest, choice, irrespective of subject of the interview. Uniformity in asking the same type of questions is necessary to make a comparison.

# Listening

* + 1. **Introduction**

Good communication is defined as "The interchange of thought or information to bring about mutual understanding and confidence or good human relations." Communication is also defined as intercourse by words, symbols, or messages, and as a way that one person share Hearing and understanding with another. Speaking, writing and listening represent the core o business communication. One of the important principles of communication is understanding. No communication is completed unless the message is understood, and this requires attention. Getting full attention for even well composed messages is no easy matter, because of both the quantity of messages competing for attention and brevity of our human attention span. The receiver cannot listen with understanding unless he concentrates. Listening in a discontinuous fashion, behaving listlessly ensure lack of understanding to say nothing of being extremely discourteous to the communication. Therefore quality of listening plays important role in verbal communication.

# Listening: meaning and importance

Listening means try to absorb as much information as possible through our ears. Listening is a part of good communication. Bad listening is a barrier to communication. Thus without listening, oral communication may not take place.

The people in business are always involved in listening as their ears are always open. But they may not always be good listeners.

Listening is an ability of person. It is not only related to ears or physical organ. It is dependent on attention. Good listening is important in business for an executive or a supervisor. It is also important from the point of view of responsiveness. Because it is on the basis of response that effective result oriented business takes place.

The importance of listening in well networked modem organization can be understood by its absence. (i.e. absence of listening abilities amongst organization levels.) The organization may not even function without proper listening habits by the persons within it.

Verbal information may be understood. Organizational people may not understand what the dealer, vendors, customers speak. A manager who fails to listen properly, cannot pass along instructions and subordinates who don't listen well often have difficulty in carrying out instructions. Good listening across the management alone make the organization effective. Such organizations get their workforce motivated which result into better work culture. The benefits of good listening are thus many.

# Principles of good listening

The listener can help the speaker by receiving intended message or information by following certain principles -

1. Be prepared: Preparing for listening includes activities to be followed by listeners before attending and facing the speaker. It includes reading on the proposed topic, knowing the speaker, audience etc.
2. Positive and constructive attitude while listening to a message.
3. Respecting other's view points. It is no point in denying hearing a view with which one may disagree.
4. Avoiding internal and external distractions, This can be done by establishing and maintaining eye contact with the speaker.
5. Concentrating on content: It is necessary to construct a mental outline of where the speaker is going.
6. Taking notes: If concentration is made on contents then it is easier for focusing on contents. Written words further supplement listening quality. Therefore taking notes is helpful in improving listening.
7. Do not interrupt the speaker: In case of one to one speech, conference, meetings etc. listen attentively until speaker invites questions.
8. Evaluate what you listened: It is always better to present summary of whatever we have heard. There are certain non verbal clues during the speech. (i.e. tone, eye contacts, gestures) that help listening. It is therefore through summary and evaluation that a speaker can know whether the message is properly passed on or not.

# Types of Listeners

Good listener is rarely found. Listeners are there but they vary according to their styles or falls of listening. A speaker has to understand various types of listeners.

* 1. **Prejudiced Listener and Unprejudiced listener:** Prejudiced listener are those who value speaker more than the topic. They get carried away by the position of the speaker. Unprejudiced listener keeps his personal biases away while listening. For him the contents are more important.
	2. **Fast listener and slow listener:** People have different capacities to grasp and think. According to a study the range goes from 80 to 800 words per minute. Fast learner takes less time in following speaker's idea. Slow learners require repetition and require more time to grasp. The degree of fastness depends on age, education, maturity level, environment prevailing while listening process goes on etc.
	3. **Serious listener and impatient listener:** A listener may be serious, when he gets involved in the process of listening more attentive, taking notes, carefully watching body language of the speaker etc. Such listeners derive more from listening.

There are some impatient listeners who may interrupt the speaker before the speech ends. There may be some reasons for such attitude e.g. not interested in the topic and the speaker, ineffective speech delivery, external distractions. etc.

In order to tackle the above types of listeners, a speaker has to use various moves while speaking they include, shooting questions, establishing eye contacts, giving some assignment requiring thinking etc.

# Barriers In Listening

* + - 1. **Psychological ear-muff:** One of the prevalent reasons for poor listening identified, has been the psychological car-muffs. It is a state of split attention, and half- listening where full attention and clear understanding are necessary. People develop psychological ear-muffs to avoid unnecessary matters or details to be listened to. Psychological ear-muffs protect them from listening enormous amount of talk, manipulative matters, dull, trite, annoying and not interesting matters develop psychological car-muffs. For instance, which witnessing and listening to a serious feature program on a television, the television advertisement contributes to the temptation to developed psychological ear-muffs.
			2. **Distraction of Mind:** While listening to a speaker on a particular subject, thinking on some other irrelevant and unwanted matter is a distraction. The distractions can be external, internal, physical or mental, On such causes like personal mood of the speaker, place or sitting, about a domestic problem, pressed time, hurried or worried noise,

atmosphere etc. the concentration is not apt to be very effective. So distraction is yet another barrier to effective listening in the mind of the listeners themselves.

* + - 1. **Lack of Motivation:** Lack of motivation is another major reason of poor listening. Listening costs time, physical and mental energy etc. Unless people are motivated, they do not expend energy, time etc. The lack of interest to listen is one of the serious impediments to effective listening. Unfamiliar speaker, unrelated subject, ineffective speech, lack of faith and confidence on the part of the speaker are the motivational factors. An old proverb says, "A wise man can learn from a fool; a fool from a wise man - never."
			2. **Wandering Mind:** A listener may have a great deal of time while listening to a speakers talk. It has been estimated that most speakers can send the message at 125 to 150 words per minute. The listening capacity of human organic system for oral communication is nearly 1,000 or more words per minute. Therefore, the listening capacity is more than speaker's capacity nearly 1,000 or more words per minute. Therefore, the listening capacity is more than speakers capacity nearly by six times. So the listeners may have a lot of spare time and the mind wanders or takes mental excursion.
			3. **Emotional Screen:** Many people ignore the importance of emotional screen in effective listening. t works powerfully, and acts as powerful invisible screen that lets in the pleasant, the familiar, the desirable and shuts out the unpleasant. Some natural tendencies like emotion, experience, beliefs, prejudice, fear, likes, dislikes, desires, bias, and apprehension develop emotional screen. These emotional instincts prevent one from effective listening and act an impediment to listening.
			4. **Rebuttal Instinct:** The rebuttal instinct is a destructive invisible weapon and invisible steel walls. Rebuttal is statement proving that something that has been said is wrong and gradually leads to quarrels.
			5. **Jumbled and Mumbles Words:** Effective listening is not possible when the spoken words are mumbled and jumbled. Speak is in such a way that they find it difficult to hear. The term jumbled words with reference to oral communication refers to confused mixture of words. It is a mixing or throwing together without order.
			6. **Self-Evaluation:** A basic problem in effective listening is the tendency of the listeners to evaluate in terms of their, rather than, the speaker's frame of reference. The listener's prejudices and beliefs are cured by the words, or the speaker may inhibit transmission of information between the parties.
			7. **More Thinking than Listening:** Many people can think a great deal faster than a speaker can speak. The mind of the listeners wanders speedily and too far and lost the speaker completely. A good listener does not let his mind drift away from what the speaker has to say.
			8. **Listening Only for Words:** Another major barrier to effective listening is that some people sometime give importance only to listen to words rather than their meaning or ideas. Some people even attempt to memories the specific sequence of words used by the speaker.
			9. **Taking Notes:** It is common habit of the people to take notes of the speaker's message. Thus, people may reduce their listening capacity while taking detailed notes. A good listener’s approach is to listen carefully and write down only the points or leading idea.
			10. **False Listening:** Pseudo-listeners make the speaker believe that they are listening or have appear to be listening but not actually involved in the process of listening, intermediation and understanding the message. They exhibit eagerness and intense look and put a periodic comment or a question, which is the usual technique.
			11. **Monologing Attitude:** Monologue is a long speech by one person who always feels to be heard and neglects about hearing others. In a real life situation and interpretational communication, we come across people who are ego-centric or self- centered. Such people prefer monologing frequently instead of sharing conversation with others.
			12. **Selectivity Listening:** Still some people are always selective when they listen to speaker's talk. The concentrate and pick out only those aspects, which interest them and reject other things. Listening is crucial but still, there are some people who may listen to what they want to heat For instance, a person may pretend to be listening only to avoid the situation. They listen only to what they want to listen. Similarly, an executive who dislikes hearing a problem exhibits as if he is actually listening.
			13. Listening Defensively: Some other people may be very sensitive. Such type of people takes everything as a personal attack. So many people may listen defensively. It is a barrier to effective listening.
			14. **Noise:** Noise is anything that hangs like a cloud over the entire communication environment. Noise is anything that distracts the listener from understanding a message, clearly as perceived by the sender. Communication noise cannot be ignored as one of the

barriers to or problems in effective communication. Distraction of various types prevent concentration in active listening. Physical noise, technical noise, visual noise, cultural noise is examples of communication noises.

* + - 1. **Poor Perception:** If the message received by the listener is not perceived in the same meaning as perceived and intended by the speaker produces a barrier to active listening. If signals of message are not understandable by the listener, truly effective communication is not possible. Incapacity of listener due to inadequate knowledge of the language used by the speaker is a great problem in the art of successful listening.
			2. **Deaf Spots:** Emotional block is called "deaf spot" which prevents a person from taking in and detaining certain idea.
			3. **Closed Mindedness:** The expression closed mind refers to the thinking tendency of the people that they know everything about the issue and inhibits communication. They do not open their minds to new ideas that arc placed before them.
			4. **Entering into Arguments:** Sometimes, a message perceived and delivered by the speaker may create a desire to enter into a good argument against the speaker's point of view. Such a situation may generally occur when a speaker makes a controversial or sensitive or personal reference or statements which may conflict with the listener's view, A listener may get excited and in great temptation gets Involved in arguments.

# Group Discussion

* + 1. **Introduction**

Group discussion has gained importance, as it brings together people of different ideas, views and opinions. It develops healthy discussion on the topics and brings out a suitable solution. Today it is used as a tool for selection, people for interviews. Many companies and institutes are making group discussion as the first criteria for screening the candidates for face-to-face interviews. And there is reason too for giving huge importance for Group Discussion. First thing Group Discussion is used to mass elimination! And second thing group discussion selection criteria's are based on actual company requirements.

# How to get Prepared?

To show off something, you need to have it first in yourself. Start reading newspapers and magazines if you have not started yet. Make a team of your friends and discuss the important topics with them in similar manner as a GD is conducted. Be aware of the current scenario and build your communication skills.

# How it is conducted?

Usually, 8-10 people are asked to sit in a circle and provided a topic to concentrate on. The judges panel may sit there itself on a side or may notice you from outside through camera. You will be given the maximum time to finish the discussion. The moment you are asked to start, it is the tune to expresses your views.

A group discussion is a three phase process consisting of introduction, body and conclusion. When you are given the start signal, try to be the first one to introduce the topic if you feel confidence on the topics provided. If not, be a leading contributor to the conversation. At the end, help your group to conclude meaningfully within the time limit provided to you.

# What skills are judged in Group Discussion?

* How good you are at communication with others.
* How you behave and interact with group.
* How open minded are you.
* Your listening skill.
* How you put forward your views.
* Your leadership and decision making skills.
* Your analysis skill and subject knowledge.
* Problem solving and critical thinking skill.
* Your attitude and confidence.

# 3.6.2. Do’s and Don’ts of Group discussion

1. Arrive on time and dress formally. This is not a casual discussion, but one that will help you get a job with a company. You need to look impressive, well groomed and confident.
2. Initiating the GD is a big plus. But keep in mind-Initiate the group discussion only when you understood the GD topic clearly and have some topic knowledge. Speaking without proper subject knowledge is bad impression.
3. Maintain eye contact with team members and not evaluators. They're not a part of the discussion. Ensure that you get to speak your point, if the other members hear you, the evaluators will too.
4. Always carry a pen and a notebook. This allows you to refer to what others have said previously and make a note what you want to say.
5. Listen as well and appreciate what others are saying. If you do not agree with someone's point, let them complete and then raise your objection. Do not interrupt.
6. Be confident. Do not try to dominate anyone. Keep positive body language. Show interest in discussion.
7. Some basic subject analysis is sufficient. No need to mention exact figures while giving any reference. You have limited time so be precise and convey your thoughts in short and simple language.

# Oral Presentation

* + 1. **Introduction**

Oral presentation refers to speeches people give at company functions, seminar symposium or conferences. Graduates also give presentations for their project or research papers.

In case of oral presentation it is necessary to know, who the audience is?

The only measure of a good presentation is the reaction of the audience. The presenter has many questions like; will the audience manage to concentrate during presentation? Days later, will they remember anything? Will they be convinced? Are they interested in the topic? What do they already know about the topic and what is their general level of expertise? What are their attitudes/preconceptions about the topic, will they go along with you say or will you have to convince them to change their moods?

# Your method of making a presentation may be

* + - 1. By preparing a talk, making notes, memorizing only the ideas and illustrations, and speaking extempore (that is without reference to any written material)
			2. By memorizing an entire speech and delivering it.
			3. By reading out a speech (for example a company report) so that every word is spoken exactly as you planned it.

The reading method, to be interesting, required that the person presenting the speech be a very good reader. I-le should vary the tone to prevent monotony

These days it is getting increasingly popular to use illustrations, charts, slides or film clips along with an oral presentation. These devices help to involve the visual sense in receiving the communication and present the information summarily and graphically.

# Features of Presentation

In an oral presentation, the audience sees the speaker and hears him. Hence the standing personality must corroborate the spoken words. A speech on simplicity must be accompanied by the same quality in the speaker. A speech on confidence should show this quality shining in the speaker's gestures and posture, voice and delivery. Hence the dictum "Dress before address" is only appropriate. The essential elements of a presentation are :

* + - 1. Confidence
			2. Sincerity
			3. Mastery of the subject
			4. A friendly feeling for the audience
1. **Confidence:** In a way, standing before a group of people to speak for a length of time, and speaking with force and conviction, is a difficult undertaking. You need to prepare yourself psychologically for the occasion and b ready to stand your ground. This is what confidence amounts to. If you are sure of yourself and sure about your message, you find it easier to carry your audience with you. On the eve of discovering America, Columbus faced a revolt from his seamen who did not believe that a continent existed in the direction they were going. But Columbus was sure. Hence he could manage to make his team work along with him. Confidence comes out of your own intellectual and emotional satisfaction with your message and cause. To be thoroughly sure of your grounds, it requires a good deal of research into your subject, preparation and anticipating the audience you are going to face.
2. **Sincerity:** When does a preacher succeed in preaching? When he means what he says and has the interests of the listeners in his heart. A good presentation begins in the heart and reaches the listeners hearts. However, having sincerity and being able to communicate it to the audience are not the same. Your inner state, your attitude needs to be translated into the delivery. The ability to convey your sincerity is the ability of an actor. As a sincere speaker, you are playing before the audience a role that of a bringer of a useful message. Now, as an actor becomes one with his role, you have to be one with your message.
3. **Mastery of the subject:** Every effective speaker vouches for this, that he went deep and wide into his subject. A good speaker gathers more information than may be required for the speech. That is how he has a back-up, a reservoir of facts and opinions on which his speech stands. When you say, "The farmer in Vidarbha is pushed to the wall," let's say you have at the back of your mind the figures of farmer suicides and the circumstances and factors related to them. A mastery of the subject requires that you see the subject from many points of view including that of your opponents. They you can be effective.
4. **A friendly feeling for the audience:** When you stand before a group of people, many of them strangers to you and with their own opinion, you can be effective by radiating a friendly feeling. A motivation speaker started her speech before a large crowd of restless youths with the resounding words, "I love this audience." This was said in a radiant tone and eye-to-eye contact with the listeners. Instantly, a friendly bond was established. You need to have the listeners' welfare in mind as the purpose of your talk. You need to take care that through your actions or words, you don't militate against any of their pet likes.

**Chapter 4**

**Resume Writing and Job Application Letters**

# Resume / Bio-data / Curriculum Vitae

There is Increasing trend in writing application letter in two parts (i) The application letter itself, containing an appeal to the prospective employer, and (ii) The Bio- data or Resume or Personal Record Sheet or CV, that gives a detailed information about the personal qualities, education, experience, etc. of the applicant . It is applicant's sales letter to prospective employer. Remember, it reaches the employer prior to you reach him for your personal meeting in interview. Therefore, create a good impression through your application for employment. Bio-data / Resume / CV, Remember first Impression! is the last impression. It should include 'true' facts only, which can be substantiated with proof. Giving wrong / false Information will disqualify your candidature. It is to be sent to the employer along with a covering letter.

# Contents of Bio-data/ Resume/ CV

Space for Latest Photograph

**Name in full:** (beginning with Surname)

**Address:** (with PIN CODE) **Telephone No.:** (with STD code) **E-Mail ID:**

**Date of Birth:** Date/Month/Your Age-years

**Health:**

**Qualifications:**

1. **Academic:**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Sr.****No.** | **Course Name** | **School/College Name/Place** | **Year of Passing** | **Class Obtained** | **Merits if any** |
| 1 | S.S.C. |  |  |  |  |
| 2 | H.S.C. |  |  |  |  |
| 3 | B.COM. |  |  |  |  |
| 4 | M.COM. |  |  |  |  |

1. **Professional:**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Sr.****No.** | **Course Name** | **Name of Professional Institution** | **Year of Passing** | **Class Obtained** | **Merits if any** |
| 1 | DBM/MBA |  |  |  |  |
| 2 | ACS |  |  |  |  |
| 3 | ACA |  |  |  |  |

1. **Other**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Sr.****No.** | **Course Name** | **Name of Institution** | **Year of Passing** | **Class Obtained** | **Merits if any** |
| 1 | ComputerApplication |  |  |  |  |
| 2 | Tally |  |  |  |  |
| 3 | DTP |  |  |  |  |

1. **Experience**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Sr.****No.** | **Name of Employer** | **Position Held** | **Period** | **Nature of Duties** | **Reasons for Leaving** |

1. **Language Known**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Sr.****No.** | **Language** | **Read** | **Write** | **Speak** |
| 1 | English |  |  |  |
| 2 | Hindi |  |  |  |
| 3 | Marathi |  |  |  |

**Family Background**

Father - (mention his qualifications, occupation) Mother - (mention her qualifications, occupation)

If married (similar details of your spouse), children, etc.

# Extra Curricular Activities

Mention here participation in N.C.C., National Social Service, Drama, Sports, etc. with achievements therein.

# Other information

Mention here if holding valid Passport, 2-4 Wheeler Driving License etc.

# Reference

Give name, address, Telephone No., occupation, e-mail ID, of at least 3 persons who will be happy to respond in case any employer makes a reference inquiry about you)

Place:

Date: Signature

# Interview Letters

When the application letters are received, they are scrutinized by a specially appointed committee or the Personnel Department or by the Head of the Department concerned, and applicants with the essential qualifications and experience are selected for the interview. The selected applicants are sent an interview call. Interview call letters usually include the following details -

* Time, date and place of the interview;
* The name of the authority before whom the candidate has to appear;
* The candidate is generally requested to produce his/her certificates and testimonials in original at the time of the interview
* The candidate is informed (if desirable) whether he/she is entitled to any T.A. or D.A.

# Interview call letter:

Dear Sir,

Thank you for your application dated.... for the post of... in our company. I appreciate your interest in joining our company.

Will you please come over to our office for an interview with me at 3.30 pm. on with your original testimonials and certificates?

Yours faithfully, For PATKI SALES CORPORATION

N. L. PATKI Managing Director

* + - Following is another example of interview call letter. It is for the post of probationary officer

Dear Sir,

Please refer to your application dated 5th July, 2014 for the post Of a Probationary Officer.

We are pleased to inform you that you have been selected to appear for a written test and preliminary interview as detailed below. The candidates selected in this test shall later on appear for the final interview at Chennai. The test and interview shall thoroughly examine you in your subjects of graduation, your general knowledge, and your aptitude for managerial jobs.

You will paid First Class railway fare from your place to Chennai and back. You will please produce a General Receipt from the Railways to enable us to make prompt payment,

Necessary details are given below:

Date 23 rd July, 2020

Time: 10.00 a.m. to 12.00 noon: Written test

12.00 noon to 2.00 pm.: Lunch break

2.00 pm. onwards: Interview

Place: Hotel Surya Executive

H-24, Ring Road, New Delhi

You are requested to follow the time-schedule strictly.

Yours faithfully,

# References

Under references the names of those persons with whom the applicant has been associated are given. Reference is a person who is ready to vouch for another. The test and the interview conducted by the employer enable him to select the candidate's suitable for the work. But before the appointment order is sent it may be necessary for him to obtain information about the selected candidate's integrity, honesty, ability for the post and any other facts which may be useful for the purpose. Hence, the applicants are generally requested to name, in their application, a person who is/are willing to be a reliable source of information about them. Such references are usually the current employers or the head of the institution where the candidate has pursued his/her studies or some other responsible member of the

The prospective employer writes to those persons for their confidential remarks about the applicant's conduct, character, and job suitability. These remarks are considered

more reliable than the open testimonials, which usually do not frankly sketch the character and competence of the applicant, In fact, many organizations are now discontinuing the practice of granting open testimonials.

# Job Application Letter Introduction

Job application letters are written when someone needs a job. A job application letter is a kind of sales letter, which, instead of promoting a product, seeks to sell the applicant's services. So it is important to describe effectively and persuasively the services you can render. For this, you need to evaluate yourself and make an inventory of your employable qualifications.

# A. Personal Analysis

You need to evaluate yourself in five areas

1. Skills
2. Activities and achievements,
3. Interests, preferences and attitudes,
4. Personal characteristics and
5. Personal values.

# Skills

Skills are different from knowledge. We don’t acquire them by reading, we slowly develop them over a period of time. Making presentations and negotiating are skills. Communicating effectively is also a skill. These skills are developed and honed though experience. Evaluate yourself in the light of the skills listed below:

* + Analyzing
	+ Evaluating
	+ Planning
	+ Coordinating
	+ Negotiating,
	+ Mediating,
	+ Making presentations
	+ Communicating

(Orally and / or writing)

Arrange these skills in descending order from the strongest to the weakest. This arrangement wills point out the areas in which you need to improve.

# Activities and Achievements

Under the heading "Activities", you can list all the extra-curricular activities you participated in during your school and college days: N.S.S. , sports, cultural events, debates, community service projects, excursions, etc. Wide travelling gives enriching exposure and promotes self-confidence. So it is a useful activity. 'Achievements; include any honours and awards won while participating in these activities. You might have captained a team and let

it to win some trophies. That is an achievement. The knowledge of a foreign language, personal business ventures, publication, and interaction with other cultures can also be included here.

# Interest, Preferences and Attitudes

An analysis of your interests, preferences and attitudes will help you to zero down on the kinds of jobs that suit you most. Answering the following questions honestly will help you to understand these aspects of your personality.

* + In which courses in my school and college am I distinguishing myself?
	+ Which courses put me off?
	+ Which hobbies did I enjoy most?
	+ Which activities brought me the greatest satisfaction?
	+ Which duties and responsibilities did I like most?
	+ What would I prefer to work with-people, figures, ideas or machines?
	+ What can I do best - designing, creating or selling?
	+ Would I like to lead or follow?
	+ What values do I consider most important in my career - salary, prestige, convenient working hours, plenty of leisure, opportunities to face challenges and grow, the opportunity to combine the service of the community with professional growth, etc. ?

# Personal Characteristics

Personal characteristics Include qualities like

* + Enthusiasm,
	+ Initiative
	+ Dependability
	+ Sound judgment,
	+ Emotional stability
	+ Poise,
	+ Self-confidence,
	+ Courtesy,
	+ Tact,
	+ Adaptability,
	+ Meticulousness,
	+ Neatness of work
	+ Sense of humour,
	+ Time management

You may add more qualities to this list. You must understand that they are going to play a significant role in your career. Try to find out where you stand with reference to them. Are you excellent, good, fair or poor? Work oh yourself in the areas where you are \_poor or only fair

# Personal Values

All good corporate, because of their commitment to creating an ethical work culture, look for people with good personal values. Integrity is at the top among the values corporate need, for knowledge, skill, expertise - all become meaningless in the absence of integrity. Sincerity, humility, respect for the organization’s Image are other important values. You should be able to furnish convincing evidence of your possessing the values that you clam.

# Job Application and Sales Letter: Similarities

A letter of application for Job is written to sell one's services. Like a sales letter, the Job application letter offers something worth buying, namely, the applicant's services. The letter is an effort to show that the applicant's qualifications and abilities are worth buying. Application for job should have all the qualities that are required in the sale of any tangible product. When you write an application you must keep the employer's point of view in mind.

A good application letter creates a favorable atmosphere for the interview, since it not only informs the employers of the applicant's qualifications, but also conveys a subtle impression of his personality. Jobs are not secured by appealing to the employer's sense of pity. Just as sales is not made by arousing the customer's pity. A customer will buy only if he is convinced that he will be benefited; so it the case of employer. He wants and efficient, hard working person to do certain work, for which he will pay, he does not advertise vacant posts from a charitable desire to distribute salary to needy people. The appeal of an application letter should be to the employer's desire for efficiency in his office. The letter must show that it is to the employer's advantage to employ the applicant. This is how the 'You' attitude is used in application letters.

# Answering 'WANTED' advertisement

While drafting application for job, you must keep the employer's point of view in mind. What sort of person does he need?

What kind of experience and qualifications are required for the job? In presenting your achievements you should highlight the traits he is looking for. Remember that no amount of skill in presentation and display will secure you a job if you do not possess the requisite qualifications and experience. It is essential to be honest and sincere about yourself and to say only what is true and can be supported by documents. Do not make exaggerated claims, modesty serves better than conceit.

Before applying analyze carefully the job requirements and your own achievements. The job analysis will help you picture the kind of man the organization is looking for and self appraisal will enable you to prepare an inventory of your personal details and achievements. Match the two and if they agree, go ahead and put in your application. This exercise will also enable you to decide where not to apply, For example, if a company needs M.Com. Candidate with five year's experience and you have just graduate in commerce,

there is no point in aspiring for this post. Again if a company has advertised for a sales representative and is looking for a smart, young man who likes to meet people and to travel extensively, you should not apply if you are a stay at-home type and just adore travelling.

# 6.2 Types of Job Application Letters

There are two types of Job application letters - Solicited and unsolicited applications. Solicited application letters are written in response to an advertisement. Unsolicited application letters are written at the writer's initiative. In both cases, a resume of the writer’s own education, extracurricular activities and experience must be given. Such a resume may form part of the letter itself or it may be written on an enclosed separate sheet called bio-data or personal record sheet or C.V.

# Employment Search

Sources of information for Employment Search are - Newspaper advertisements appearing in reputed newspapers.

e.g. The Times of India, Indian Express, Economic Times, Sakal, Loksatta, Maharashtra Times, Lokmat, Employment News, etc.

Magazines related to Industry Trade and Business, publications of Chamber Of Commerce, Industry Association, other Professional Institutions like Institute of Chartered Accountants, Institute of Company Secretaries of India, Institute of Cost and Works Accountants, IT publications etc.

* Placement services offered by the University, College, Private Placement Bureau, etc.,
* All India Radio and T.V. announcements and program
* Internet Search

# Own Search through SWOT Analysis (in relation to seeking employment)

Prior to making application for employment undertake your own 'search' through a method of SWOT analysis (Strengths, Weaknesses, Opportunities and Threats) with a view to understand yourself better.

Strengths

Threats

Job Planning

Weakness

Opportunitie

* **Strengths** - What you have - your academic qualifications, professional qualification, other skills and abilities, competencies, achievements in academic career, good family background, your good health, may be your financial status etc.
* **Weaknesses** - What you lack- say for example, communication skills oral and written - command over English language, computer applications skills.
* **Opportunities** While your strengths will give opportunities your weaknesses will limit the opportunities. Therefore, remove weaknesses and turn them into strength through further training, practicing skills, etc.
* **Threats** - If identified weaknesses are not turned into strength it will be a threat - a bar on your progress.

# The Form and Contents of Job Application Letter

There are two types of letters of Job application. In the first, all information about qualifications, experience and personal details is given in one letter. In the second, there are two parts. Part one is a short covering letter, containing reference to the advertisement in response to which you are applying and featuring your most significant qualifications for the post. Part two consists of the resume - a sheet which lists details about you and your qualifications.

1. **The Writer's address and date:** The Writer's address is written at the right- hand top comer of the letter. The date invariably forms a part of the writer's address. This address can also be written at the left-hand top corner. In such a case, it is good to say from before beginning the address in the next line. This would then require writing 'To' before writing the inside address. Also, in this case, the date is written at the end of the letter, beginning with the left-hand margin and on the same line where the complimentary close is written.
2. **The inside address:** The inside address depends upon whether the application is in response to an advertisement or is an unsolicited application.
	1. If it is in response to an advertisement: The advertisement may contain the name (i.e. the position and not the personal name of the officer to whom the letter is to be addressed. In that case, the inside address will start with the status-name of the officer :

The Personnel Manager OR

The Employment Officer OR

The Manager OR

The HR Manager

Dhruv Electronics (P) Ltd. 98, MIDC

Ranjangaon, Tal. Shirur Dist. Pune

Sometimes the advertiser does not mention the name of the officer to whom the application is to be addressed; nor is there any identification of the advertiser. The advertisement simply contains a Box or a Bag Number to which the application is to be sent.

* 1. If it is unsolicited - The letter should be addressed to the appropriate officer. The Personnel Manager

OR

The Employment Officer OR

The Manager

Deepak Chemicals (P.) Ltd.

Chembur

1. **The Salutation:** In almost all types of application letters, "Dear Sir" is the common salutation used.
2. **The opening paragraph:** The opening paragraph should attract the employer's attention besides saying whether you are applying in response to an advertisement or at somebody’s suggestion or on your own initiative. As in a sales letter, in application opening paragraph has great importance.
3. My qualification and eight year's experience as a Sales Representative of Sahsarang Associates, Amravati, make me confident that I can do the job of a sales executive advertised by you in The Times of India of 12th August, 2020.
4. Request your favourable consideration of my qualifications for the position of ... with your firm advertised in India Express, dated 18th August, 2014.
5. If memory, speech and practical application are the sine qua non of good Legal Adviser, here is the proof that you find them all in me for the Legal Adviser's position in your corporation.
	1. A First-Class in LL.B. and LL.M.
	2. A Gold Medal in the paper 'Applied Laws' at LL.M.
	3. First five at the College, University and State-level Debating and Extempore Speech Competition.
6. Request your favourable consideration of my qualifications for the position of ...with your firm advertised in Daily Sakal, dated...
7. Prof……… has asked me whether I would be interested in the post of an executive in the Marketing Division of your company. My qualifications and experience suit the requirements of the job and I should indeed be happy if, after going through the application, you come to the same conclusion. Prof.......... has spoken of excellent prospects in your company and I should be proud to be associated with it. Here is what i have to offer.
8. **The Middle Paragraph:** When you write an effective opening paragraph, it excites the employer's interest. Once the reader's interest is arrested, further work is easy. The middle paragraph, or the body of the letter, should now give the details of the important points mentioned in the opening paragraph. It has to give basic information about the applicant:
* Education, with grades, classes, ranks and scholarships obtained (If there is nothing extraordinary about grades, classed, etc., golden silence would probably be the best.)
* Physical or health details : Date of birth and age, height and Weight; and general health condition.
* Marital status.
* Experience (with reason for leaving the job, if that reason is not going to adversely affect the prospective employer's consideration of the application.)
* Languages known: Specific hint about the knowledge of reading, writing and speaking in each language to be given,.
* Nationality, wherever it is specifically asked for
* Testimonials: copies of testimonials to be attached to the letter a note to that effect should be made here.
* Reference: It is always preferable to mention at least two persons' names and addresses to whom the prospective employer can refer the case for obtaining information about the applicant's industry, honesty, sincerity, integrity of character, etc.

# The Concluding Paragraph

In the concluding paragraph you should tyr to motivate the employer to respond favorably. Your immediate aim should be to secure an interview. It is here that many writers commit the mistake of using words that would win them the 'sympathy' of the prospective employer. e.g.

Given an opportunity to serve in your esteemed concern, I assure you of my best services to my superiors.

I request you to be kind enough to give me an opportunity to serve in your reputed

firm.

If appointed I shall always Endeavour to satisfy my officers under whom I would be

required to work.

Applicant should remember that jobs are not given in charity. The prospective employer grants you an interview only if he finds you suitable for the post and not out of

'sympathy' so just be simple and direct in asking for an interview. The following closings are quite effective.

* I look forward to hearing from you soon.
* May I have a 15 minute interview in which to substantiate these statements and to answer your further questions?
* I hope that my qualifications will merit your consideration.
* Although I have gone into considerable detail in this letters, there are probable questions that you still want answered. May I come in for an interview? You may reach me at the address or telephone number given at the top of my personal record sheet.
* I trust you will favour me with an interview.
* I look forward to an opportunity to be with you for an interview.
* I would very much appreciate if an opportunity is given to me for providing further details.
* May I look forward to an interview with you at your convenience?
* I would appreciate an opportunity of attending an interview.
* I should greatly appreciate an opportunity to convince you that my services would be a sound investment.

# Complimentary Close and Signature

The most commonly used complementary close is 'Yours Faithfully.' Avoid using such subscriptions as 'I have the honour to remain, Sir, Your most obedient servant' or 'l beg to remain, Sir, your most obedient servant' or 'Your most obedient servant'. etc.

Below the signature is generally written, in brackets, the name of the applicant. IQ the case of a lady-applicant, her marital status is indicated by the use of the term 'Miss' or Mrs' prefixed to the name.

1. **Enclosures:** It is always a good policy to mention the number or nature of the documents and other papers enclosed with the application letter.

# Structure of application letter

1. Address of the applicant and the date
2. Employer's name and address
3. Salutation
4. Body
5. Complimentary close
6. Signature
7. Enclosures