DCMBA-16

Business Communication and Soft Skills

**MBA
ODL MODE
(Semester Pattern)**

School of Management Studies and Commerce

Centre for Distance and Online Education

Vels Institute of Science, Technology and Advanced Studies (VISTAS)

Pallavaram, Chennai - 600117

Vels Institute of Science, Technology and Advanced Studies

Centre for Distance and Online Education

Master of Business Administration (MBA) - ODL Mode

(Semester Pattern)

DCMBA-16: Business Communication and Soft Skills

(4 Credits)

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FOREWORD

Dr.Ishari K Ganesh
Chancellor

Vels Institute of Science, Technology and Advanced Studies (VISTAS), deemed to be a university, was established in 2008 under section 3 of the Act of 1956 of the University Grants Commission, Government of India, New Delhi.

VISTAS has blossomed into a multi-disciplinary Institute offering more than 100 UG & PG Programmes, besides Doctoral Programmes, through 18 Schools and 46 Departments. All the Programmes have the approval of the relevant Statutory Regulating Authorities such as UGC, UGC-DEB, AICTE, PCI, BCI, NCTE and DGS.

The deemed to be University aims to provide innovative syllabi and industry-oriented courses, and hence, the revision of curricula is a continuous and ongoing process. The revision is initiated by the faculty depending on the requirement and approved by the Board of Studies of the concerned Department/School. The courses are under Choice Based Credit Systems that enable students to get adequate freedom in choosing subjects.

I am pleased to inform you that VISTAS has been rendering its services to society to democratize the opportunities of higher education for those who are in need through Open and Distance Learning (ODL) mode.

VISTAS ODL Programmes offered have been approved by the University Grants Commission (UGC) – Distance Education Bureau (DEB), New Delhi.

The curriculum and syllabi have been approved by the Board of Studies, Academic Council, and the Executive Committee of the VISTAS, and they are designed to help provide employment opportunities to the students.

The ODL Programme (B.Com., BBA and MBA) study material have been prepared in the Self Instructional Mode (SIM) format as per the UGC-DEB (ODL & OL) Regulations 2020. It is highly helpful to the students, faculties and other professionals. It gives me immense pleasure to bring out the ODL programme with a noble cause of enriching learners' knowledge. I extend my congratulations and appreciation to the Programme Coordinator and the entire team for bringing up the ODL Programme in an elegant manner.

At this juncture, I am glad to announce that the syllabus of this ODL Programme has been made available on our website, www.vistas.ac.in, for the benefit of the student fraternity and other knowledge seekers. I wish that this Self Learning Materials (SLM) would be a nice treatise to the academic community and everyone.

CHANCELLOR

FOREWORD

Dr.S.Sriman Narayanan
Vice-Chancellor

My Dear Students!

Open and Distance Learning (ODL) of VISTAS gives you the flexibility to acquire a University degree without the need to visit the campus often. VISTAS-CDOE involves the creation of an educational experience of qualitative value for the learner that is best suited to the needs outside the classroom. My wholehearted congratulations and delightful greetings to all those who have availed themselves of the wonderful leveraged opportunity of pursuing higher education through this Open and Distance Learning Programme.

Across the world, pursuing higher education through Open and Distance Learning Systems is on the rise. In India, distance education constitutes a considerable portion of the total enrollment in higher education, and innovative approaches and programmes are needed to improve it further, comparable to Western countries where close to 50% of students are enrolled in higher education through ODL systems.

Recent advancements in information and communications technologies, as well as digital teaching and e-learning, provide an opportunity for non-traditional learners who are at a disadvantage in the conventional system due to age, occupation, and social background to upgrade their skills.

VISTAS has a noble intent to take higher education closer to the oppressed, underprivileged women and the rural folk to whom higher education has remained a dream for a long time.

I assure you all that the Vels Institute of Science, Technology and Advanced Studies would extend all possible support to every registered student of this deemed to be university to pursue her/his education without any constraints. We will facilitate an excellent ambience for your pleasant learning and satisfy your learning needs through our professionally designed curriculum, providing Open Educational Resources, continuous mentoring and assessments by faculty members through interactive counselling sessions.

This university brings to reality the dreams of the great poet of modern times, Mahakavi Bharathi, who envisioned that all our citizens be offered education so that the globe grows and advances forever.

I hope that you achieve all your dreams, aspirations, and goals by associating yourself with our ODL System for never-ending continuous learning.

With warm regards,

VICE-CHANCELLOR

Course Introduction

This course **DCMBA-16: Business Communication and Soft Skills** mainly focuses on developing the communication skill for the MBA student, especially in business truncation. There should be clarity, and the Message must be ambiguous so that the parties involved in the business will give their explicit consent. The 18 Units in the five blocks comprise the course's business communication and soft skills.

Block-1: Essentials of Business Communication consists of three Units. Unit-1 provides an introduction to business communication, while Unit- 2 and Unit-3 describes the communication process and the 7Cs of effective communication and writing skills, respectively.

Block-2: **Business Reports has** been divided in to three Units. The Business Report is discussed in Unit-4, Written Communication is presented in Unit-5 and the New Age Communication Channels is explained in Unit-6.

Block-3: **Etiquette and Interview** has been split into four Units. The Unit-7 discussing body language and manners, Unit-8 discussing interviews, Unit-9 focusing on curriculum vitae/resume writing and Unit-10 focusing company Meeting, Kinds of Meetings and E-Meeting.

Block-4: Meetings, Circular, Letters has been divided into four Units. The Units-11 covering company meetings and Unit-12 covering circular letters. Unit-13 works with Group Discussion and Unit-14 with Time Management.

Block-5: Communication has been divided into four Units. Unit-15 deals with An Introduction into Corporate Communication, Unit 16 explain about Role of Media in Communication, Unit- 17 describe about Management of Corporate Reputation and the Unit-18 present about Corporate Governance and Corporate Social Responsibility.

DCMBA-16: Business Communication and Soft Skills

Block-1: Introduction

The Block-1: **Essentials of Business Communication** has been divided in to three Units. (Unit-1 to Unit-3).

Unit-1: Introduction to Business Communication provides an introduction to business communication and its Definitions. Further the Scope and Importance of Business Communication, Types and Dimensions of Business Communication are also provided in this Unit,

Unit-2: Communication Process explains about Introduction, the communication process, the Models of communication, the Barriers to Communication, the Overcoming the barriers to communication and Communicating in Teams.

Unit-3:7Cs of Effective Communications and Writing Skills explains about the Introduction, the 7Cs of Business writing, the various Stages in business writing and Business Communication Skills for effective business management.

In all the units of Block -1: **Essentials of Business Communication**, the Check your progress, Glossary, Answers to Check your progress and Suggested Reading has been provided and the Learners are expected to attempt all the Check your progress as part of study.

Unit-1
Introduction to Business Communication

STRUCTURE

Overview

Effective Communication is the order of the day in business either globally or locally .Managers with good communication skills can achieve the organization's goals and be harmonious in the workplace. Decision making and strategy formulations starts from Diplomacy skills and business strategy implementation through collaborations, negotiations, leadership, presentation, listening, delegation and Interpersonal skills

Objectives

After reading this lesson, you will be able to:

- Understand the meaning and definition of communication
- Understand the need for communication
- Define the dimensions of communication

1.1. Introduction

Business a business's nerve system is its communication. Without effective dialogue, business cannot be conducted. William Pride, Robert Hughes, and Jack Kapoor, three renowned professors, define business as "the organised effort of individuals to produce and sell, for a profit, the goods and services that satisfy society's needs." So, an organisation that seeks to earn a profit by having its members work towards a common objective is called a business. Depending on the sort of

business and the business strategy being employed, the goals of the company will change. Regardless of the chosen approach, businesses must offer a service, product, or good that in some way addresses a need in society. Business communication is now essential in order to function a business. The dissemination of organizational goals to the workforce, the sharing of management choices with the workforce, and the promotion of the services, goods, and merchandise offered by the company are all accomplished through communication. As a result, for a company, business communication serves as a system for information flow and control. The effectiveness of business communication are essential to a company's success because it involves transactions between two or more people exchanging information about businesses. These stakeholders may include the administration, the workforce, the management, the clients, the shareholders, and so forth.

Making a business presentation, running a meeting, mediating a conflict, composing a letter, or negotiating a business deal are all examples of situations in which business communication occurs. For instance, a business like Amway uses presentations to communicate with a small group of clients. To raise consumer awareness of their products, the majority of FMCG (fast moving consumer goods) businesses turn to television advertising. A manager may use office order mail to convey a decision. To obtain permission for a start-up, an entrepreneur may submit a plan to the government. These are all types of corporate communication formats.

Business life requires effective communication, which can be challenging. Even if a company is the most creative and effective in its field, it still needs to be able to explain to both current and potential customers why their goods and services are valuable. The company should also be able to unite all of its internal stakeholders under its vision and mission in order to accomplish the intended goals. I'll use Mr. Kumar Mangalam Birla, Chair of the Aditya Birla Group, as an example, "It is a reality that is either ignored by many managers or if accepted, it is given a low priority in the event of things". My interactions with thousands of professionals both men and women over a period has led me to believe that communication plays a key role in the success of any human endeavor, whether it is personal or professional. Failure of any human effort is not so much a matter of lack of proficiency or competence than a matter of poor communication. This is truer in business than in any other human activity."

Effective business communication skills are therefore a necessity for business success because people working in the industry are increasingly faced with an overload of information and constrained time frames in which to organize their thoughts and convey them. The magic wand that enables managers to provide their services with the greatest sincerity and effectiveness is business communication skills.

The transformations that are in the business world are a reflection of several changes in how business communication abilities are perceived. In reality, there has been a paradigm shift in favour of business communication skills over fundamental professional competencies. It's also true that communication skills are just as crucial as professional knowledge, but managers without these skills will not be able to effectively share the information and insights gained from using and applying these technical and professional skills, making even the most sophisticated technical or professional knowledge useless.

1.2. Definitions

An organization's communication is its vitality. Over 75% of a person's time at work is usually spent in interpersonal interactions. Organizations with effective communication outperform others significantly because poor communication is the cause of many organizational issues. So, one of the main factors influencing organizational success is efficient communication, which is a crucial component of organizational effectiveness.

Sharing and idea interchange are both considered to be forms of communication. According to the Oxford Dictionary, communication is, "the transfer or conveying of meaning".

Communication is transfer of information from one person to another, whether it elicits confidence. But the information transferred must be understandable to the receiver –G.G. Brown

Most of the scholars use a working definition of communication that is "Communication is a process of sharing or exchange of ideas, information, knowledge, attitude or feeling among two or more persons through certain signs and symbols or language- as you may call it".

Business Dictionary defines communication as a "two-way process of reaching mutual understanding, in which participants not only exchange (encode-decode) information but also create and share meaning." It defines business communication as, "The sharing of information between people within an enterprise that is performed for the commercial benefit of the organization. In addition, business

communication can also refer to how a company shares information to promote its product or services to potential consumers."

Definitions of communication:

1) The Oxford English Dictionary defines communication as "the action of conveying or exchanging information and ideas."

2) Peter Little defines communication as "the process by which information is transmitted between individuals and or organizations so that an understanding response results."

3) Allen Lui (Louis) defines communication as " Communication is the sum of all the things one person does when he wants to create understanding in the mind of another. It is a bridge of meaning. It involves a systematic process of telling, listening, understanding and responding."

4) Keith Davis defines communication as "Communication is the transfer of information and understanding from one person to another."

Business Communication:

William G. Scott defines business communication as "Administrative communication is a process which involves the transmission and accurate replication of ideas ensured by feedback for the purpose of eliciting actions which will accomplish organizational goals."

The last definition covers 4 aspects of administrative communication, as follows:

1) The sender's ability to transmit his own ideas accurately.

2) The receiver's mental ability to get the same idea as were transmitted i.e. accurate replication.

3) The feedback or the receiver's response.

4) Eliciting action which will help to achieve the goals.

Business communication is the exchange of information between parties within as well as outside of an organization that is done so for the organization's financial gain. It can also be described as the dissemination of knowledge by employees within a company. (Wikipedia)

1.3. Scope and Importance of Business Communication

Business communication is the process by which buyers, sellers, producers, suppliers, rivals, government agencies, etc. share information, messages, news, etc. related to business. To carry out managerial duties and to guarantee organizational success, business communication is crucial.

Scope of business communication

The usual operating area of this topic is referred to as the scope of business communication. The scope of communication is broad and pervasive because it is necessary in every aspect of human existence. Humans are somehow involved in contact from birth to death. Without dialogue, no one could possibly get through a day. In a similar vein, corporate communication is essential to the operation of any organization. The range of corporate communication includes the following:

1. **Communication in business activities**: In this post-modern era, business cannot be thought of without dialogue. Business communication is essential because it provides the knowledge needed to create plans and policies for the organization. Additionally, it makes sure that company operations like production, distribution, finance, and warehousing are carried out effectively. So, the business's long-term prosperity is dependent on effective communication.

2. **Communication in management:** Organizational objectives are accomplished through management. Communication between the different internal and external parties must be effective for management to be efficient and effective. Communication is essential to every aspect of administration. Plans cannot be created, actions cannot be planned, orders cannot be given, and control cannot be maintained without information.

3. **Communication in industrial relations:** A labour management relationship within a company or business is referred to as a "industrial relation." A positive working environment is a requirement for an effective business.

4. On the other side, establishing good workplace relations requires free and fair communication. Open communication between employees and management reduces uncertainty, misunderstanding, and disagreements. As a consequence, the

organisation experiences harmonious relationships

5. **Communication in Decision Making:** Managers must take decisions on various issues daily. Proper information is vital to make perfect decision and Communication plays pivotal role here by supplying relevant information.

6. **Communication in international relations:** The world is now seen as a singular village because of the tremendous advancement in communication in this era of globalization. (Global village). The world is changing, and in order to keep up with the most recent changes, every organization must interact with various groups of people very quickly. Effective and efficient business communication is the cornerstone of foreign relations in the fields of diplomacy, commerce, and economy.

7. **Communication in Publicity:** In this world of information, every organization is keen to advertise itself through some distinctive ways. By Communicating with concerned parties an organization does publicity also.

8. **Communication in cross-cultural environment:** The business environment now has more viewpoints. People from different cultures are now employed by a company, providing opportunities for cross-cultural collaboration and communication.

9. **Communication in media**: Business and media are closely related. The public is informed about businesses, products, and services through the media. The press, TV, radio, or social media are used for this. Business communication can therefore be used in this industry while working with marketing, media planning, and advertising.

Importance of Business Communication

The following examples show the significance of business communication for any organisation:

1. **Exchanging information:** Communication is mainly the exchange of information between two or more parties. Through communication, organizations exchange information with internal and external parties. Communication also brings dynamism in organizational activities and helps in attaining goals.

2. **Preparing plans and policies:** Communication helps in preparing organizational plans and policies. Realistic plans and policies require adequate and relevant information. The

managers collect required information from reliable sources through communication.

3. **Execution of plans and policies:** For timely implementation of plans and policies, managers must disseminate those in the whole organization. To disseminate the plans and policies to the internal and external parties, managers rely on communication.

4. **Increasing employee's efficiency:** Communication also helps in increasing the efficiency of employees. With the help of communication, organizational objectives, plans, policies, rules, directives, and other complex matters explain to the employees that broaden their knowledge and thus help them to be efficient.

5. **Achieving goals:** Effective communication helps the employees at all levels to be conscious and attentive. It ensures timely accomplishment of jobs and easy achievement of goals.

6. **Solving problems:** Through various communication channels, the managers can be informed of various routine and non-time problems of the organization and accordingly they take the necessary actions of steps to solve the problems.

7. **Making decisions:** Making timely decisions requires updated information. Through effective communication, managers can collect information from different corners and can make the right decisions.

8. **Improving industrial relation:** Industrial relation is the relation between workers and management in the workplace. Good industrial relation is always desired for business success. Communication plays a vital role in creating and maintaining good industrial relation.

9. **Publicity of goods and services:** In the modern age, business is becoming highly competitive. Almost very competing manufacturer produces products of common consumption. However, all of them cannot sell equally well. The organization that can communicate better, can also sell better.

10. **Removing controversies:** Effective communication allows smooth flow of information among various parties involved in the negotiation or transaction. As a result, conflicts, controversies, and disagreements can be resolved easily.

11. **Enhancing employee satisfaction:** If there is free and fair flow of information in the organization, it will certainly bring mutual understanding between management and workers. Such

understanding enhances the satisfaction of employees.

12. **Enhancing loyalty:** Effective communication helps the managers to be aware of the performance of their subordinates. In such a situation, the subordinates try to show their good performance. Later, if management praises their performance, it will enhance employees' loyalty.

As a result, business communication acts as the link between all of the organization's divisions and functions. There are numerous aspects to communication. These elements contribute to effective and efficient dialogue within an organisation.

Check Your Progress-1

True/False

1. Communication is not essential to every aspect of administration.

2. Business life requires effective communication, which can be challenging.

3. In this post-modern era, business cannot be thought of without dialogue.

4. Effective communication helps the managers to be aware of the performance of their subordinates.

5. In general, oral and verbal contact are seen as being interchangeable.

1.4. Types / Dimensions of Business Communication

There are various dimensions of communication. It can be based on use of language-

Phase 1: Language-based vocal and nonverbal communication

Phase 2: Depending on the format, either verbal, written, or audio visual.

Phase 3: Formal and informal based on the channel.

Phase 4: In accordance with the formal organizational framework, upward, downward, horizontal, or diagonal.

Phase 5: Based on the number of individuals involved in the communication process, communication can be interpersonal, group, or mass.

Verbal and Nonverbal Communication

i. Verbal Communication:

Verbal communication consists of words. It is written as well as aural. In general, oral and verbal contact are seen as being interchangeable. It is because "verbal" in the dictionary has the definition "oral" as one of its definitions. Speech and writing are the two general categories that verbal communication falls under. Face-to-face interaction, telephone discussion, public speaking, presentations, meetings, and other speech-based activities are examples of speech communication. Writing letters, emails, memos, proposals, reports, and other types of written correspondence.

According to various surveys conducted across globe, about 80% of the time a manger in the organization spends communicating with others and most of the communication is oral in nature which is assisted by nonverbal communication. As discussed earlier, verbal communication uses "words" or "language" for disseminating information whereas, nonverbal communication does not. For example, the expression "Parking Area" is verbal, but is nonverbal as it is a symbol.

ii. Non-Verbal Communication:

In essence, nonverbal communication reveals a person's behaviour. It exhibits a person's temperament and demeanour. Managers must therefore comprehend the significance of nonverbal cues, including singular and clusters. Kinesics, proxemics, paralanguage, sign language, time language, object language, movement, silence, and demonstration are all examples of nonverbal cues.

Body language: Kinesics and postures are the two groups that body language falls under. The term "kinesics" refers to a vocabulary of bodily language that some American academics have attempted to create. This is based on the hypothesis that each culture has its own vocabulary of communication, which may be generated by bodily movements. Kinesics can therefore be examined through facial expression, gestures, eye contact, appearance, space, tactile sensations, and odour.

Facial expressions: More information is conveyed by facial expressions than by speech alone. A frown on the face indicates dissatisfaction, a grin indicates joy, a palm on the chin indicates concentration, and a red face with a stern expression and clipped lips under the teeth indicates anger. These examples demonstrate how crucial facial expressions are for successful communication.

Gestures: Expressions are conveyed through bodily movements, particularly those of the hands, neck, and shoulder. Waving a palm in

front of someone's face conveys the message "goodbye," "come here," etc. various cultures assign various meanings to gestures. The only universal gestures used by people around the world to convey joy and desolation are the smile and the cry.

Eye contact: Making eye contact with someone can reveal a lot about them. In a face-to-face conversation, staring at someone typically means gazing into their eyes. Along with the brows, eyelids, and pupils, the eyes show a person's emotions. Raised eyebrows and dilated pupils, for instance, indicate astonishment, excitement, or fear in a person.

Appearance: Body composition, form, and posture all contribute to appearance. People with a decent personality are thought to have their heads held high and their bodies upright. As opposed to those who bowed their heads or continued to lean, these individuals were seen as having great ethics, confidence, and self-respect. Body types also leave an impact on those who observe them.

People who are soft and fat frequently make people giggle because they are seen as passive and unactive. People who are tall, thin, and young are more accepted in society than their heavier peers.

Intimate, personal, social, and public spaces can be used to categories the spacing between people having a face-to-face conversation. According to social scientist Edward T. Hall, personal distance ranges from 18" to 4' (between close friends and relatives) and social distance ranges from 4' to 12' (between officials of various cadres). Public distance, on the other hand, is defined as 12' and above. (while communicating with a large audience). Proxemics is the term for this kind of spatial separation between individuals.

Touch: Another non-verbal method of contact is touch. This is known as haptics. One can tell if a stranger is flirtatious, warm, tough, or compassionate by how they shake hands. Touch allows one to feel this. When a child feels its mother's contact, it responds positively; however, if the touch sounds strange, the child reacts negatively. So, touch is a crucial component of communication that can aid in better understanding an individual.is also a non-verbal form of communication.

Posture: A component of body language is posture. It was briefly covered in the part on appearance. In addition to being a component of look, posture is a powerful tool for nonverbal communication. Standing straight-backed and with shoulders back conveys that the individual is dynamic and active. A person who has their shoulders sagging and their back arched looks lazy. Sitting positions have a similar impact on dialogue. These illustrations can be seen in a lecture setting. If the

speaker is stooping or crouching, the audience becomes quickly disinterested. But if the speaker keeps his or her back straight, the audience looks engaged.

Paralanguage: Para means "like". Paralanguage refers to the way language is spoken. To understand this better, let us consider this sentence- "She is clever". This sentence can be spoken in different ways-

- She is \ clever. (Fall in the tone indicates a statement.)

- She is /clever. (Rise in the tone indicates a question.)

- She is ˘clever. (Fall- rise tone indicates that the speaker is implying something that is not spoken.)

The words and sentences in oral speech make up the "what," whereas paralanguage is the "how" of spoken language. Voice, loudness, speed, stress, intonation, pitch, and pauses are all parts of paralinguistic communication. When we listen to a lecture, this is quite obvious. We are drawn to the speaker by the voice tone.

For instance, the clarity, modulation, and intensity of the voice of the well-known actor Amitabh Bachchan draw audiences. Oral conversation also requires attention to volume and speed. The audience that a speaker is speaking to typically affects how loud they talk. Poor dialogue can result from any unusual use of volume.

Object Language

People's possessions speak a vernacular all their own. This includes the clothing worn, the accessories, and any other items transported or displayed. A person's overcoat, for instance, can reveal whether they are a doctor or a barrister. People who wear watches are time aware, and those who display beautiful jewellery are seen as wealthy. Similarly spotless clothing and shiny shoes are signs of intelligence. Therefore, clothing and items can reveal information about a person and cannot be ignored as trifles.

Time Language

"Time and tide don't stop for anyone, as the proverb goes, and those who do so come across as sincere, disciplined, and alert. Time and money are also compared. People avoid giving a latecomer a responsible job because they assume they are not sincere. Procrastination is a sign of carelessness in a similar way. Time thus conveys information about a person's character. It's also true that different cultures place different values on leisure. Nothing is more

significant in western society than time. However, time is treated more laxly in Indian society.

Sign Language

The earliest means of communication were signs and symbols. Early human cave paintings serve as examples of how our predecessors communicated with signs and symbols as early as the Stone Age. The use of sign language in contemporary conversation is also common.

Action, Silence, and Demonstration

Body language and other non-verbal cues are combined to create action language. We can tell that a man is excavating when we observe him from a distance using a spade and moving it up and down. We infer that from his behavior. Action language can be seen in a variety of performances and plays. The next line of action in a corporate setting is used to assess communication effectiveness. Action is a crucial type of communication as a result.

Communication can also occur in silence. Silence is crucial for proper understanding even though it can be perceived differently depending on the situation. Silence while working indicates focus and control. At a funeral, keeping quiet shows reverence. In an empty office, remaining silent is a sign of dissent. Silence from a defendant in court signals admission of guilt, and senior management's silence on the bonus controversy indicates denial. Consequently, stillness conveys.

Learning how to operate electronic equipment is aided by the equipment's instruction manual's use of pictures. The majority of the time, visual directions are easier to understand than written ones. This is a demonstrational method of nonverbal conversation. There are two different kinds of demonstrations: graphical or pictorial and physical. A simulated environment is used for the physical presentation. Examples of live or physical demonstrations include demonstrating an operation in the operating room or having a director play a role for the benefit of the actors. Along footpaths, office exits, and gas stations, salespeople set up kiosks where they showcase and exhibit their goods. This is done to entice customers to purchase the product by giving them a first-hand experience with it. Excellent instances of live demonstrations are test drives.

Formal and Informal Communication

A person's manner of speaking can determine whether an expression is formal or casual. These distinctions result from proximity, the type of contact (scheduled or unscheduled), and the method of message transmission.

As the name implies, formal correspondence is more structured and has official approval. Contrarily, unplanned casual communication, also known as the grapevine, results from unofficial relationships between individuals.

Therefore, gossip, idle conversation, personal chats, and impromptu interactions are informal forms of communication while meetings, scheduled discussions, showing courtesy, and similar activities are official forms.

The degree of formality in the choice of words used in a piece of conversation also gets affected by situation and relationship. "All participants are requested to go upstairs" is a formal expression whilst "upyou go chaps" is informal.

Not all communication is official. In actuality, informal conversation takes place in workplaces much more frequently than formal communication. According to a Whittaker study, individuals spend between 25% and 70% of their workdays having face-to-face conversations and between 88% and 93% of their time communicating informally. This demonstrates how commonplace informal communication is in business settings.

According to a survey by J. David Johnson, there are several key distinctions between formal and informal communication, "informal communication usually does not follow the organizational chart and tends to be more personal, for example, work-related discussions with co- workers, calling friends in another work unit on how to handle a work problem, etc.

Formal communication is "official" such as oral communication up and down the organizational chart and written communication contained in formal memoranda and departmental directives."

Interpersonal, Group and Mass Communication

Depending on the number of participants, communication can be interpersonal or mass. Additionally, it depends on elements like the feeling of immediateness, intimacy, engaged tonality, and common knowledge and experience.

Mass communication includes everyone without much fuss about specific identification, whereas interpersonal communication basically

has communicators who are clearly defined. A face-to-face conversation is therefore interpersonal, while a news programmed or telecast is mass communication.

A letter for a specific audience is interpersonal and a newspaper article is mass communication.

Memos, workplace orders, letters, and circulars can all be classified as interpersonal communiqué in an organizational setting. The term "mass communication" refers to the dissemination of information to a large audience through advertisements, advertising, and promotional materials.

When more than two people participate in a communication procedure, it is referred to as group communication. It has to do with interactions among group members who have to take part in the process because communication wouldn't be full without them.

Group communication can take the form of conferences, meetings, panel talks, and more. Group communication also includes informal group contact in organisations. Only when there is open and honest dialogue among the members does a cohesive group become a team.

Upward, Downward, Diagonal and Horizontal Communication

Depending on whether employees or the general public are the target audience, organizational communication may be internal or external operational.

Depending on whether the target is internal staff or the general public, organizational communication may be internal operational or external operational. The direction of dialogue within an organization can be upward, downward, horizontal, or diagonal. Horizontal communication occurs between peers, diagonal communication occurs across levels and divisions, and upward communication occurs when information is passed from lower levels of hierarchy to higher levels.

A Vice President (VP) communicating with the President is an example of upward communication, whereas the President communicating with the VP is downhill communication. Horizontal contact occurs when the VP of Marketing speaks with the VP of Sales or the VP of Production. Diagonal contact occurs when the Sales Manager speaks with the Accounts Officer.
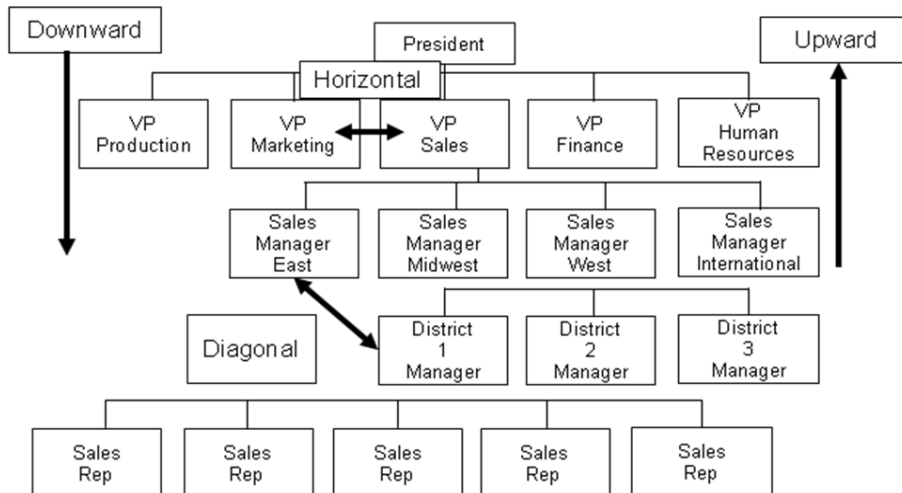
Fig: Hierarchical Communication in an Organization

Source: Google

Formal channel:

The organisational ideology, policies, and structure serve as the foundation for the formal channels of communication within an organization. (as discussed in the previous section). Formal channels can be vertical, horizontal, upward, and downward. A communication in an organization proceeds in this manner. However, it is not all since one-to-one contact is not always possible. Its movement can be at different altitudes or in a group.

One example of upward communication is a sales representative who simultaneously reports to the District Manager and Sales Manager, but this definition is not comprehensive

Formal Communication
↓↓
Downward communication:

Needed For:

1) To get the work done.

2) To prepare the workforce for challenges

3) To tackle misinformation & suspicion arising out of it

4) To create a feeling of pride & confidence in the workforce I order to motivate it and to boost its morale.

5) To transmit work ethics & the organization's culture.

Advantage	Disadvantage
Discipline	Lack of vision & arbitrary decision making can prove detrimental and harmful to the organization
Implementation of orders happen efficiently	Balance in sharing information is important so is indicious use of discretion
Tasks & positions can be well defined	Delay implementation of decisions
Clarity in the minds of employees about their responsibility, avoids confusion	Oral communication leads to information loss, distraction & lack of accountability
It helps in uniting different level of authority & brings in team spirit	Absence of feedback mechanistic can lead to frustration, lack of trust in authority & feel exploited

Upward communication:

Needed for:

1. To forward employee-feedback

2. To report on official matters

3. To give voice on the difficulties, grievances, complaints, dissatisfaction, work related demands of employees

4. To invite suggestion, creativity & participation in problem solving

5. To create a sense of belonging through participation.

Advantage	Disadvantage
Employees participation	Failure on the part of subordinates to take initiative & participate in the decision making
Trust, emotional bonding, understanding & cooperation between management & employees	Long line of authority, inability of the seniors to listen or to act, create barriers
Employees enthusiastic	Delays due to slow transmission, distortion of communication further hamper the process

Authority earns subordinates cooperation response to management's call	Employees failure to handle upwards communication

Requirements:

1. Chain should be start

2. Executives should be trained for excellent listening skills

3. The organizations atmosphere should be conducive

Vertical Communication:

↑↓

While Decisions are finally taken by the top management, there is room for employee feedback, communication, wherein the management interacts with employees, invites their participation in decision making, creates mechanisms to address their concerns without compromising on its measures of control is called vertical communication.

Horizontal / Lateral Communication:

Need for: ⇄

1. To exchange official information

2. To create understanding and team spirit among members

3. To solve difficulties

4. To seek and extend co-operation

5. To save time when quick decisions have to be made

Advantage	Disadvantage
Helps in clarifying doubts, taking quick decisions & eliminating mistrust	Ungoverned horizontal communication to leads to discipline
It brings about better coordination, builds team spirit and ensure faster implementation of decisions	Employees tend to waste precious time arguing and debating over issues and decisions
It also check the grapevine	

Requirements:

1. Employee must learn to extend cooperation & work towards achieving goals

2. The authority should delegate responsibilities to subordinates in order to quicken the pace of work.

3. Horizontal Communication needs to be monitored as its uncontrolled transmission can invite problems for the organization.

Diagonal / Crosswise Needs for:

1. Speeds up the flow of information

2. Creates healthy work relationships

3. Brings in proper co-ordination among different sections

4. Makes problem solving easy

5. Controls distortion & dilution of message because of direct, inter leave communication

Requirements:

1. Organizations atmosphere should be trust & transparency

2. Proper training or orientation should be given to employees to handle diagonal communication

Advantage	Disadvantage
Speeds up the flow of information	It is likely to bypass the vertical chain of commands. This may create doubts in the minds of bypassed superiors
Creates healthy work relationships	It may be seen as interference
Brings in proper co-ordination among different sections	It may create doubts the superior's accountability & cooperation
Makes problem solving easy	Decisions thus taken may be resisted by the bypassed authority and could spoil the organization atmosphere

Controls distortion & dilution of message because of direct, inter leave communication	

Informal : The grapevine is another name for an informal contact channel. It is characterized by close proximity between people, the perception of members as knowledgeable or trustworthy, friendship and confidence between one another, getting to know one another outside of the workplace, and meeting up when an informal communication network is required. It is an unauthorized form of communication and typically relieves tension while people are at work.

Grapevine is the plant or creeper on which grapes grow. The grapevine may glow or move in any direction with the support of its tendrils. In the some way, informal communication can move in any direction with the support of informal groups.

How it is generated?

1. People need to share & agree on important opinions & attitudes to feel that they belong to a group

2. People need to share their hopes & ambitions with superiors

3. People need to express emotions such as joy, anger, hostility etc.

4. Because of the rigidity of the formal, structure, the people feel the need to bypass —official channels‖ for the sake of expediency in getting & giving information about performance on the job.

The various types of grapevine are:

1. Chain
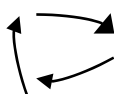
2. Single strand chain

3. Gossip Chain

4. Probability Chain

5. Cluster Chain

6. Wheel

7. Star

Advantage	Disadvantage
Grapevine communication travels fast, It has vast reach	Negative information half truths, personalized accounts of events, gross distortions are passed on by the render
The content because of its immense personal appeal are readily believable	It often leads to lack of motivation & moral of employees

Let Us Sum Up

In this unit, you have learned about the following:

- Business a necessary and difficult element of business life is communication. Even if a company is the most innovative and effective in its field, it still needs to be able to explain to both current and potential customers why their goods and services are valuable.

- Business communication is the process by which buyers, sellers, producers, suppliers, rivals, government agencies, etc. share information, messages, news, etc. related to business. To carry out management duties and guarantee organisational achievement, effective business communication is crucial.There are several aspects to conversation. It may be founded on verbal and nonverbal language use, depending on the manner of expression, founded on relationships, both formal and informal Depending on the organisational framework and the quantity of participants, communication can move upward, downward, horizontally, or diagonally. It can also move interpersonally, in groups, or in large groups. Business Communication is very important for any organization. As a result, business communication acts as the link between all of the organization's divisions and functions. Communication can take many forms. These factors contribute to effective and efficient dialogue within an organization.

Check Your Progress-2

1. Communication is sharing of information between two or more persons, with continuous_____.

2. Communication between peers is essential for_____Coordination.

3. _____ Communication may be defined as information that flowsfrom subordinates to superiors.

Glossary

Business Communications, Dimensions of Business Communication, Scope of Business Communication.

Answers to Check Your Progress-1

a-False

b-True

c-True

d-True

e-True

Answers to Check Your Progress-2

1. Feedbacks

2. Functional.

3. Upward communication

Suggested Readings

1. Raman, Meenakhshi, and Prakash Singh, "Business Communication", O U P,NewDelhi, 2ndEdition, 2012.

2. Kaul & Asha, Effective Business Communication, PHI 2nd Edition, 2006.

3. https://www.softskillsusa.com/what-is-meaning-of-business-communication-skills.php

Communication Process

STRUCTURE

Overview

Objectives

2.1. Introduction

2.2. The communication process

2.3. Models of communication

2.4. Barriers to Communication

2.5. Overcoming the barriers to communication

2.6. Communicating in Teams

Let Us Sum Up

Check Your Progress

Glossary

Answers to Check Your Progress

Suggested Readings

Overview

This unit provides a thorough explanation of the communication process, communication models, barriers to contact, and how to get around them.

Objectives

After reading this lesson, you should be able:

- To understand communication process

- To understand the barriers of communication.

- To understand the ways of overcoming barriers to communication.

2.1. Introduction

The words "communication" and "make common" are derived from the Latin words communis, which means "common," and communicate, which means "make known." Different people have characterised communication in different ways. Communication, according to G.G. Brown, is the transfer of information from one person to another, regardless of whether it inspires trust.

But however, the person who receives it must be able to comprehend the information being transmitted. As a result, it is clear that communication refers to a process in which two or more people share or trade ideas, knowledge, attitudes, or feelings by using specific signs, symbols, or language. Business communication is the term used to describe this process when used by managers or businesspeople in a professional setting for business deals.

Since communication is an ongoing activity, it never ends. Therefore, in order to successfully participate in this process, managers within the organisation must possess the necessary skills. They must be conscious of the steps and components involved in communication for this.

The process starts with the sender's conception and proceeds through message encoding, transmission, receipt, and deciphering at the receiver's end. Communication is a process- it continues; it never ceases. Therefore, managers in the organization need to be skilled enough to effectively participate in this process. For this, they need to be aware of the process and elements involved in communication. The process begins with the sender's ideation, leading to encoding of the message, transferring the message, receiver receiving the message, decoding the message, deciphering, and giving feedback.

2.2 .The Communication Process
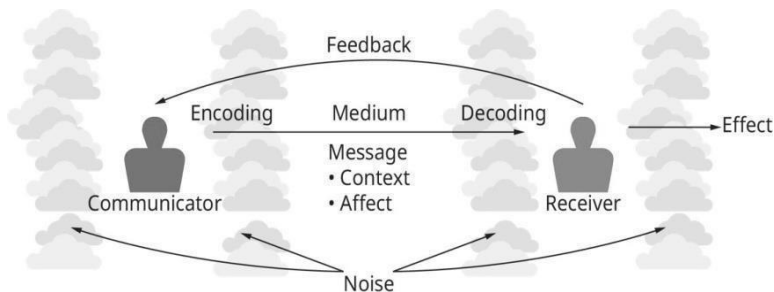
Fig: Communication Process

Source: Google

Process of communication begins with ideation. Ideation means generating a thought or an idea or an emotion. Now, this idea needs to be expressed to others in a meaningful manner. Therefore, the idea takes the shape of a coded message. Code, here, refers to the language or signals used for creating the message. Encoding is done by the sender, who wants to communicate. This message uses a channel and a medium to reach the receiver. The receiver receives and decodes the message and reacts to the message which is called feedback. This process is affected by the understanding of the sender and the receiver,

physical distances, and disturbances etc. These barriers that affect, distort, or impede the process are represented as noise. Some scholars say that it is difficult to get rid of noise, although it can be minimized through effective communication skills.

The basic elements of communication are sender, receiver, message, channel, medium and feedback.

Sender

Sender is the person who intends to send a message to others. The sender receives a stimulus, perceives it, generates an idea, and encodes that idea into a message. The sender needs to be careful about the codes used for coining the message because an uncommon code can break- down the communication process. For example, speaking in English to a person who does not know English will not complete the process of communication. The sender must be aware of six variables when communicating with another person.

- Receiver's Communication Skills
- Receiver's Attitudes
- Receiver's Knowledge Level
- Receiver's Social Position
- Receiver's Culture
- Receiver's Feedback

This is known as receiver centered communication.

Receiver

Receiver receives the message from the sender and decodes it. The receiver understands the message and expresses that to the receiver in the form of feedback. The receiver is guided by his or her background, experience, education, and attitude etc,. to understand the meaning of the message. Therefore, receiver's perception plays an important role in the successful completion of a communicative act. For example, the sender cracks a joke, but the receiver's sense of humor is poor then the experience for both the sender and the receiver will be bad as the intended message is not understood in the right spirit. To make communication effective the receiver should also try and understand the following aspects:

- Sender's Communication Skills
- Sender's Attitudes
- Sender's Knowledge Level

- Sender's Social Position
- Sender's Culture
- Message received by Sender

Message

It is the coded content. It is the piece of information or expression that moves from the sender to the receiver. It is basically the subject matter that sender intends to share with the receiver. This can be a greeting, an order, information, instruction and so on. The message has three components:

1. **Content:** It is simply communicating what you desire to communicate i.e., the subject matter.

2. **Context:** It involves adapting your presentation to the situation in which the audience is.

3. **Treatment**: It is the arrangement or ordering of the content by the speaker. The treatment directly supports the context and content of the message.

Channel

It is the pathway the sender uses to send a message to the receiver. It can be formal or informal. Formal channels that are used in organizations include upward, downward, horizontal, and diagonal. Formal channels connect various departments and hierarchy levels with one another. Informal channels can be in the form of one-to-one spontaneous transactions or even a group gossip.

Medium

It is the carrier of the message. The medium used by the sender will depend on sender and receiver's mutual convenience and requirement. It can be oral, written, audio-visual, electronic etc. For instance, if the sender wants to send a message to the receiver who stays in another town, the sender may choose to speak over the phone, or use mobile phone, or send SMS, or write a letter, or send an email, or sit for videoconferencing etc. The choice of the medium depends on the mutual convenience and requirement of the participants.

Feedback

This is the reply or reaction of the receiver towards the message sent by the sender. It is vital for the success of communication process. Without feedback, it is difficult to assess the impact of the message sent. For example, to assess whether a TV program is successful or otherwise,

production houses ask viewers to write in about the program. If there are no responses from the audience, the production houses may not be able to know their performance. Similarly, in an organizational situation a manger must seek and provide feedback to make the communication process effective.

Noise

The "noise" or the gap that remains between the communicated message and the interpreted message is barrier in the process of communication. These gaps are created due to various factors both human and environmental. It is important to reduce these gaps for a fair understanding between the communicating partners. The lesser the gap the more is the understanding and vice-versa.

Following is a figure that represents the process of communication with technology in the backdrop.
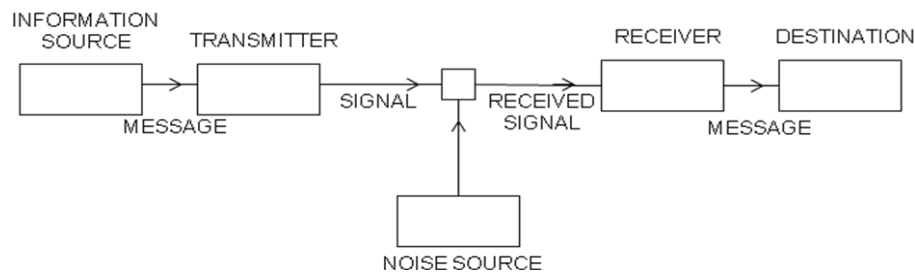
Figure: Communication process using technology

Source: google

Knowing the elements that go into communication is necessary for successful communication. Regardless of the industry, awareness improves planning, situation analysis, issue solving, and overall performance at work

Many individuals are concerned about communication. Therefore, various communication situations have been given a lot of thought, consideration, and debate. Psychologists, teachers, physicians, sociologists, engineers, and journalists are just a few of the professionals working today.
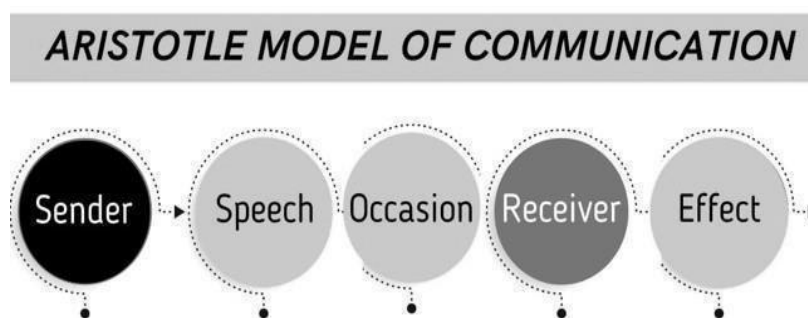
2.3. Models of Communication

Various academics have various perspectives on communication. Consequently, its representation and perception are also different. Some people categories it as linear, others as participatory, still others as transactional, and still others as multidimensional. Communication is viewed as a "one-way" procedure in the linear model, from sender to

receiver. The interactive approach views feedback as a crucial part of the communication process. Communication is sent and received during a communication event in the transactional paradigm. A turn-taking exchange does not constitute communication; rather, it is a process of several actions or events.

The multidimensional model focuses more on the actual determinants of the process, namely intrapersonal, interpersonal, group, and societal levels, rather than the structural attributes of communication (source, message, receiver, and so on). The four communicative functions of evaluating, sending, receiving, and channeling are also included in each degree of activity.

Aristotle's Model of Communication

Figure: Aristotle Model of Communication

Source: google

Before Christ was born, more than three hundred years ago, Aristotle offered a still-valuable explanation of oral conversation. Using the term "rhetoric," he described three components that make up the study of speech. The following information was offered by him: The three types of audiences for talks help to divide rhetoric into these three categories. The final component—the hearer—determines the speech's goal and conclusion out of the three components: speaker, subject, and individual addressed.

Aristotle describes a speaker, a message, and a receiver as the three main participants in a communication process. Note that he emphasizes that whether communication occurs depends on the individual who is in control of the process at the end.

The model he showed was linear. Based on the Greek paradigm, rhetoric or persuasive communication primarily emphasizes public speaking. It offers a framework for evaluating how well a speaker adapts to the demands of a speaking scenario.

Laswell's Model of Communication

Political scientist Harold Laswell thoroughly examined the results of the 1948 presidential election in the United States. He developed a crucial model that is depicted in his works on the process of political campaigning and propaganda as:

- Who
- Says What
- In Which Channel
- To Whom
- To What Effect

Main characteristics of this model are:

- It is based on effect of the sender's message on receiver.
- There is no feedback for the message.
- It is linear in nature
- It presents communication as more of persuasive process rather than an informative process

This model significantly emphasizes the influence of the message on the recipient; it places more emphasis on the message's "effect" than its "meaning."

Communicator: Communicator means the sender of the word, whose characteristics, credibility, and personality are taken into account during communication.

Message: When communicating with others, the message's substance and tone are very important.

Channel: It is the method used to transmit a communication. The means of contact are included. The goal of communication can be defeated by choosing the incorrect medium.

Receiver: It is the method used to transmit a communication. The means of contact are included. The goal of communication can be defeated by choosing the incorrect medium.

Effect: It is the audience's reaction to the word. This relies on each of the previously covered factors. Effective communication is when it has a positive influence.

Roger and Kincaid's Model

According to this convergence paradigm, human communication is a dynamic, circular process. The main objectives of this communication process are mutual comprehension and agreement. Since communication is the sharing of knowledge for mutual benefit, the process of communication should have:

- Information-action-belief (sender)
- Information-collection- action (physical reality- channel/medium)
- Information-action-belief(receiver)

In their book Communication Networks: Toward a New Paradigm for Research (Free Press, 1981), Kincaid and Everett Rogers introduced the convergence model of communication, a nonlinear model of communication in which two communicators try to achieve "mutual understanding." Proponents of development communication have recently taken a special liking to this model.

Rogers and Kincaid identified seven epistemological biases that had characterized the dominant Western models of communication:

1. a view of communication as linear rather than cyclical;
2. a message-source bias rather than a focus on relatedness and interdependence;
3. an analysis of objects of communication in a manner that isolates them from larger contexts;
4. a concentration on discrete messages instead of silence, rhythm, and timing;
5. a concentration on persuasion rather than understanding, agreement, and collective action;
6. attention to individuals rather than relationships;
7. a model of one-way mechanistic causation rather than mutual causation.

Aside from these, Kincaid created new techniques for multivariate causal attribution analysis of communication impact, the communication for participatory development model, the ideational model for behavior changes communication and evaluation, computer programmes to analyses the multi-dimensional image of audience perceptions, computer simulation of social networks for the theory of bounded normative influence, and drama theory to assess the effectiveness of entertainment-education programmes.

Modes of communication

1. Telephone – Telephone is a device that transmits speech at a distance through the medium of electronic waves. In 1876 telephone was invented by Alexander Graham Bell.

Types of telephones:-

1. Landline or standard telephones
2. **Cellular or Mobile phones:** These are wireless devices that use radio waves to transmit sounds. The two main cellular systems in operation are GSM – Global System for MobileCommunications, and CDMA – Code Division Multiple Access.
3. **Satellite phones**: These are used in areas where communication links are absent ordestroyed.
4. **Ethernet phones:** There are digital phones which connect directly to a computernetwork.

Telephone services:

1. **Networking: –** This works as a base for computer network and fax transmission.
2. **Teleconferencing and videoconferencing: -** Sounds and video are transmitted via phone lines or satellites, so that people in different places and different countries can becommunicate with one another at the same time.

Telephone etiquette:

1. Speak politely, precisely, clearly, confidently. Be positive & talk friendly with asmile in voice.
2. Avoid shouting or speaking too low.
3. Listen carefully and if a part of message is not clear, politely ask for repetition.
4. While answering telephone calls, introduce yourself, your company & greet theperson.
5. Before making a call, one must be mentally prepared, if need be note down points.
6. Make sure you have delivered the message completely and is understood by thereceiving party.

Advantages	Disadvantages
1. Time saving device.	1. Body language cannot be communicated.
2. Immediate feedback	2. It is sometimes not time saving
3. Legal validity	3. Call may be made at a wrong time.

4. Intercom facility	
5. It provides a large range of services like	

2. Fax: Fax is connected to telephone, can be used to send documents, photos, charts, graphs, drawings, diagrams, certificates etc. It scans a printed page, converts it into signals & transmit this signal over a telephone line to the receiving fax machine. Drawbacks – cost, time, quality.

3. Computer:

1. Parts of computers – input, output, storage, processing devices.
2. What is software & hardware?
3. Uses of computer.
4. LAN, WAN, Internet.
5. Uses of Internet – Search, distant learning, E-commerce, videoconferencing, E-mail, social networking sites, cloud computing etc.

Check Your Progress-1

True/False

a. There are limitations to human communication.

b In 1786 telephone was invented by Alexander Graham Bell.

c. Various academics have one perspectives on communication.

d. Sender is the person who intends to send a message to others.

e. Different people have characterised communication in different ways.

2.4. Barriers to Communication

There are limitations to human communication. People's individual perspectives, ideas, and views result in gaps in it. Along with this, there might also be physical obstacles that prevent effective dialogue. The paragraphs that follow explain these obstacles.

Eric Garner lists seven significant obstacles to successful communication. There are several types of barriers: interpersonal, societal, linguistic, physical, perceptual, emotional, and linguistic.

Physical barriers

There are a number of physical obstacles at work, such as:

- Marked off areas where guests are not permitted.

- Separate areas for those with various statuses, barrier screens at office doors, and closed office doors

- Working in a large space that is literally isolated from other units, or in such a space.

Research shows that one of the most important factors in building cohesive teams is proximity. If the physical distance between employees is large, the communication gap may increase.

Perceptual barriers

Since everyone has a unique perspective on the universe, communicating with others can be difficult. People's perceptions are formed based on their individual histories, which causes uneven comprehension of messages. What one person may view as a "impossible task" may be viewed by another as a "great challenge." .

Emotional barriers

The emotional barrier is one of the main obstacles to honest and unrestricted conversation. It primarily consists of mistrust, suspicion, envy, and dread.

1. Psychological barriers:

Psyche means mind. Psychological barriers are created in the mind. Communication is a mental activity and its aim is to create understanding. But the human mind is complex and not all communication can result in understanding. There are several kinds of psychological barriers which can come in the way of understanding.

(a) **Emotions:** Emotions are among the most common psychological barriers to communication. The emotion may be connected to the communication received or it may be present in the sender_s or receiver_s mind, even before the communication takes place. In both cases, it acts as a barrier. Emotions can be positive, like happiness and joy, or negative, like fear, anger, mistrust etc. Both positive and negative emotions act as barriers, if they are not kept in check.

(b) **Prejudice:** A prejudice is an opinion held by a person for which there is no rational basis or valid reason. It can be against something or someone, or in favour of it, but it becomes a

barrier to a meaningful communication. Prejudices are based on ignorance and lack of information, e.g., prejudices about certain communities or groups of people.

(c) **Halo effect:** Sometimes our reactions to people are not balanced or objective; they are of an extreme nature. Either we like a person so much that we can find no shortcomings in her/him, or we dislike someone so much that we can see nothing good in her/him. In both cases, we commit errors of judgment and fail to understand the person.

(d) **Self-image or different perceptions:** Every person has in her/his mind a certain image of herself/himself. S/he thinks of herself/himself in a certain way. This is their perception of themselves, their self-image. One_s self-image is the product of one_s heredity, one_s environment and one_s experiences, and thus every person_s self-image is unique and different from the others. Self-image can create a barrier because we accept communication which is compatible with our self-image. We avoid or reject communication, which goes against our perception of ourselves.

(e) **Closed Mind:** A closed mind is one which refuses to accept an idea or opinion on a subject, because it is different from his idea. Such persons form their opinion on a subject, and then refuse to listen to anyone who has something different to say about it. A closed mind may be the result of some past experience or just habit. It is very difficult to remove this psychological barrier.

(f) **Status:** Status refers to rank or position. It could be economic, social or professional status. In any organisation, hierarchy creates differences in rank, and this is a normal situation. Thus, status by itself does not cause barriers; but when a person becomes too conscious of his status, whether high or low, then status becomes a barrier.

For instance, in a business organisation, a senior executive who is unduly conscious of his seniority will not communicate properly with his juniors, and will refrain from giving them the required information. Similarly, if a junior is acutely conscious of his junior status, he will avoid communicating with his seniors, even when it is necessary.

(g) **Inattentiveness and Impatience:** Sometimes the receiver may not pay attention to the sender_s message, or he may be

too impatient to hear the message fully and properly. Such barriers are common in oral communication.

Overcoming psychological barriers:

1. Adopt flexible and open-minded attitude

2. Training of listening skills

3. Exposure to different environment, views will help to broaden outlook

4. Listening with empathy helps in making oneself more adapting to other's perceptions.

Cultural barriers

A child is born into a family, a community, a civilization, etc. when it is born. There is always a cultural setting to help the youngster feel identified. The child absorbs all the cultural quirks of the neighborhood and assimilates into that neighborhood or culture. Similar to this, individuals who join a group and want to stay in it eventually have to adjust to the behavioral patterns of the group. The group sees these actions as indications of membership. It becomes more challenging for a person to fit into other organizations once they have become accustomed to their own culture.

Language barriers

Others who are unfamiliar with the expressions, buzzwords, and jargon that a person uses to explain what they want to say might find it difficult to understand them. For instance, the term "surfing" may refer to browsing different websites for a person who uses the internet, but it would imply riding a board across waves of the ocean for someone involved in adventure sports.

Gender barriers

The speech patterns of a man and a lady are very different from one another. A male speaks between 7,000 and 10,000 words per day, compared to a woman's 22,000 to 25,000. Men and women interact differently and have different needs from one another aside from this. For instance, males may view jewellery as a waste of money while women may treasure it. Men and women both have in-group dialects that they use in their personal networks.

Interpersonal barriers

There are six stages at which individuals can separate from one another. Retraction is one of them. Absence of social interaction is withdrawal. It signifies refusal to be in touch and need to remain alone. This behavior blocks all communicative entries and thus leads to communication gap. A careful analysis of communication barriers reveal that they are generally created by:

- **Improper encoding:** The sender is not competent to send the right message

- **Bypassing:** Misunderstanding due to missed meanings. Sender means something else, and receiver understands it differently.

- **Frame of reference**: People have varied perceptions because of their backgrounds or frames of reference.

- **Physical distraction:** Environment in which the sender is sending the message is not conducive.

- **Psychological and emotional interference**: Personal state of mind and mood may affect message processing.

- **Cultural differences:** Creating a message and understanding it emanates from a person's cultural background.

- **Loss in transmission and retention:** The channel can lose information or distort it.

- **Information overload:** Both sender and the receiver may have so much of information that they may not be able to take the right decision.

2.5. Overcoming the Barriers to Communication

Communication barriers can be eliminated (or at least lessened) if communicators are conscious of them and receptive to the strategies used to close communication gaps. A dialogue with the fewest barriers leads to effective interaction, improved mutuality, and strong team building. The following tactics can aid in lowering communication hurdles barriers:

- Communicating with a positive mindset.

- Refraining from being defensive because it impedes dialogue.

- Improving speaking abilities.

- Orienting communication towards an objective.

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- Treating conversation as a creative process as opposed to just a routine task. Try different methods of contact.

- Having empathy for the other person because "(s) he" is not "you" and "you" are not "her/him." Try to consider the situation from the other person's point of view as well.

- Constantly being human. Remember! Being human and using the ABCs of communication—accuracy, brevity, and clarity—is important because the principles of effective communication can also help reducing the barriers to communication.

1. **Brevity:** Delivering a communication should be done so quickly. It shouldn't be either too brief or too lengthy. Long words can be confusing and cause misunderstandings. Short-sentence conversations offer the listener the chance and time to follow what the speaker is trying to convey. Effective communication requires the use of precise language, straightforward and well-known terms, and the avoidance of superfluous words.

2. **Clarity:** • Clarity is crucial to effective dialogue. Before speaking, one must consider and reconsider their thoughts to ensure their clarity. Then and only one can express ideas in straightforward words in conversation. Simple words, short sentences, and popular words can all help to make a point more clearly.

3. **Choosing Precise Words:** • Speaking precisely means using the correct words in the proper context and at the appropriate time. Avoid ambiguous language as much as.

4. **Avoiding Cliché:** Cliché A statement that is overused and has no real meaning is considered cliche. A good communicator stays away from clichés. When a speaker is taking part in a discussion, he or she may unintentionally use them. The most compelling argument against its use is that it is trite because it is overused and used inappropriately. Certain cliches are. Some of the clichés are:

- The supreme sacrifice.
- The order of the day.
- Conspicuous by his absence.
- Slowly but steadily.
- Last but not the least.

5. **Logical Sequence:** Presentation of matter in a logical sequence is yet another important principle of effective communication. The

communicator should not jump points or change the sequence. Consistency, continuity, and logical development of the subject matter should be there.

6. **Avoiding Jargon:** Jargon is an expression relating to a field, or a particular section of profession. It means language or terminology relating to law, commerce, sports, defense etc. Only people who are well-versed in a particular subject can understand it. It can create communication gap if the receiver does not understand jargon.

7. **Avoid Verbosity:** To convey meaning is more important than using superfluous words. Verbosity in oral communication is a great danger. Using more words dose not assure greater clarity. Using more words will take more time and the time of audience is wasted. The listener may tire and may misunderstand the meaning.

8. **Appropriate Prepositions:** Use of unnecessary prepositions should be avoided. For instance, all employees must follow the safety regulations regarding work. Here the word 'about' can be used in place of "in regard to." Some other examples are in connection with, with reference to, in relation to, about etc…

9. **Adjectives and Adverbs:** Adjectives and adverbs should be used only when necessary. They emphasize the meaning with the degree of importance. For instance, the problem is under active consideration; a positive decision will be taken; definite results; comparatively, the results are poor.

2.6. Communicating in Teams

"A team is a collection of people who must work interdependently to achieve a common goal or output." - Baden Eunson (from Communicating in the 21st Century)

Today, teams are a typical form of organization in companies. In fact, according to some research, teams are considered one of the most effective and efficient methods for achieving organizational tasks and goals.

Team Communication formats and channels

The specific forms and types of communication that take place will depend on your field of work, and the structure of your team. Here's a non-exhaustive list of team communication channels:

Verbal team communication: team meetings, one-on-one interactions,

water-cooler conversations, calls.

Written communication: paper documentation, electronic documentation, emails, team chat, tasks within a team, any combination of these communication formats will be in use. There are no rights or wrongs here, it's a matter of making sure whatever forms your team uses work for your team. Most typically, it is the team manager's responsibility to choose the appropriate channels for team communication, ones that help them achieve their team's goals.

Role of communication in team

- A team member must clearly understand what his fellow team members are up to.

- He should be very clear about his roles and responsibilities in the team.

- It is the duty of the team leader to delegate responsibilities as per the interest and specializations of the team members without imposing things on them.

- Never confuse any employee.

- Verbal communication sometimes may create misunderstandings and confusions, thus it is always better to rely on written communication for better clarity and transparency.

- Communication is effective when the information is passed on through emails. Emails are more reliable. Do not send the mails to individuals separately as they might assume that you want to hide something from them.

- It is always better that the issues are discussed on an open forum and the participants are allowed to speak freely.

Check Your Progress-2

1. The sender is not competent to send the right message is known as_____.

2. To communicate effectively, one needs to be familiar with the factors involved in the _____

3. The _____ that remains between the communicated message and the interpreted message is barrier in the process of communication

Let Us Sum Up

In this unit you have learned about the following:

Process of communication begins with ideation. Ideation means generating a thought or an idea or an emotion. Now, this idea needs to be expressed to others in a meaningful manner. Therefore, the idea takes the shape of a coded message. Code, here, refers to the language or signals used for creating the message. Encoding is done by the sender, who wants to communicate. This message uses a channel and a medium to reach the receiver. The receiver receives and decodes the message and reacts to the message which is called feedback.

This process is affected by the understanding of the sender and the receiver, physical distances, and disturbances etc. These barriers that affect, distort, or impede the process are represented as noise. Some scholars say that it is difficult to get rid of noise, although it can be minimized through effective communication skills.

The basic elements of communication are sender, receiver, message, channel, medium and feedback.

Communication between persons cannot be fool proof. It has gaps because people have their own perceptions, ideas, and opinions. Along with this, there may be physical hindrances that create gap or barrier to effective communication process.

Eric Garner gives 7 great barriers to effective communication. They are physical barriers, perceptual barriers, emotional barriers, cultural barriers, language barriers, gender barriers, and interpersonal barriers.

Glossary

Business Communication Process, Business Communication Models, Barriers of Communication, Team communication

Answers to Check Your Progress-1

a-True

b-False

c-True

d-True

e-True

Answers to Check Your Progress-2

1. Improper encoding

2. Communication process.

3. Noise" or the gap

Suggested Readings

1. Guffey, Mary Ellen., "Business Communication: Process and Product", ThomsonandSouthwestern, 7th edition, 2010

2. Kaul & Asha, Effective Business Communication, PHI 2nd Edition, 2006.

3. https://www.atctraining.com/soft_skills_definition_of_communication.htm.

Unit -3
7Cs of Effective Communications and Writing Skills

STRUCTURE

Overview

Objectives

3.1. Introduction

3.2. 7Cs of Business writing

3.3. Stages in Business writing

3.4. Business Communication Skills for Effective Business Management

Let Us Sum Up

Check Your Progress

Glossary

Answers to Check Your Progress

Suggested Readings

Overview

In this Unit, the 7Cs of Communication such as (1).Clear, (2).Concise, (3).Concrete, (4).Correct, (5).Coherent, (6).Complete, and (7).Courteous - as well as the phases of business writing and the skills necessary for successful business management has been clearly explained.

Further various stages of Business writing has been clearly explained in this Unit.

Objectives

After reading this Unit, you should be able:

- To understand 7Cs of communication process.
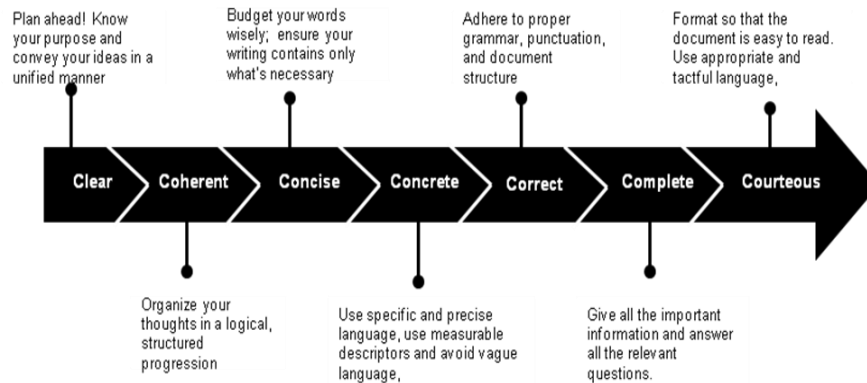- To develop business communication skills.

3.1. Introduction

The 7 Cs of Communication is a checklist that helps to improve the professional communication skills and increases the chance that the message will be understood in the same way as it was intended.

3.2. 7Cs of Business Writing

Plan ahead! Know your purpose and convey your ideas in a unified manner

Budget your words wisely; ensure your writing contains only what's necessary

Adhere to proper grammar, punctuation, and document structure

Format so that the document is easy to read. Use appropriate and tactful language,

Clear Coherent Concise Concrete Correct Complete Courteous

Organize your thoughts in a logical, structured progression

Use specific and precise language, use measurable descriptors and avoid vague language,

Give all the important information and answer all the relevant questions.

Fig : 7Cs of Business writing

Source: google

1. **Clear:** The message should be clear and easily understandable to the recipient. The purpose of the communication should be clear to sender then only the receiver will be sure about it. The message should emphasize on a single goal at a time and shall not cover several ideas in a single sentence.

2. **Correct:** The message should be correct, i.e. a correct language should be used, and the sender must ensure that there is no grammatical and spelling mistakes. Also, the message should be exact and well-timed. The correct messages have a greater impact on the receiver and at the same time, the morale of the sender increases with the accurate message.

3. **Complete:** The message should be complete, i.e., it must include all the relevant information as required by the intended audience. The complete information gives answers to all the questions of the receivers and helps in better decision-making by the recipient.

4. **Concrete:** The communication should be concrete, which means the message should be clear and particularly such that no room for misinterpretation is left. All the facts and figures should be clearly mentioned in a message to substantiate to whatever the sender is saying.

5. **Concise:** The message should be precise and to the point. The sender should avoid the lengthy sentences and try to convey the

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subject matter in the least possible words. The short and brief message is more comprehensive and helps in retaining the receiver's attention.

6. **Consideration:** The sender must take into consideration the receiver's opinions, knowledge, mindset, background, etc. to have an effective communication. To communicate, the sender must relateto the target recipient and be involved.

7. **Courteous:** It implies that the sender must take into consideration both the feelings and viewpoints of the receiver such that the message is positive and focused at the audience. The message should not be biased and must include the terms that show respect for the recipient

3.3. Stages in Business Writing Introduction

Almost all business activities are envisioned, planned, implemented, and analyzed in some form of the written word. These forms include reports, and report summaries, letters, memos, and email, any document, in fact, that communicates something about business. Collectively, they are the hard-copy paper trails recording the proposals, activities and results of countless business transactions. Organization rely upon these documents to communicate vital information, both internally and externally, regarding the condition and conduct of their business.

It is fundamentally important that they be written in a clear and concise manner. When they are, the risk of miscommunication is greatly reduced. Poorly written business documents can produce unintended results and potentially disastrous consequences. Strong writing competencies can help reduce or avoid this all together. Well-chosen words, well organized and well written, increase the likelihood of effective business communication.

Stages in Business writing

1. Pre-writing
2. Writing
3. Post-Writing

Pre-writing

- Define your purpose and gather information.
- Develop an audience profile and determine their needs.
- Match your message to the audience and your purpose.

- Select the appropriate medium (paper based or online) for your message.

- Organize and structure your content into either the direct or indirect order of information.

Writing

- Convey your meaning concisely, courteously, confidently.
- Use a Plain English writing style.
- Use unbiased, inclusive language and a 'you' attitude.
- Emphasize the positive and focus on what can be done rather than criticizing.
- Establish your credibility and build a relationship with your audience.
- Use your organization's signature elements to create a professional layout.

Post Writing

- Evaluate and revise your content.
- Review the document's readability, edit and rewrite.
- Use design and signature elements to project your organization's preferred image.
- Proofread and correct spelling and punctuation errors, typos, omitted words and layout.
- Deliver your message in the appropriate medium to your intendedaudience.

Check Your Progress-1

True/False

a. Supervisors spend a good deal of their workday in activities that involve listening.

b. Strong writing competencies cannot help reduce or avoid this all together.

c. The message should be clear and easily understandable to the recipient.

d. Generally speaking, communication skills are the art or method of persuasion using both oral and written words.

e. Poorly written business documents can produce unintended results and potentially disastrous consequences.

3.4. Business Communication Skills for Effective Business Management

A person's capacity for professional interaction with clients, coworkers, subordinates, and supervisors is referred to as their business communication talent.

Generally speaking, communication skills are the art or method of persuasion using both oral and written words. To comprehend the fundamentals of communication skills, one must realize that everyone in an organization requires communication as one of their essential competencies. It involves extensive knowledge, deeds, and events, as well as a wide range of deeds and transactions and the application of various technologies. This covers official gatherings like meetings, lectures, workshops, and trade shows. Then there are media-based interactions, using things like radio, television, newspapers, websites, etc.

The four fundamental types of communication are: verbal and nonverbal; technological and non-technological; mediated and non-mediated; and participatory and non-participatory. But the most well-known forms of contact are:

1. **Intra-personal communication skills:** Individual thought, meditation, and concentration are implied by this. Meditation that involves transcendence is one instance of this. Using rituals, prayers, and other forms of contact, specialists claim that this type of communication includes speaking with the divine and with spirits.

2. **Interpersonal communication skills:** Direct face-to-face contact is taking place in this situation between two people. Essentially, it is a conversation or dialogue between two or more individuals. It allows for the most engagement possible through words and gestures and is intimate, direct, and personal. Interpersonal interactions could include: Focused Interactions: These mainly come about as a consequence of a real-world encounter between two people. This suggests that both parties are fully conscious of the communication taking place between them. Examples include conversations, get-togethers, etc. Unfocused interactions: These happen when someone just watches or listens to people they aren't speaking to. This typically happens as you pass offices, divisions, a canteen, etc.

3. **Nonverbal communication skills:** This includes aspects such

as body language, gestures, facial expressions, eye contact, etc., which also become a part of the communicating process; as well as the written and typed modes of communications.

4. **Mass communication skills:** This is frequently associated with contemporary mass media instruments, such as books, the press, movies, television, radio, websites, etc. It is a way of getting a word across to a large group of people

5. **Presentation skills:** Public speaking and presentation skills come in very handy in many facets of job and life. In business, sales and selling, training, teaching, lecturing, and usually feeling comfortable speaking to a group of people, effective presentations and public speaking skills are crucial. Basic language proficiency is also necessary for corporate communication. These include reading, writing, speaking, and hearing.

Listening skills

Supervisors spend a good deal of their workday in activities that involve listening. Like attending meetings, briefings, and lectures; giving instructions; receiving instructions; sharing information with management and employees; receiving information from co — workers; making decisions based on conversations; marketing products or services; supervising others; interacting with guests to provide services; providing services for groups or departments; giving presentations; using the telephone and so on.

An observant person pays attention actively. In other words, the listener actively contributes to the dialogue process. He or she participates in the conversation through speech, body language, nonverbal cues, and mental activity.

Speaking skills

Speech is meant to be understood by others. Ineffective, flawed, and ambiguous speech is to blame for the confusion and misunderstanding in discussion. Speaking a language clearly is important because communication is only successful when the recipient of the message has understood it. Speech is used in talks, meetings, and when addressing the public or sizable crowds in an organizational setting.

To speak language intelligibly, one needs to take care of the following points:

1. **Learn the Language:** Right knowing the language one wants to

communicate in is crucial. Learning a language entails mastering its syntax, idioms, vocabulary, sentence structures, and more

2. **Audibility of Voice:** Different circumstances call for various speaking qualities. It implies that while a loud voice is appropriate in a speech intended to inspire, a soft voice is strongly recommended in a speech intended to offer condolences

3. **Controlling Pace:** The statement should be delivered at the appropriate speed. For example, a running commentary must move quickly, whereas a board room talk demands poise. Restraint must be exercised..

4. **Bringing out the Meaning:** Even when speech is clearly and appropriately audible, the substance of what is said might not be understood. Employees might not understand the comparison if a manager gave them instructions to get ready for a meeting along the lines of, "Let the floor of the room look like a newlywed bride draped in a bright red sari." They may think it is ridiculous as well. The manager might simply direct someone to lay down red carpet in the meeting area, making sure it is a vibrant red color. Speaking ought to make the point clearer. It shouldn't appear insignificant.

5. **Sincerity:** A speech needs to be inspired by thought, emotion, and imagination if it is to sound genuine. Feelings are indescribable. Thoughts are indestructible. Imagination also cannot be duplicated. People value sincere emotions, positive ideas, and enjoyable imaginations. Sincere endeavors and original concepts are always appreciated. Consequently, one should communicate with complete sincerity.

6. **Tone:** Tone refers to a sound or voice's character. The speaker's mindset towards a message and the reaction they want from the audience are conveyed through tone. Tone in spoken language affects how readers view word choice, paragraph structure, and punctuation used in writing. Tone aids in persuasion, influence, goodwill-building, and confidence-inspiring. Tone is influenced by word choice as well. As a result, the speaker must carefully select their words while keeping the audience and situation in mind.

7. **Opening and Closing Words:** The opening message should be thoughtfully constructed for the context, target audience, and topic using the right words and phrases to grab the audience's

attention. The speech's message should run as a single central idea that keeps the audience interested. The speech's conclusion should leave the audience with a lasting impression of the speaker and his or her address

8. **Avoid use of Slang:** "Slang refers to words and expressions used in speaking very casually and not in a formal or polite manner. The right circumstance is crucial for its use, but it must always be handled carefully. In a closed circle, they are typically used to relate a humorous story. For instance, a superior might inquire, "How are you?" "Cool," the assistant replies. It's inappropriate to do this. "Fine," "Okay," or "Good" would be the typical answer. Reading Skills

In general, reading is viewed as a passive ability. Many individuals don't think it's that significant for managers. That, however, is untrue. Reading is just as important as speaking, hearing, and writing. It is necessary for a manager to peruse correspondence such as emails, memos, circulars, office orders, proposals, legal notices, and client complaints. It is essential that written documents are carefully read and comprehended in order to make the best choices possible. For instance, if a bank manager improperly interprets a project plan and approves a loan, the manager may suffer severe repercussions.. Similarly, if a customer complaint is not understood properly, it may result in a delayed action that could spread bad word of mouth about the company.

Reading skills are specialized abilities that allow a reader to interpret written language as meaningful, to independently read anything with comprehension and fluency, and to cognitively engage with the message.

Strategies for quick and effective reading

- **Previewing:** reviewing titles, section headings, and photo captions to get a sense of the structure and content of a reading selection

- **Predicting:** using knowledge of the subject matter to make predictions about content and vocabulary and check comprehension; using knowledge of the text type and purpose to make predictions about discourse structure; using knowledge about the author to make predictions about writing style, vocabulary, and content

- **Skimming and scanning:** using a quick survey of the text to get

the main idea, identify text structure, confirm, or question predictions

- **Guessing from context:** using prior knowledge of the subject and the ideas in the text as clues to the meanings of unknown words, instead of stopping to look them up.

- **Paraphrasing:** stopping at the end of a section to check comprehension by restating the information and ideas in the text

Writing Skills

- A craft is writing. Clarity and accuracy are the two guiding principles of written communication. Learning the language's rules is necessary for successful writing. However, simply following the grammar and syntax rules may prevent someone from being able to write effectively. Take into account this well-known quote from Noam Chomsky:

- All mimsy were the borogoves,

Writing involves the followingsteps:

- **Prewriting:** The writer needs to consider during this stage. The writer must select a subject to write about, take into account the reader's viewpoint, generate ideas for the topic, make a list of potential sources for information, and conduct investigation.

- **Drafting:** This is the step where one writes. Put the information you researched into your own words. Sentences and paragraphs are written as ideas flow (even if they are not perfect). It includes reading what is written and judge if it says what is meant. Asking for suggestions for improvement can also be of help.

- **Revising:** This step makes writing better. This step involves repeated reading of what is written, considering the opinions of other persons, rearranging words, or sentences, deleting or adding parts, replacing overused or unclear words, ensuring that the flow is smooth.

- **Proof reading:** This step ensures that the writing is correct. It is done to check if all sentences are complete, rules governing spellings, capitalization, and punctuation are used correctly, deletion of words that are not used correctly, getting the worked checked by someone else and recopying the work correctly and neatly.

- **Publishing:** This step is the final one that makes the writing a finished product. This includes sharing the work with the reader/

audience for whom it is meant.

- These are some of the important business communication skills for effective business management.

Let Us Sum Up

In this unit, you have learned about the following:

The 7 C's of Communication is a checklist that helps to improve the professional communication skills and increases the chance that the message will be understood in exactly the same way as it was intended.

1. Clear

2. Correct

3. Complete

4. Concrete

5. Concise

6. Consideration

7. Courteous

Business communication skill is the ability, an individual displays in effectively dealing with clients, colleagues, subordinates, and supervisors in a professional manner.

Communication skills are generally understood to be the art or technique of persuasion using oral language and written language.

Verbal and nonverbal communication, technological and non-technological, mediated and non-mediated, and participatory and non-participatory are the four fundamental categories into which communication is typically divided. However, the most well-known forms of dialogue are as follows are:

Check Your Progress-2

1. A good listener is an_____.

2. _____ a quick survey of the text to get the main idea, identify textstructure, confirm, or question predictions.

3. _____implies that the sender must take into consideration both the feelings and viewpoints of the receiver such that the message is positive and focused at the audience.

Glossary

7 Cs of Communication, Business Communication Skills

Answers to Check Your Progress-2

a-True

b-False

c-True

d-True

e-True

Answers to Check Your Progress-2

1. Active Listener.

2. Skimming And Scanning

3. Courteous

Suggested Readings

1. Raman, Meenakhshi, and Prakash Singh, Business Communication. O U P, New Delhi,2008.

2. Sanjay Kumar & Pushpalatha, Communication Skills, Oxford University Press, 2011

Block-2: Introduction

The Block-2: **Business Reports** has been divided in to three Units (Unit-4 to Unit-6).

Unit-4: Business Report deals with What is Business Report?, Need for and importance of business reports, Types of Business Reports, Characteristics of a good business report, Steps involved in the preparation of a report, Parts / Layout of a formal report, Visual aids and supporting material for oral business presentation.

Unit-5: Written Communication explains about the Introduction, Revising to improve the content, Revising to improve the sentence structure, the Proofreading and evaluating whether the message achieves its purpose.

Unit- 6: **New age Communication Channels** describes about the Introduction to New age communication channels, Types of New age communication channels and the Social Networking Sites**.**

In all the units of Block -2: **Business Reports**, the Check your progress, Glossary, Answers to Check your progress and Suggested Reading has been provided and the Learners are expected to attempt all the Check your progress as part of study.

STRUCTURE

Overview

Objectives

4.1. What is Business Report?

4.2. Need for and importance of business reports

4.3. Types of Business Reports

4.4. Characteristics of a good business report

4.5. Steps involved in the preparation of a report

4.6. Parts / Layout of a formal report

4.7. Visual aids and supporting material for oral business presentation

Let Us Sum Up

Check Your Progress

Glossary

Answers to Check Your Progress

Suggested Readings

Overview

In this unit Business reports are discussed in depth, including their types, purposes, and importance. Visual aids and supporting materials for oral business presentations are also quickly described, as well as the procedures involved in report preparation, the components and layouts of a formal report, and the steps involved in creating a report.

Objectives

After reading this Unit, you should be able to understand:

- the Meaning of Business Report
- the Need for and importance of business reports
- the Types of Business Reports
- the Characteristics of a good business report
- the Steps involved in the preparation of a report and
- How to organize a report?.

4.1. What is Business Report?

Reports are tools for managerial planning, decision-making, and control. They meet management's information requirements. They might come

from a board, commission, group, or individual. They are always given to whoever or whatever is asking for them. They could be written or verbal. As a result, one definition of a business report is an organized, objective communication of information for a specific business reason.

The main characteristics of a business report are:

- Orderliness,
- Objectivity and
- Communication.

It must not be lackadaisical, which is what is meant by orderliness. In order to be objective, a report must be founded on data rather than preconceptions and the author's opinions. Communication requires that the information be delivered to the intended audience.

4.2. Need for and Importance of Business Reports

When there is an issue, reporting is required. The issue may be related to manufacturing, sales, finances, plant and equipment, the creation of new products, employees, plant location, etc. For a business to operate successfully, reports that contain information must be received, then that information must be analysed and interpreted. Based on knowledge of the production activity during a specific time period, management must plan production and the sale of what is created. Reports are required to evaluate circumstances. They are useful for verifying the accuracy of the management's already-possession information.

Reports are also necessary for gaining fresh perspectives on tricky circumstances. Reports are also necessary for research and inquiry. Instead of acting rashly, wise management will request a report, evaluate the situation, and consider the pros and cons before acting decisively. In order for the management to respond appropriately to problem stressors like failing sales, etc., an objective report given in an unblessed manner will be extremely helpful.

4.3. Type of Business Reports

The business reports lend themselves to several types of classifications, viz.

- Informative Reports and Analytic Reports
- Formal and Informal Reports
- Statutory and Non-Statutory Reports
- Short reports and long reports

- Letter Reports and Memorandum Reports
- Oral Reports and Written Reports
- Routing and Special reports.

Informative Reports: Informative papers only present the facts, without any suggestions or judgments. This group includes daily sales reports, production reports, expenses reports, etc. Later choices by management are based on these reports.

Analytic Reports: Analytical reports also include an analysis of the data, along with interpretations, suggestions, and recommendations. For instance, it is possible to research the reasons why sales declined during the previous season and show the results analytically.

Formal Reports: In addition to the facts, analytical reports present an analysis of the facts along with the interpretations, recommendations, and suggestions. For example, why sales have fallen during the last season may be studied and the findings presented in an analytical manner.

Statutory Reports: According to the Companies Act of 1956, a company must provide the Registrar of Companies with the following reports: Statutory Report, Director's Report, Annual Return, Auditors' Report, and Report of Inspectors designated by the federal government to investigate a company's affairs.

Non-Statutory Reports: Non-statutory reports are a component of an information system created to aid management in creating policies, making decisions, planning, budgeting, etc. These could be delivered to management on a regular schedule or as needed. Reports that are not required by law include: (1) Directors' report to shareholders, (2) Financial Reports, (3) Report on meetings, (4) Reports by executive heads and officers of the company, (5) Reports of Committees of Directors or Special Committees, (6) Reports of the Secretary Short Reports: Short reports are more common in business world. They need little introductory material. They begin directly with conclusions or recommendations. Personal writing is common in short reports.

Long Reports: Length and formality characterize long reports. It has several components or parts viz., (1) Preparatory part, (2) Report Proper and 3) Appendices. It is to be arranged in a highly technical manner.

Letter Reports: The most common form of brief communication is a letter. The letterform used for writing it. It is mailed to a recipient who is not a member of the organisation.

Memorandum Reports: Memorandum Reports are written between acquainted parties. These have a very casual writing style. They are used in connection with commonplace or everyday issues or difficulties. They don't make an opening statement. The majority of memoranda reports deal with issues.

Oral Reports: Oral reports are delivered through spoken communication from one individual to another. The reporter's time is saved. It is inappropriate for important communications or material intended to be archived and analysed for proper interpretations and subsequent actions.

Written Reports: Executives who are busy can peruse written reports when they have time, which saves them time. They are kept as documents forever. It is unlikely that they will be misunderstood. They usually are thorough and precise.

Routine Reports: Regular reports are those that are required for control and feedback purposes and are sent to management by department leaders, salespeople, etc. Without waiting for a particular demand, they could be sent on a regular basis.

Special Reports: The business secretary, auditors, and technical staff may be asked to submit Special Reports regarding particular circumstances or issues. The secretary might be requested to provide information about employee unrest. The technician may be questioned about routine machine breakdowns that interfere with production schedules, and the auditor may be asked to investigate and report on any suspected defalcation.

4.4. Characteristics of a Good Business Report

A good business report if it is to serve the purpose for which it is demanded should possess the following characteristics:

- Clarity
- Accuracy
- Brevity
- Restrained Language
- Convenience

Clarity: Unless the information sought to be conveyed through the report is clear, the purpose of reporting will be defeated. To ensure this, appropriate words and simple language should be used.

Accuracy: To ensure accuracy, complete and correct facts should be

presented in the report, Omissions and commissions should be avoided. Personal views should not colour the report.

Brevity: All irrelevant information and unnecessary details should be avoided in a report. The waste of time will be avoided through this. Brevity may even avoid unnecessary conclusions.

Restrained Language: All exaggerations, superlatives, conclusions not based on facts and sentiments should be strictly avoided. The language used should be restrained and should not be assertive. However, honest, and unbiased opinions can be made.

Convenience: Use of restrained language will ensure convenience in reading the report. Side-headings, tables, charts, graphs, and diagrams, if used liberally in the report, will add to convenience. A brief resume at the beginning and a summary at the end of the report may also be given.

Check Your Progress-1

True/False

a. In a short report, Title is written on top of the first sheet only.
b. Reports are also necessary for research and inquiry.
c. All irrelevant information and unnecessary details should be avoided in a report.
d. Oral reports are not delivered through spoken communication from one individual to another.
e. When there is an issue, reporting is not required.

4.5. Steps Involved in the Preparation of Report

1. Defining the objectives of the report from the terms of reference.
2. Collection of all relevant information, evidence, and data to draw meaningful conclusions.
3. Editing, classification, and tabulation of data
4. Analysis of data
5. Drawing appropriate conclusions or inferences.
6. Making suggestions and recommendations if the terms of appointment or order so require.
7. Preparation of the draft report.
8. Making necessary corrections and changes in the draft report.
9. Preparation of the final report for submission to the management.

4.6. Parts / Layout of a Formal Report

The parts or format of formal report include the following:

1. The heading or title.
2. Letter of Transmittal
3. Table of Contents
4. Body of the report
5. References and Bibliography
6. Index

1. **Heading or Title:** In a long report it is given both on the cover page and the inside sheet next to the cover. In a short report, it is written on top of the first sheet only.

2. **Letter of Transmittal:** A letter addressed to the authority to whom the report is submitted may be included after the inside title sheet.

3. **Table of Contents:** This shows chapter titles with pages duly marked. A separate table of contents for charts, tables and diagrams is given.

4. **Body of the Report:** The body of the report will contain (a) introduction, (b) the development of the subject and findings, (c) conclusions and summary.

5. **Signature:** The report should be signed.

6. **References and Bibliography:** This will be forming part of the report only when it is based on extensive research. It is nothing but a list of books, reports etc., cited in the report, or consulted.

7. **Index:** For lengthy reports giving index at the end of the report is meant for easy reference of specific points.

8. Sample Reports

Directors Report and Chairman's Speech

The Companies Act requires that a Directors' Report dealing with the following matters shall be attached to every Balance Sheet laid before a company in general meeting.

1. The state of the company's affairs.
2. How the company has fared during the year under report and why.
3. Prospects in the current year in which the Annual General Meeting is held:

4. Mention of any special difficulties such as heavy burden of taxation, labor trouble, transport bottlenecks, government policy, falling off in the demand, etc.,

5. Output and sales:

6. Changes in management etc.,

7. The disposal of profits of the company, the non-distributable amount to be credited to any reserves and the distributable amount recommended in the form of dividends or bonuses on the various classes of shares.

The Directors' Report must be duly dated and signed by the Chairman of the Board if he is authorized to do so or it shall be signed by not less than two directors of the company, one of whom shall be a Managing Director where there is one.

A Letter Report from the Secretary of a Company on falling Sales Snowwhite Coolers Limited

30, Nehru Street,

Pondicherry – 1

May 2, 1995.

The Executive Director
Snowwhite Coolers Limited,
Pondicherry – 605 001.

Sir,

Sub:- Report on the Falling Sales at the Karaikal Region during the last half-year.

From the on-the-spot study and the feedback from our field staff and our stockiest at the Karaikal region, the fall in sales noticed there during the last half year are mainly traceable to the increased presence of competition from our market rivals. They had stepped up their promotion campaigns and offered more incentives to the customers and middlemen. Compared to their marketing efforts, our effort had been very deficient particularly in advertising in the mass media, television.

Further, at Karaikal town proper tow duty-free shops have come up and they are doing brisk business attracting even the rural population adjoin the town. In these circumstances, it is essential on our part to step up promotional campaigns and offer incentives to the customers and middlemen to makethem patronize our products.

Yours faithfully,

4.7. Visual Aids and Supporting Materials for Oral Business Presentations

PowerPoint

Microsoft PowerPoint is probably the most used visual aid for presentations as one can easily create attractive and professional presentations with it. The advantage of being able to insert a wide range of videos, audios animations and other things into the slides helps in catching the audience's attention better.

Whiteboards

Whiteboards work great when you must give further explanations like explaining difficult words, explaining the order of a process, creating diagrams etc. They are generally used for writing headings, important information to be displayed for the entire duration, and to note the suggestions given by the audience.

Video clips

You can engage your audience well by using an appropriate audio or video. This also adds variety to your presentation.

Charts and graphs

A variety of charts and graphs are available to assist you in various purposes like pie charts, line graphs, bar charts, flow charts and organizational charts. Choose the most suitable one to convey your points.

Handouts

The key information from your presentation or further information of your presentation may be given in printed form on sheet of papers. These are called handouts. They are generally used when your topic is too complex to understand just by speaking.

Flip chart

In public speaking, flip charts are a low-cost solution to record and convey information while you present. They are very low in technology. They prove to be beneficial when you have a small audience. They are often used for brainstorming sessions to collect the ideas easily and to summarize the information given.

Props

A prop can be either an object or a model. An object is the actual item you are talking about whereas a model is a representation of the item

you are talking about. Whichever prop you use, the purpose is to clarify the message and maximize understanding. They can make a dull topic interesting.

Overheads

An overhead projector is an extremely popular device for using as a visual aid. They can be used to show how a machine works, how a building has been built, to show some step by step procedures or processes.

Let Us Sum Up

In this unit you have studied the following:

Business reports are aids to managerial decision making. It fulfils the information needs of management. The reports may be sent by individualscommittees, a Board, technician, auditors, or a Commission of Inquiry. A business report may be defined as an orderly and objective communication of information that serves a business purpose.

The types of business reports include Informative and Analytic Reports, Formal and Informal Reports, Statutory and Non-Statutory Reports, Short Reports and Long Reports, Letter Reports and Memorandum Reports, Oral Reports and Written Reports and Routine Reports and Special Reports.

The essential characteristics of business reports are Clarity, Accuracy, Brevity, Restrained Language and Convenience.

The steps involved in the preparation of a long report are defining the objectives, collection of information, editing, classification, & tabulation of data, analysis of data, drawing conclusions, making suggestions and recommendations, preparing the rough draft, making necessary corrections and changes, and preparation of the final report.

The parts of a formal report are Title, Letter of Transmittal, Table of Contents, Body of the Report, References and Bibliography and Index.

Check Your Progress-2

1. _____ are aids to management decision making, planning andcontrol.

2. _____ will be forming part of the report only when it is based onextensive research.

3. The body of the report will contain the development of the subject and findings, conclusions and summary.

Glossary

Business Reports, Report Writing

Answers to Check Your Progress-2

a-True

b-True

c-True

d-False

e-False

Answers to Check Your Progress-2

1. Reports

2. References And Bibliography

3. Introduction

Suggested Readings

1. Darics, E., & Koller, V. Language in business, language at work. Bloomsbury Publishing 2018.

2. Gerson, Sharan J., and Steven M Gerson, "Technical Writing: Process and Product", Pearson Education, New Delhi, 8th Edition, 2013.

Unit-5
Written Communication

STRUCTURE

Overview

Objectives

5.1. Introduction

5.2. Revising to improve the content

5.3. Revising to improve the sentence structure

5.4. Proofreading

5.5. Evaluating whether the message achieves its purpose

Let Us Sum Up

Check Your Progress

Glossary

Answers to Check Your Progress

Suggested Readings

Overview

This unit gives a quick overview of written communication and explains how to make text and sentences better. Additionally, a thorough explanation of how to determine whether the communication is succeeding in its goal is provided.

Objectives

After reading this Unit, you should be able to:

- Revise and improve content
- Perform Proof reading

5.1. Introduction

The Written Communication refers to the process of conveying a message through the written symbols. In other words, any message exchanged between two or more persons that make use of written words is called as written communication.

The written communication is the most common and effective mode of business communication. In any organization, the electronic mails, memos, reports, documents, letters, journals, job descriptions, employee manuals, etc. are some of the commonly used forms of written communication.

Such communication is used when the information to be transmitted is lengthy and includes some complex terms that cannot be explained verbally. Also, the organizations maintain their documents in writings such that these can be used as a reference and evidence of any transaction anytime in the future. Thus, it is essential for every business organization to develop effective writing skills and inculcate this in all its employees.

The effectiveness of written content depends on the correct choice of words, their organization into correct sentence sequence and the cohesiveness in the sentences. The information in writing is considered more legal and valid than the spoken words. Also, people rely more on the written content than what has been said orally. But, however, unlike verbal communication the feedback of written communication is not immediate since it is not spontaneous and requires time to get into the understandable form.

5.2. Revising to Improve the Content

Revision typically means you are making sure your information is well organized, appropriate, and complete. This is your opportunity to remove unnecessary text, rearrange paragraphs, or add sections/paragraphs. You may even find it necessary to do more research for a particular part of your paper.

Revising is required for the following purposes

- To improve the content and sentence structure
- Avoiding redundant phrases and words
- Proof-reading to correct grammar spelling, punctuation, format, and mechanics,
- Evaluating whether the message achieves its purpose.

Importance of revising content

- Improving your writing skills
- Remember facts, figures, topics, and methodologies.
- Writing Essay in a polished manner
- Mature piece of writing
- Increase your confidence and reduce anxiety
- End product of your best results

5.3. Revising to Improve the Sentence Structure

Sentence structure

The way a sentence is arranged, grammatically. The sentence structure of your writing includes where the noun and verb fall within an individual sentence. Sentence structure depends on the language in which you're writing or speaking.

Types of sentence structure

- Simple,
- Compound,
- Complex, and
- Compound-complex.

Each sentence is defined using independent and dependent clauses,
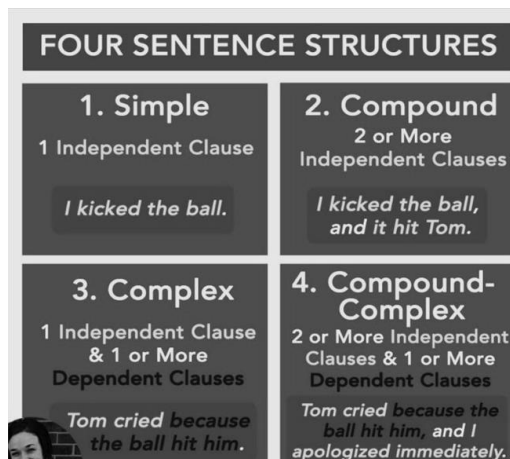
conjunctions, and subordinators.

Fig. Four sentence structures

Source: google

Avoiding redundant phrases and words

Repetition of the same meaningful words in a single sentence. It is an unnecessary part of the sentence structure. Besides, redundant words or phrases do not contribute to the meaning rather removing them improves readability. So, it should be avoided during structuring a sentence.

When a writer unnecessarily repeats something. Avoid phrases like 'exactly the same', 'absolutely essential', 'extremely significant', and 'very unique'. Phrases made up of two or more words that repeat the same idea.

Common examples

- small in size" or "large in size"

- "True facts"

- "Basic fundamentals"

- "Past history"

- "Smiled happily"

- "Evolve over time"

- "Consensus of opinion"

Instead of…	Try saying…
12 midnight	Midnight
12 noon	Noon
a total of 14 birds	14 birds
Biography of her life	Biography
Circle around	Circle
Close proximity	Proximity
Each and every	Each
End result	Result
Exactly the same	The same
Free gift	Gift
In spite of the fact that	Although
In the event that	If
New innovations	Innovations
One and the same	The same
Period of four days	Four days
Repeat again	Repeat
Revert back	Revert
Shorter/longer in length	Shorter/Longer
Summarise briefly	Summarise

Fig. Redundant phrases

Source: google

5.4.Proofreading

Proofreading refers to the process of reading written work for "surface errors. "These are errors involving spelling, grammar, punctuation, format, and mechanics.

Proof reading to correct grammar

- Proofreading is the final stage of the editing process.

- Focusing on surface errors such as misspellings and mistakesin grammar and punctuation.

- Proofreading only after you have finished all your other editing revision.

- Proofreading refers to the process of reading written work for"surface errors."

Proof reading to correct spelling

Spelling errors are among the most common surface errors as well as the most easily corrected.

- Correct spelling errors

- Use spell-checker

- Spelling skill

- Dictionary to help

- Right alternative

Remember that the spell-checker won't help with homonyms, words that sound alike but have different spellings and meanings. Some words that can cause trouble are listed below.

- Their (possessive form of they)

- There (in that place)

- They're (contraction of they are)

- Accept (a verb, meaning to receive or to admit to a group)

- Except (usually a preposition, meaning but or only)

- Who's (contraction of who is or who has)

- Whose (possessive form of who)

- Its (possessive form of it)

- It's (contraction of it is or it has)

- Your (possessive form of you)

- You're (contraction of you are)

- Affect (usually a verb, meaning to influence)

- Effect (usually a noun, meaning result)

- Than (used in comparison)

- Then (refers to a time in the past)

- Were (form of the verb to be)

- We're (contraction of we are)

- Where (related to location or place)

Proof reading to correct punctuation

- Use a comma to signal a pause between the introductory element of a sentence and the main part of the sentence.

  - Frankly, the committee's decision baffled us.

  - Though I gave him detailed advice for revising, his draft only became worse.

- Use a comma when you join two independent sentences with a conjunction (for, and, nor, but, or, yet, so).

  - Meredith wore jeans to the hotel, but she changed before the wedding.

- If the element is in the middle of the sentence, use a comma before and after the element.

  - Marina, who was the president of the club, was the first to speak.

- A restrictive element cannot be deleted without changing the sentence's basic meaning.

  - **Wrong:** I'll return the sweater, that I borrowed, after I wear it tonight

  - **Right:** I'll return the sweater that I borrowed after I wear it tonight.

  - **Wrong**: The people, who vandalized the school, were never caught.

  - **Right:** The people who vandalized the school were never caught.

- Traditionally, commas separate all the items in a series (three or more words, phrases, or clauses that appear consecutively in a sentence).

  - Sharks eat squid, shrimp, crabs, and fish
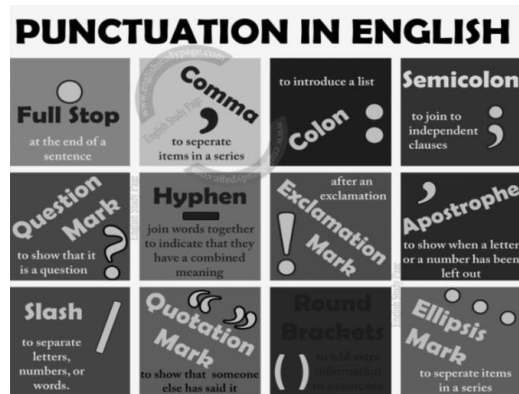
Fig. Punctuation

Source : google

Proof reading to correct format

- Proofreading is about checking your work for mistakes, while formatting is about presentation
- Correcting minor errors and inconsistencies
- Punctuation and capitalization
- Proof-readers check for formatting issues especially in print publishing.

Formatting is everything about your document, including the font you use, the size of the margins, page numbering, and any headers or footers you need in your document. In addition, our formatting service includes:

- A Title Page
- Titles and Subtitles
- Charts and Figures
- Dynamic Tables

Proof reading to correct mechanisms

The very last target for proofreading as you finalize your draft for submission is mechanics. In English writing, mechanics relates to typographic style such as the choice between UPPERCASE and lowercase letters, italics or boldface type and plain style, as well as using figures (e.g., 1, 2, 3) or written out numbers (e.g., one, two, three).

Consider the following as your guide for how to get your writing mechanics right

- Capitalizing

- What to capitalize

- What not to capitalize

- Abbreviations

- Italicizing, underlining, and bolding

- Numbering.

Check Your Progress-1

True/False

a. There are six main qualities for an effective message.

b. The written communication is the most common and effective mode of business communication.

c. The very last target for proofreading as you finalize your draft for submission is mechanics.

d. Spelling errors are among the most common surface errors as wellas the most easily corrected.

e. Repetition of the same meaningful words in a single sentence.

5.5.Evaluating Whether The Message Achieves Its Purpose

We may be certain of a message, its meaning, and intent, and may assume that the message will be clear to the receiver. Without guidelines in place, evaluating our own messages may prove to be a subjective exercise.

There are four main qualities for an effective message:

1. Simplicity
2. Specificity
3. Structure
4. Stickiness

Strategies for evaluating a message

- To evaluate whether a message is effective, we can ask ourselves a series of questions which reflect a message's simplicity, specificity, structure, and stickiness.

Let Us Sum Up

In this unit, you have learned about the following:

The Written Communication refers to the process of conveying a message through the written symbols. In other words, any message exchanged between two or more persons that make use of written words is called as written communication.

The written communication is the most common and effective mode of business communication. In any organization, the electronic mails, memos, reports, documents, letters, journals, job descriptions, employee manuals, etc. are some of the commonly used forms of written communication.

Revision typically means you are making sure your information is well organized, appropriate, and complete. This is your opportunity to remove unnecessary text, rearrange paragraphs, or add sections/paragraphs. You may even find it necessary to do more research for a particular part of your paper.

Proofreading refers to the process of reading written work for "surface errors. "These are errors involving spelling, grammar, punctuation, format, and mechanics

Check Your Progress-2

1. _____ refers to the process of reading written work for "surface errors.

2. Revision typically means you are making sure your information is well organized, appropriate, and_____.

3. Types of sentence structure Simple, Compound, Complex, and _____.

Glossary

Written communication, Proof reading, revising

Answers to Check Your Progress-1

a-False

b-True

c-True

d-True

e-True

Answers to Check Your Progress-2

1. Proofreading

2. Complete

3. Compound-complex.

Suggested Readings

1. Sharma R C & Mohan K, Business Correspondence & Report Writing, TMH, 2009.

2. Stuart Bonne E., Marilyn S Sarow and Laurence Stuart, "Integrated Business Communication in a Global Market Place",3rd ed. John Wiley India, New Delhi,2007.

Unit- 6
New age Communication Channels

STRUCTURE

Overview

Objectives

6.1. Introduction to New age communication channels

6.2. Types of New age communication channels

6.3. Social Networking Sites

Let Us Sum Up

Check Your Progress

Glossary

Answers to Check Your Progress

Suggested Readings

Overview

The New Age communication channels are thoroughly described in this unit. Additionally, the social networking websites have also been thoroughly described.

Objectives

After reading this Unit, you should be able to:

- Understand and use new age communication channels

- Understand and use social networking sites

6.1. Introduction to new age Communication Channels

Communication has seen drastic changes in last century. The advancement in science and technology has affected the way people communicated with each other on this globe. The change has been felt more over in Business Communication. One of the reasons of effect of technology on Business Communication has been the phenomenon of Globalization.

In past two decades, the world has shrunk into a global village. This world has become small because of modern tools of communication. How fast and accurately the message is sent is also very important. Thus, the role of modern technology and internet tools becomes vital in business communication. These modern tools have become part and parcel of business setup. The open international economic system has made it essential for all business houses, big or small, to remain

connected, round the clock, with the world. And without these tools no business house can afford to win customers. Let us study these modern business communication tools in detail and see how effectively they can be used for communication. We shall also throw some light on their advantages as well as disadvantages.

6.2. Types of new age Communication Channels

Internet

The role of the Internet in business communication is varied and has come to be of great importance. It can be used to increase effective communication both internally and externally. Use of the Internet can make it easier to connect with others quickly and more often, in addition to exchanging a wide array of media types. It can be used to communicate purchase information to vendors and by customers to ask questions. The factors that make the role of the Internet in business communication important can also cause conflict, depending on the way the medium is used.

Email is one of the most popular uses of the internet in business communication. It is widely used for both internal and external communications. One of the most significant internal uses of the Internet in business communication is the intranet site. This is a website that is only available to the members of a particular organization.

An important method of external use of the Internet in business communication is the website. This can be an effective method of communicating with customers, vendors, and business partners. Some roles of the Internet in business communication are less positive. Though the speed with which communications can be sent over the Internet can be useful, it can also lead to complications. This can include errors in documents which are sent so quickly that they cannot be corrected in time to avoid a costly mistake.

Website

Virtual location on WWW, containing several subject or company related webpages and data files accessible through a browser. Each website has its own unique web address (see uniform resource locator) which can be reached through an internet connection.

The opening page of a website is usually called homepage which contains hyperlinks to other pages on the same or other site(s). A dedicated website for business is not only for marketing or sharing information about the business but it also is a strong communication link to connect with the customers. Some such websites are http://www.rbi.org.in, http://www.pondiuni.edu.in, www.nokia.com,

www.licindia.com.

Advantages

- The company can maintain direct contact with the customers.

- Instant availability of information.

- Giving customers a choice to select and compare the products and services.

- Opening window for ecommerce, wherein customer can buy products/services online.

- Instantly solving grievances of the customers, which is very important in the competitive world.

- Reading minds of customers – for this, space for 'comments' by customers should be available on website wherein customer can 'text' some message as feedback.

Disadvantages

- Cost of development and maintenance.

- It should always be under the vigilance. Interactive websites should be protected from hackers.

- There should be personnel always virtually present to reply to customers' queries and grievances. Delay in responding to customers.

- Ignorance of customers in using website for communication.

Email

Electronic mail (email) is a letter transmitted using internet technology. The transmission may be between two computers or smart mobile devices which support transmission of data through internet. The beauty of email is its speed of transmission. Now and then, email is compared with traditional mail where in email stands triumphantly ahead because of its speed and cost effectiveness of transmission of information. The email reaches farthest corner of the globe within millisecond. The only condition is that the said corner should be connected through internet. It does not only send text-messages, but also sends images, colorful graphics, audio and video messages (multimedia messages). Emailing is almost free of cost. Today, there are several email service providers like Yahoo, Google, Hotmail, Rediff mail, India times etc., which give unlimited space for storing incoming and outgoing mails, that too, totally free to the users.

Advantages

- Email is fast in transmitting multimedia messages.

- It saves time and money as it is very economical.

- The communication is written and thus has more legal importance than other electronic communications.

- It is easy to retrieve email communication for future reference.

- It facilitates communication with multiple parties at a time.

- It is most suitable for open international economic system which is characterized by changing business environment, geographically distributed workgroups, extreme mobility, and the need of rapid information dissemination.

- Email services are available on smart phones, PDAs, and other such hand-held devices. So, even without computer or laptop, accessing email is easy and user- friendly.

Disadvantages

- The free email service providers do not guarantee secrecy of the messages transmitted over emails. Thus, it becomes harmful to business if such free service providers' email platform is used for business transactions.

- It does not create better context for communication, and it does not clarify the tone of messages.

- It is sometimes seen as impersonal and prone to misunderstanding because verbal cues and context are missing.

- Managing unwanted (spam) mails is biggest problem.

- Uncertainty in receipt of mail to the receiver.

- It is asynchronous communication and so is not as effective as telephonic conversation or chatting communication on IMs (Instant Messages).

- Lack of infrastructure in remote rural areas poses biggest hurdle in its spread and reach.

Smart mobile phones

Mobile phones (smart as well as simple) have better penetration in the market than laptop or computer or internet technology. It is believed that the uses of mobile phones are ten times greater than internet users in India. The growth rate of mobile phone users is far ahead of

internet users.

Thus, it gives greater opportunity in using smart as well as simple mobile phones as business communication tool. All simple phones come with facility of SMS (Short Message Service). The SMS has tremendous potential to be very effective business communication tool. The smart mobile devices have several inbuilt applications and others are downloadable. Such applications run with the help of GPRS internet connection. Thus, such GPRS enabled mobile devices provide better business communication opportunities.

Advantages

- An SMS can reach wider audience in almost no time and there are far more chances of the message being read instantly than that of website / blog / email.

- The chances of instant feedback are also far better with SMS.

- Useful for marketing.

- The SMS ensures less spam, it is cost effective and time saving.

- It is helpful in market campaign, promotion of product, survey andvoting.

- The GPRS enabled phones can be used in viewing websites, blogging and mailing.

- The development of software applications helps in ecommerce, paying utility bills, fund transfers etc.

- Possible for transmitting audio and video messages.

Disadvantages

- The health hazards which are supposed to cause terrible mental and physical illness because of extensive use of mobilephones.

- The ban on unwanted SMS and mobile calls may be disadvantageous to business houses.

- The infrastructure for WLAN or 3G is still at primary level and it may take long time in spreading its penetration in towns and rural places.

- Cost of the hi-tech mobile devices.

Blog

Blogs are traditionally known as digital diaries to keep records of journey, routine work or sharing information on relevant topics or used

for self-expression. Just like email service providers, there are free blog service providers.

Some of the popular free blog servers are www.blogger.com, www.wordpress.com, www.bigadda.com etc. The companies have their own personalized blogosphere which is much protected and under control from unwanted users and hackers. The openness and transparent nature of the blog can be used effectively by business houses to provide online platform to their stakeholders to access relevant, useful and timely information.

Advantages

- It is almost free to start a blog and maintain it.
- It helps to disseminate information quickly, efficiently and effectively to their clients and to other operating units of the business.
- It facilitates more open and direct communication channel with all stakeholders.
- It helps in reduction of cost for communication with clients and other stakeholders.
- It helps in collaboration from various workgroups situated geographically at remote places.
- Blogs can be linked with email and SMS. It helps in instant transmission of information as and when blogs are updated with latest information.

Disadvantages

- Blogs are good for service providers rather than product sellers.
- Need for skill to make optimum use of blogs.
- Lack of infrastructure and awareness in remote areas.

Check Your Progress-1

True/False

a. All simple phones come with facility of SMS (Short Message Service).

b. Blogs are good for service providers rather than product sellers.

c. Point-to-point (two-person) video conferencing system works much like avideo telephone.

d. Electronic mail (email) is a letter transmitted using internet technology.

e. Communication has not seen drastic changes in last century.

VoIP

Voice over Internet Protocol (VoIP) is voice messaging technology. It is a technology that enables voice messages to be sent via the Internet, often simultaneously with data in text or other forms. It is attractive to businesspeople because it helps in making far distance (international) calls and transmission of voice data almost free of cost.

Advantages

- The cost effectiveness on long distance calls. Some of the software's used for these purposes are Skype, G-Talk, and Yahoo Messenger etc.

- It also helps in conducting meeting or video conferencing (if webcam is also connected)with various work groups from various parts of the globe.

- VoIP is also available on smart mobile phones. It really integrates business needs and optimizes business communication.

Disadvantages

- Lack of secrecy in calls. The VoIP communication can be intercepted, traced and recorded.

- Need for internet connections and devices with both parties.

- Need for high-speed internet connection.

- The lack of infrastructure in remote areas.

Instant messenger (IM)

This kind of applications helps in synchronous communication with the people logged in to it. Some of popular chat applets are Yahoo Messenger, Google Talk, MSN messenger, Rediff Bol, Skype, WhatsApp, Nimbuzz, and several others for mobile devices. As and when two people, remotely situated, get connected through similar chat applet, via internet, they can type and send message to each other. The typed messages are displayed on each computer or mobile phone almost at the same time. Thus, such communication is known as synchronous, whereas emails/SMS are asynchronous communication.

Advantages

- It is possible to communicate, one to one, one to many, many to many instantly with lesser or no cost.

- No restriction of geographical area.

- Exchange of images, videos, presentation files are also possible.

- Possible to make calls and have group discussion or meeting also.

- It is very effective tool in problem solving as IMs provides instant responses.

- Its compliance with mobile phones.

Disadvantages

- People doesn't take as a serious business communication tool since it is an informal form of communication.

- Less reliability of conversation than email or blog.

- Need for higher effort in sing as a business communication tool.

Video Conferencing

Videoconferencing may be described as a method of conferencing between two or more locations where both sound and vision are transmitted and received to enable simultaneous interactive communication. Due to its cost, it was originally only used by multinational companies to link worldwide sites. However, as the technology has improved and costs have fallen dramatically, it is now used extensively in education and commerce.

Videoconferencing can save significant amounts of money in terms of both travel costs and time It can also open new methods of communication e.g., linking several schools together to enhance the learning experience. Videoconferencing is certainly growing very rapidly and can save a great deal of money. Multinational corporations have been routinely using it since the 1980's. A videoconference is a live connection between people in separate locations for the purpose of communication, usually involving audio and often text as well as video. Videoconferencing (or video conference) means to conduct a conference between two or more participants at different sites by using computer networks to transmit audio and video data. The popular software applications facilitating video conferencing are Zoom, GoogleMeet, Microsoft Team

Point-to-point (two-person) video conferencing system works much like a video telephone. Each participant has a video camera, microphone, and speakers mounted on his or her computer. As the two participants speak to one another, their voices are carried over the network and delivered to the other's speakers, and whatever images appear in front of the video camera appear in a window on the other participant's monitor.

Multipoint videoconferencing allows three or more participants to sit in a virtual conference room and communicate as if they were sitting right next to each other. Until the mid-90s, the hardware costs made videoconferencing prohibitively expensive for most organizations, but that situation is changing rapidly. Many analysts believe that videoconferencing will be one of the fastest-growing segments of the computer industry in the latter half of the decade.

Advantages

- Convenience
- Cost savings for travel, accommodation, and staff time
- Ability to link several sites simultaneously
- Access to remotely located experts
- Having a set time for the meeting encourages more control and less time wasted on non-agenda items

Disadvantages

- The quality of the received images can be compromised by thetechnology
- On lower quality links, movement can be jerky
- Body language can be lost if movement is jerky and/or picturequality is reduced
- There May be a delay on the sound that participants need to getaccustomed to
- Some believe that the atmosphere of a normal face-to-face meeting is lost

6.3. Social Networking Sites

Social networking Sites (SNS) is a web site that provides a virtual community for people interested in a particular subject or just to hang out together. Members create their own online profile with biographical data, pictures, likes, dislikes, and any other information they choose to post. They communicate with each other by voice, chat, instant

message, videoconference and blogs, and the service typically provides a way for members to contact friends of other members. Though, it is still used by teenagers for killing time, several business houses have realized its potential to woo teenage customers and are making effective use of it in establishing essential communication links with younger generation.

One can find dating sites, friendship sites, and sites with a business purpose and hybrids that offer a combination of these. The popular SNS are Facebook, Twitter, Linked-In, Pinterest, Google Plus, Instagram, Flickr etc. The corporate houses have realized the power and potential of popular SNS. Now-a-days, there are several companies having their twitter account and they create trail of 'followers'. They tweet to market their product and services.

The customers can 'retweet' and have discussion, ask questions, and have two-way communications with the company through twitter. The companies also have their pages and groups / communities on Face book. They make optimum use of free space provided by these SNS to have their website or blog like pages and woo customers over such web platforms. SNS is that it gives opportunity to companies to reach wider audience and it is again free of cost. It gives customers to reach the company without wasting much of their time and money.

Check Your Progress-2

1._____is a letter transmitted using internet technology.

2.Blogs are traditionally known as_____.

3._____is voice messaging technology.

Let Us Sum Up

In this unit, you have learned about the following:

The uses of modern communication channels in the day-to-day business transactions are very much important in this globalized world. Business cannot move without updating the technology changes happening to deal with ever changing economic environment and competition. The modern communication technology like Internet, Video conferencing, Tele conferencing, Instant Messengers, Social networks, blogs etc. are widely useful medium for the business to tackle the above situation.

Glossary

Communication Channels, New age communication channels, social networking sites

Answers to Check Your Progress-1

a-True

b-True

c-True

d-True

e-False

Answers to Check Your Progress-2

1. Electronic Mail

2. Digital Diaries

3. Voice Over Internet Protocol (VoIP)

Suggested Readings

1. Raman, Meenakhshi, andPrakash Singh, Business Communication. O U P, New Delhi,2008.

2. Sanjay Kumar & Pushpalatha, Communication Skills, Oxford University Press, 2011.

Block-3: Introduction

The Block-3: **Etiquette and Interview** has been split into four Units (Unit-7 to Unit-10).

Unit-7 : Body Language and Etiquettes explains about the Introduction, Definitions, Important features of Body Language, Examples of Body Language, Positive and negative body language, Concept and Definition of Etiquette, Need of Etiquettes, Types of Etiquettes and Business Etiquettes.

Unit-8: Interview deals with Interview Concept and Definition, Purpose/Objective of Interview, Types/Classification of Interview, Guidelines for Effective Interview, Art of conducting and participating in interview.

Unit-9 : Curriculum Vitae / Resume Writing describes about Introduction, Concept and Definition, Objective/ Purpose of CV/Resume Writing, Importance of CV/Resume Writing, Tips for CV / Resume Writing, Dos and Don'ts in CV/Resume Writing and How to write a Cover Letter

Unit-10 : Company Meetings presents about the Company Meetings, Kinds of Meetings, Opening and closing of meeting, Brainstorming, E-Meeting.

In all the units of Block -3: **Etiquette and Interview**, the Check your progress, Glossary, Answers to Check your progress and Suggested Reading has been provided and the Learners are expected to attempt all the Check your progress as part of study.

Unit-7
Body Language and Etiquettes

STRUCTURE

Overview

Objectives

7.1. Introduction

7.2. Definitions

7.3. Important features of Body Language

7.4. Examples of Body Language

7.5. Positive and negative body language

7.6. Concept and Definition of Etiquette

7.7. Need of Etiquettes

7.8. Types of Etiquettes

7.9. Business Etiquettes

Let Us Sum Up

Check Your Progress

Glossary

Answers to Check Your Progress

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Overview

In this Unit, Definitions, Important features of Body Language, Examples of Body Language, Positive and negative body language, Concept and Definition of Etiquette, Need of Etiquettes, Types of Etiquettes and Business Etiquettes have all been thoroughly explained.

Objectives

After reading this Unit you should be able to:

- Understand important features of Body Language

- Define Business Etiquettes

- Apply Business Etiquettes

7.1. Introduction

Our state of mind is expressed in our body language. For example, if we doubt something we hear, we raise an eyebrow. If we feel puzzled, we scratch our nose. We cross our arms to isolate or protect ourselves. We

shrug our shoulders to express indifference. We wink as a sign of intimacy. If we are impatient, we drum our fingers. We strike our forehead with our hand when we have forgotten something. We rock when we feel anxious, and we sway backwards and forwards on our feet when we are in a situation of conflict. An inexperienced speaker in an auditorium expresses his anxiety by moving from one side to another, staring at the ceiling, walking round in circles, or rubbing his hands together.

It is interesting to note that a vast majority of us communicate several messages without using speech quite often. When you are offered a cup of coffee you not only say: No, thank you ', but also shake your head or cross your hands. When someone attempts to touch you for a penny, you indicate your denial through words as well as shaking your palm. When someone is in difficulty, he wrings (twists) his hands in frustration. The study of body movements is also known as Kinesis.

Body language is so important that a description of it has entered our spoken language. You say that someone blinked to mean that he was confused; someone was bleary eyed to mean that he was not focusing, and someone kept his fingers crossed to mean that he was eagerly anticipating and so on and so forth. Our language itself has several such expressions recognizing body language. Communication experts point out that only a small percentage of communication is verbal whereas a large percentage is through body language.

If you are aware of what you do with your body, your self-understanding becomes deeper and more meaningful. Once you manage to control your body language, you will be able to cross many defensive barriers and establish better relationships.

7.2. Definitions

Body language is a powerful communicator. A large percentage of what we deliver is derived from our speech tones, our gestures, movements, mannerisms, expressions, and idiosyncrasies. It is without doubt the stronger communicator, with so much emphasis being placed on how statements and stories are delivered rather than relying on actual words to get our statements across.

Body language is a type of nonverbal communication that relies on body movements (such as gestures, posture, and facial expressions) to convey messages.

The gestures, postures, and facial expressions by which a person manifests various physical, mental, emotional states and communicates nonverbally with others.

Fig: Body Language

Source: google

7.3.Important Features of Body Language

Posture

The way a person stands, or sits is his posture. It is good to adopt a flexible erect posture rather than a stiff or slouching posture. An erect posture reveals confidence and poise. Drooping shoulders, sagging in the seat, etc., reveal a feeling of depression and lack of interest.

Head Motion

In oral communication, the movement of the head plays an important role. No one is expected to keep on shaking his head, but appropriate nods and shakes of the head enhance the level of communication.

Facial Expression

Face is the index of the mind. However much one tries, his hidden feeling of anger, fear, confusion, uncertainty, enthusiasm, and joy will get revealed by the facial expression. Sometimes, the words that you utter may be contradicted by your facial expression. A teacher might ask the student if he understood the idea, but he should not wait for an answer. A lack- luster bewildered facial expression would anything reveal that the student has not grasped

Eye Contact

In an oral communication context, the speaker and listener should not only face each other but also maintain correct eye contact. If someone

avoids direct eye contact, he is suspected to be sly or cunning. In eastern countries, subordinates or younger people may avoid direct eye contact out of respect or deference, but it will be misunderstood in an international context. The Tamil poet Subramanya Bharathi has praised upright bearing and straight eye contact.

Gestures

Movement of hands and fingers enhance communication. But gestures are culture specific. A clenched fist may mean emphasis for an American but disrespect for an Indian. A thumb up sign, a movement of the index finger communicates messages effectively. Continuous gestures should be avoided.

Non-verbal communication in short, adds, subtracts, and amends our message. In an oral communication context, all the above features of body language play an important role. If you expect to communicate in a relaxed atmosphere, you must kill and destroy the stiffness with appropriate components of body language. Though gestures are culture specific some of them have become universal cutting across cultural boundaries. They have become emblematic. A—Vll sign with index linger and central finger stands for victory. A thumbs up sign stands for hitchhiking.

A wave of the arm is for a hello or a good- bye. Emblems directly stand for a verbal message. Certain gestures are illustrators for they illustrate a point. An arm can be used to draw a circle. The index finger shown with a little shake stands to emphasize a point as an illustrator.

Certain gestures made unconsciously will reveal the mental state of the speaker. Anger, fear, nervousness etc., are often revealed by fidgeting, shifting of legs etc., Twisting the shirt button or cufflinks, rubbing the necktie, scratching the cheek, nose, stroking the chin are some of the innumerable unconsciously acquired gestures. If overdone, they may degenerate to the level of mannerisms. One must avoid the habit of over-gesturing in oral communication to one situation or when a speaker addresses an audience. The audience may be small as in a group discussion or large in the case of some business meetings. In all these situations, body language plays an important role.

Paralanguage

In oral communication situations paralanguage plays an important role while speaking or listening. The speaker or listener makes use of sounds like Hmm'–_ha', or clicks his tongue or chuckles. These sounds though do not have a semantic value (meaning), are in fact important

prompters in maintaining an unbroken communication chain. They are effective tools of listening. Empathetic listening (ability to imagine and share another person 's feelings, etc.) is characterized by the use of para- language. Our speech is affected by the volume of our voice, the speed of articulation and such sounds made by clicking of our tongue, chuckling, etc. We come across people whose voices quiver when excited. Some others raise the decibel level of their voice. These are people who shriek or shout when provoked. All these lead to an evaluation of the personality of the communicator.

Voice and Tone

It is possible to communicate an unpleasant information pleasantly or good news badly. When you tell someone, you have done a great job', it is your statement and the tone together show the receiver whether you are complimenting him or ridiculing him. A complimentary tone is distinctly different from a sarcastic tone.

Space

In oral communication situations, the space between the speaker and the listener is important. Americans consider that a person who comes very close to him while speaking, say, less than two feet is invading into his privacy. Only in intimate and personal situations can people move closer than a foot and a half. To us, who are used to overcrowded public transport system, the American practice of maintaining space in the elevator will be rather surprising whereas to him our invasion of his personal space revolting.

Silence

In oral communication situations, silence plays an important role. People quite often talk about eloquent silence. Yes, silence can send communication signals. Silence in a particular situation may mean acceptance, agreement and in certain others indifference, apathy or even anger.

Listening – a Proactive Skill

In oral communication situations, listening plays an important role. Listening is different from hearing. One can hear all noises and sounds and yet could be a poor listener. Listening is hearing attentively and responding appropriately. Only a good listener can become a good speaker. Attentiveness begins with the posture a listener adopts while he is listening. If a person inclines towards the speaker, it means that the speaker is not clear either in the message or in his articulation. If the

listener tilts his head backwards, it shows that he is indifferent. A Good listener is proactive. He is, as they usually say, ―all ears. He responds appropriately using paralanguage. He says, hmm―yeah― yes―come on now and then. He asks questions and verifies facts. A listener 's role in an oral communication situation is as important as a speaker's role.

Listening in communication has several beneficial results. Good listening leads to getting useful and updated information. Good listening creates a better understanding and rapport between the speaker and listener. Good listening leads to better decisions. Good listening provides the best feed back to the speaker.

Check Your Progress-1

True/False

a. Finger-tapping demonstrates that a person is growing impatient or tired of waiting.

b. Our state of mind is not expressed in our body language.

c. Good listeningleads to getting useful and updated information.

d. Certain gestures made unconsciously will reveal the mental state of the speaker.

e. Body language is not a powerful communicator.

7.4. Examples of Body Language

Following are some examples of body language, and what each example communicates to other people:

Arms crossed over the chest: This example of body language can indicate that a person is being defensive. It can also demonstrate that the individual with crossed arms disagrees with the opinions or actions of other individuals with whom they are communicating.

Nail biting: Nail biting is a type of habit than can demonstrate stress, nervousness, or insecurity. Oftentimes people bite their nails without even realizing it.

Hand placed on the cheek: This example of body language can indicate that a person is lost in thought or is considering something. Sometimes when the hand is on the cheek, it is accompanied by a furrowed brow, which further demonstrates deep concentration.

Tapping or drumming the fingers: Finger-tapping demonstrates that a person is growing impatient or tired of waiting.

Head tilted to one side: A tilted head demonstrates that a person is listening keenly or is interested in what is being communicated.

Touching the nose: When someone touches or rubs their nose, it can signify several things: it can be a signal of disbelief or rejection, or it can also demonstrate that an individual is being untruthful about what they are saying.

Rubbing the hands together briskly: This can show that a person 's hands are cold. It is also a way of communicating that an individual is excited for something or is waiting in anticipation.

Placing the tips of the fingers together: "Steeping" of the fingers, or placing the tips of them together, is a demonstration of control and authority. This type of body language can be used by bosses or authority figures to subtly demonstrate that they are running things.

Palms open, facing upward: An open palm is a sign of openness and honesty. It can be a show of submission — in older days when many people carried weapons, this was used to show that they were not holding one — or of sincerity and innocence. Some people open their palms during worship at church as a sign of submission and respect.

Head in hands: Yet another example of body language that might mean several things, the head in hands move can demonstrate boredom, or it might show that a person is upset or ashamed and does not want to show their face.

Locked ankles: When the ankles are locked together, either while standing or seated, it can communicate nervousness or apprehension.

Standing up straight, shoulders back: This position shows that a person is feeling confident of him or herself and is often accompanied with walking at a brisk stride.

Stroking of the beard or chin: When one strokes the chin, he or she is communicating deep thought. Such a motion is often used unintentionally when an individual is trying to come to a decision about a matter.

Pulling of the ear: People often pull the lobes of one of their ears when they are attempting to decide but remain indecisive. This motion demonstrates the inability to conclude.

Each of these examples of body language clearly communicates a message even without saying a word. Now that you know about these examples, you can be on the lookout for people using body language in

7.5. Positive and Negative Body Language

Positive body language

Posture: The way a person stands, or sits is his posture. It is good to adopt a flexible erect posture rather than a stiff or slouching posture. An erect posture reveals confidence and poise. Drooping shoulders, sagging in the seat, etc., reveal a feeling of depression and lack of interest.

Handshake: shake hands firmly

Head motion: Nodding head is a positive gesture. No one is expected to keep on shaking his head, but appropriate nods and shakes of the head enhance the level of communication.

Eye contact: the speaker and listener should not only face each other but also maintain correct and steady eye contact.

Facial Expression: Having a pleasant face enhances positivity

Taking notes: Taking notes lets others know that you value what they are saying and that you are engaged in the conversation. Taking notes is not appropriate though in every situation.

Slower: Take a deep breath, hold it for a second or two, and let it out. Focus on slowing down your speech and body movements a bit. This will make you appear more confident and contemplative. It will also help calm you down if you are nervous.

Voice and tone

- Volume of voice (pleasant, audible volume)

- Tone of voice (confident, assuring tone)

- Modulate voice (avoid high pitch)

Space: In oral communication situations, the space between the speaker and the listener is important. A person who comes very close while speaking, say, less than two feet is invading into his privacy

Silence: In oral communication situations, silence plays an important role. People quite often talk about eloquent silence. Silence in a particular situation may mean acceptance, agreement and in certain others indifference, apathy or even anger.

Negative body language

Checking the time: Looking at a timepiece signals that you do not want

to be there and that you have more important things to be doing

Looking somewhere else: This tells people that you are shy or disinterested.

Touching your face: Everyone has a little itch they need to scratch now and again but repeatedly touching your face while speaking with someone is an indication that you are lying.

Tapping: Do not tap; it is simple. Tapping your fingers, feet, or even a pen indicates stress or impatience.

Fake smile: People know when you are faking a smile so do not even bother trying. A true smile comes from more than just your mouth. It can be seen in your entire face including your eyes

Over blinking: Blinking is normal but over blinking is usually a sign of anxiety and nervousness. Practice your blinking habits while looking at yourself in the mirror.

7.6. Concept and Definition of Etiquette

Most of the etiquette experts agree that proper etiquette begins by showing respect for others, being honest and trustworthy, putting others at ease and showing kindness and courtesy to others. Only after that should you focus on the details of specific situations.

The word "etiquette" comes from the French word "estique," meaning to attach or stick. The noun "etiquette" describes the requirements of behaviors according to conventions of society.

It includes the proper conduct that is established by a community for various occasions, including ceremonies, court, formal events, and everyday life.

The short definition at Merriam-Webster.com is "the rules indicating the proper and polite way to behave." The full definition is "the conduct or procedure required by good breeding or prescribed by authority to be observed in social or official life."

Etiquette is a set of customs and rules for polite behavior, especially among a particular class of people or in a particular profession.

Etiquette includes a wide range of behaviors, including kindness, consideration, elegance, style, and decorum. Here are some quick tips to help you with the social graces:

- Ask yourself if the behavior is kind or generous before engaging in the act.

- Make sure you are putting others first without putting yourself

down

- Practice good etiquette so that it comes naturally and from the heart.

- Since etiquette varies from one society to another and periodically changes continue to learn the new rules and follow them.

7.7. Need of Etiquettes

1. Etiquette makes you a cultured individual who leaves his mark wherever he goes.

2. Etiquette teaches you the way to talk, walk and most importantly behave in the society.

3. Etiquette is essential for an everlasting first impression. The way you interact with your superiors, parents, fellow workers, friends speak a lot about your personality and up- bringing.

4. Etiquette enables the individuals to earn respect and appreciation in the society. No one would feel like talking to a person who doesnot know how to speak or behave in the society.

5. Etiquette inculcates a feeling of trust and loyalty in the individuals. One becomes more responsible and mature. Etiquette helps individuals to value relationships.

7.8. Types of Etiquettes

1. **Social Etiquette-** Social etiquette is important for an individual as it teaches him how to behave within the society in just and appropriate manner.

2. **Business Etiquette-** Business Etiquette refers to how an individual should behave while he is at work. It also includes ways to conduct a certain business in a prescribed manner. Don't ever cheat customers. It is simply unethical. Each one needs to maintain the decorum of the organization. Don't loiter around unnecessarily or peep into other's cubicles.

3. **Meeting Etiquette-** Meeting Etiquette refers to styles one need to adopt when he is attending any meeting, seminar, presentation and so on. Listen to what the other person has to say. Never enter meeting room without a notepad and pen. It is important to jot down important points for future reference.

4. **Interview Etiquette-** Interview etiquette refers to codes of

conduct an individual must follow while appearing for interviews.

5. **Telephone Etiquette-** It is essential to learn how one should interact with the other person over the phone. Telephone etiquette refers to the way an individual should speak on the phone. Never put the other person on long holds. Make sure you greet the other person. Take care of your pitch and tone.

6. **Eating Etiquette-** Individuals must follow certain decorum while eating in public. Don't make noise while eating. One should not leave the table unless and until everyone has finished eating.

7. **Bathroom Etiquette-** Bathroom etiquette refers to the set of rules which an individual needs to follow while using public restrooms or office toilets. Make sure you leave the restroom clean and tidy for the other person.

8. **Wedding Etiquette-** Wedding is a special event in every one's life. Individuals should ensure they behave sensibly at weddings. Never be late to weddings or drink uncontrollably To conclude, etiquette transforms a man into a gentleman.

7.9. Business Etiquettes

Business Etiquette refers to set of rules an individual must follow while he is at work. One must respect his organization and maintain the decorum of the place.

Business Etiquette refers to behaving sensibly and appropriately at the workplace to create an everlasting impression. No one would take you seriously if you do not behave well at the workplace. Remember we can't behave the same way at work place as we behave at our homes. One needs to be professional and organized.

It is important to behave well at the workplace to earn respect and appreciation.

Do's and Don'ts at workplace:

1. Never adopt a casual attitude at work. Your office pays you for your hard work and not for loitering around.

2. Don't peep into other's cubicles and workstations. Knock before entering anyone's cabin. Respect each other's privacy.

3. Put your hand phone in the silent or vibrating mode at the workplace. Loud ring tones are totally unprofessional and disturb other people.

4. Don't open anyone else's notepads registers or files without his

permission.

5. It is bad manners to sneeze or cough in public without covering your mouth. Use a handkerchief or tissue for thesame.

6. Popping chewing gums in front of co-workers is simply not expected out of a professional.

7. Stay away from nasty politics at the workplace. Avoid playing blame games.

8. Keep your workstation clean and tidy. Throw unwanted paper in dustbin and keep files in their respective drawers. Put a label ontop of each file to avoid unnecessary searching.

9. Never criticize or make fun of any of your colleagues. Remember fighting leads to no solution. There are several other ways to express displeasure. Sit with your colleagues, discuss issues face to face and decide on something which ismutually acceptable.

10. Take care of your pitch and tone at the workplace. Never shout on anyone or use foul words. It is unprofessional to lash out at others under pressure. Stay calm and think rationally.

11. Never attend meetings or seminars without a notepad and pen. It is little tough to remember each, and everything discussed in the meeting. Jot down the important points for future reference. Wait for your turn to speak.

12. Pass on information to all related recipients in the desired form. Communicate through written modes of communication preferably through emails. Keep your reporting boss in the loop.Make sure your email signatures are correct.

13. Reach office on time. One must adhere to the guidelines and policies of the organization. Discipline must be maintained at the workplace.

14. No organization likes to have a shabbily dressed employee. Shave daily and do not use strong perfumes.

15. Never wear revealing clothes to work. Body piercing and tattoo are a strict no at the workplace. Females should avoid wearing heavy jewelry to work.

16. Don't pass lewd comments to any of your fellow workers.

17. While having lunch together, do not start till the others have

received their food. Make sure your spoon and fork do not make a clattering sound. Eat slowly to avoid burping in public.

18. Respect your fellow workers and help them whenever required.

19. It is unethical to share confidential data with external parties and any other individual who is not related to the organization. Data in any form must not be passed to anyone outside the organization.

20. Office Stationery is meant to be used only at work. Taking any office property back home is equivalent to stealing.

21. Make sure you turn off the monitor while you go out for lunch or tea breaks. Switch off the fans, lights, printer, fax machine, scanner before you leave for the day.

22. Don't bring your personal work to office. Avoid taking kids to office unless and until there is an emergency.

23. Park your car at the space allocated to you. Don't Park your vehicle at the entrance as it might obstruct someone's way.

24. Never ever drink while you are at work. Smoke only at the smoking zones.

Dress Code/ Clothing Etiquettes

One must dress as per the occasion. Avoid wearing jeans, capris, shorts, T - Shirts or sleeveless dresses to work. Follow a professional dress code. Make sure you feel comfortable in whatever you wear. It is not always necessary to wear expensive clothes rather wear something which looks good on you.

Choose professional colors like black, blue, brown, grey for official attire. Bright colors look out of place in corporate. Light and subtle colors exude elegance and professionalism and look best in offices.

Make sure your clothes are clean and ironed. One should never go shabbily dressed to work.

Prefer wrinkle free clothes.

Hair should be neatly combed and kept short. Spikes hairstyle looks good only in parties and informal get together. Females should tie their hair. It gives a neat look.

Male

1. Male employees ideally should combine a simple shirt with

trousers. Make sure the colors are well coordinated. Prefer a light color shirt with a dark trouser and vice a versa. Do not wear designer shirts to work. Prefer plain cotton or linen wrinkle free shirts in neutral colors.

2. The shirt should be properly tucked into the trouser for the professional look.

3. Prefer full sleeves shirts at workplace. Never roll up your sleeves.

4. Silk ties look best on professionals. Don't go for designer ties. The tie should neither be too short nor too long. The tip of the tie ideally should touch the bottom of the belt buckle. Slim ties are not meant for offices.

5. Wear leather belts to work preferably in black or brown shades. Do not wear belts with flashy and broad buckles.

6. Socks must be well coordinated with the outfit.

7. Don't wear shoes that make noise while walking. Prefer soft leather shoes in black or brown color. Make sure your shoes are polished and laces properly tied. Never wear sports shoes or sneakers to work.

8. Shave daily. Use a good after shave lotion and make sure your skin does not look dry and flaky.

9. Body odor is a big turn off. One must always smell good in public. Use a mild perfume or deodorant.

Female

1. Females should wear decent clothes. Avoid wearing outfits that is not graceful. Wear clothes which fit you best. Don't wear too tight or loose clothes.

2. Understand the basic difference between a party wear and office attire. Wear covered clothes. Wear cotton or silk elegant sarees

3. Females who prefer westerns can opt for light colored shirts with dark well fitted trousers. A scarf makes you look elegant.

4. Never wear heavy jewelry to work. Avoid heavy makeup. Nails should be trimmed and prefer natural shades for nail paint.

5. Avoid wearing sharp pointed heels to work.

6. The color of the handbag must coordinate with the outfit.

7. Eyebrow, naval, lip piercing must be avoided at the workplace.

Telephone Etiquettes

Telephone is an important device with the help of which people separated by distance can easily interact and exchange their ideas. Got a brilliant idea and want to convey it to your friend staying out of the country, use the telephone. Telephone is one of the easiest and cheapest modes of communication.

Telephone etiquettes - An individual needs to follow a set of rules and regulations while interacting with the other person over the phone. These are often called as telephone etiquettes. It is important to follow the basic telephone etiquettes as our voice plays a very important role in creating an impression of our personality, education, family background as well as the nature of job we are engaged in. The person giving the information is called the sender and the second party is the recipient.

Let us now study the various telephone etiquettes. Please find below the various telephone etiquettes.

1. Always remember your voice must be very pleasant while interacting with the other person over the phone. Don't just start speaking, before starting the conversation use warm greetings like good morning, good evening or good noon depending on the time.

2. Never call any person at odd hours like early morning or late nights as the person will be sleeping and will not be interested in talking to you.

3. In any official call, don't use words like" Any guess who I am? as the person on the other side might be occupied with something and can get disturbed. Always say Is it, Ted? and do ask him, is it the good time to talk to you? and then start communicating. If the person sounds busy always wait for the appropriate time.

4. Make sure your content is crisp and relevant. Don't play with words, come to the point directly and convey the information in a convincing manner. First prepare your content thoroughly and then only pick up the receiver to start interacting.

5. After dialing, always reconfirm whether the person on the other side is the desired person whom you want to interact with. Always ask —Am I speaking to Mike? or —Is this Jenny before starting the conversation.

6. Always carefully dial the numbers, never be in a rush or dial

the numbers in dark as it would lead to a wrong call. If by mistake you have dialed a wrong number, don't just hang up, do say sorry and then keep the phone courteously.

7. Never put the second party on a very long hold. Always keep the information handy and don't run for things in between any call as the listener is bound to get irritated.

8. While interacting over the phone, don't chew anything or eat your food. First finish your food and then only dial the number. If you are reading, please leave the book aside, first concentrate what the other person wishes to convey and then continue with the book.

9. After completing the conversation, don't just hang up. Reconfirm with the receiver whether he has downloaded the correct information or not and do end your conversation with pleasant words like —Take care, —nice speaking with you and a warm bye. Never say Goodbye.

10. Always speak each word clearly. The person on the other hand can't see your expressions so remember your tone should be apt to express your feelings in the correct form.

11. Don't take too long to pick up any call. If you miss the call, make sure you give a call back as the other person might have an important message to convey. Avoid giving missed calls at workplaces as it irritates the other person.

12. In professional talks, never keep the conversation too long as the other person might be busy. Always keep the content crisp and relevant and do come to the point after formal greetings.

13. If you are not the correct person and the speaker needs to speak to your fellow worker, always say —one moment please-I will call him in a minute. If the colleague is not in the office premises, always take a message on his behalf and don't forgetto convey him when he is back.

14. Decrease the volume of the television or turn off the speakers while speaking over the phone as noise acts as a hindrance to effective communication

15. If there is any disturbance in the network, don't just keep speaking for the sake of it; try to call after some time with a better line.

16. Remember all the above telephone etiquettes must be

practiced for an effective and healthy telephonic discussion and smooth flow of information.

Interview Etiquettes

Interview etiquette refers to codes of conduct an individual must follow while appearing for interviews. Let us go through some interview etiquette:

- While appearing for telephonic interviews, make sure you have your resume in front of you. Move to a quiet place and keep a pen and paper handy to jot down address or other necessary details.

- An individual must be present at the interview venue before time. Start from your home a little early and allow a margin for traffic congestions, car problems, route diversions and other unavoidable circumstances. Check the route well in advance to avoid last minute confusions

- If you do not have own conveyance, book a cab, or ask your friend or family member to drop you right outside the venue. Avoid going by public transport that day.

- Be very particular about your appearance. Follow the professional dress code for an everlasting first impression. Wear something which looks good on you. Coordinate a light color shirt with a dark color well fitted trouser. Make sure your shoes are polished and do not make noise. Hair should be neatly combed and do apply a mild perfume. It is essential to smell good.

- Enter the interviewer's cabin with confidence. Greet him with a warm smile. A firm handshake says that an individual is confident, aggressive, and willing to take challenges. Do not offer to shake hands if the interviewer is a female. Do not sit unless youhave been told to so.

- Make an eye contact with the interviewer. Avoid looking here and there.

- Be honest with the interviewer. Remember a single lie leads to several other lies. Avoid fake stories. It might land you in trouble later.

- Take care of your pitch and tone. Be polite but firm.

- Stay calm. Avoid being nervous during interviews. Remember no one will hang you till death if you do not clear the interview. There is always a second chance.

- One must sit straight for the desired impact. Avoid fiddling with

pen and paper. It is important to have the right attitude as it helps you stand apart from the crowd.

- Keep your cell phone in the silent mode while attending interviews. Cell phone ringing during interviews is an offence.

- Chewing gum during interview is childish.

- Do not fold your resume; instead keep it in a proper folder. Carry all other relevant documents which you might need during interview.

- Keep a passport size photograph handy.

- Slangs and one-liners must not be used in interviews.

- Avoid cracking jokes with the interviewer.

- Once you are done with the interview, do not forget to thank the interviewer.

Meeting Etiquettes

Meeting Etiquette refers to codes of behavior an individual ought to follow while attending meetings and discussions at the workplace. Let us go through some meeting etiquette in detail:

- Try to find out what the meeting is all about. Understand the importance of the meeting. Never go blank. Employees should do all the groundwork before attending meetings to ensure maximumparticipation from their end. Prepare notes in advance.

- Never attend meetings without a notepad and pen. It is practically not possible for an individual to remember each, and everything discussed at the time of meeting. A notepad helps in jotting down the important points for future reference.

- Always keep your cell phone on the silent or vibrator mode. Cell phones ringing in the middle of meetings and seminars are considered rude and unprofessional. This might insult others sitting in the same room as well as break the pace of the meeting.

- Do not attend phone calls during meetings unless it is an emergency. It is bad manners to do the same.

- Superiors must create an agenda before every meeting. The agenda must be circulated among all employees for them to prepare in advance. Meetings should not be conducted just for the sake of it. It is important to have well defined plans. Make a list of issues to be discussed at the time of meeting. Make sure

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you do not deviate from the key points. Keep the meetings short.

- Never be late for meetings. Going late for a meeting is something which is not expected out of a professional.

- Chewing gum during meetings is childish and must be avoided.

- Be a good listener. Listen to what others have to say. Wait for your turn to speak.

- Sit wherever you find a place. Do not run here and there.

- Do not enter the meeting room once the meeting has already begun It disturbs others.

- Avoid taking your cups of coffee or tea to meeting rooms unless and until advised by superiors.

- Fiddling with pen or notepad is one of the major distractions in meetings. One must concentrate and stay alert. Be an attentive listener. Do not yawn even if you find the meeting boring.

- The one chairing the meeting must speak loud and clear. It is essential to take care of the pitch and tone.

- Meetings ought to be interactive and allow employees to come up with their suggestions and valuable feedback. A question answer round must be kept at the end for employees to clear their doubts.

- Once the meeting is over, minutes of the meeting must be prepared and circulated across all departments for them to take necessary action

Check Your Progress-2

1. _____to set of rules an individual must follow while he is at work.

2. Body language is a type_____of that relies on body movements (such as gestures, posture, and facial expressions) to convey messages.

3. The rules indicating the proper and polite way to behave_____.

Let Us Sum Up

In this unit, you have learned about the following:

1. Body language is a type of nonverbal communication that relies on body movements (such as gestures, posture, and facial expressions) to convey messages.

2. The gestures, postures, and facial expressions by which a person manifests various physical, mental, emotional states and communicates nonverbally with others.

3. Important features of Body Language

4. Posture

5. Head Motion

6. Facial Expression

7. Eye Contact

8. Gestures

9. Paralanguage

10. Voice and Tone

11. Space

12. Silence

13. Listening – a Proactive Skill

Etiquette is a set of customs and rules for polite behavior, especially among a particular class of people or in a particular profession.

Etiquette includes a wide range of behaviors, including kindness, consideration, elegance, style, and decorum.

Business Etiquette refers to set of rules an individual must follow while he is at work. One must respect his organization and maintain the decorum of the place.

Business Etiquette refers to behaving sensibly and appropriately at the workplace to create an everlasting impression. No one would take you seriously if you do not behave well at the workplace. Remember we can't behave the same way at workplace as we behave at our homes. One needs to be professional and organized

Glossary

Body Language, Business Etiquettes

Answers to Check Your Progress-1

a-True

b-False

c-True

d-True

e-False

Answers to Check Your Progress-2

1. Business Etiquette

2. Nonverbal communication

3. Etiquette

Suggested Readings

1. Kaul & Asha, Effective Business Communication, PHI 2nd Edition, 2006.

2. Lesikar R.V & Flately M V, Basic Communication Skills for empowering the internet generation, Tata-McGraw Hill, 2009.

Unit-8
Interview

STRUCTURE

Overview

In this Unit, the Interview Concept and Definition Purpose and Objective of Interview, Types and Classification of Interview, the Guidelines for Effective Interview and Art of conducting and participating in interview has been clearly explained.

Objectives

After reading this Unit you should be able to:

- Define interview concept
- Classify interview types
- Apply guidelines of effective interviews and perform well in the interview

8.1. Interview Concept and Definition

Interview is the widely used election method. It is a face-to-face interaction between interviewee and interviewer. If handled carefully, it can be a powerful technique in having accurate information of the interviewee otherwise unavailable. At the same time, if the interview is not handled carefully, it can be a source of bias, restricting or distorting the flow of communication.

Fig: Interview

Source: google

Different scholars have defined interview differently. According to Scott and others, an interview is a purposeful exchange of ideas, the answering of questions and communication between two or more persons. Bingham and others define an interview as a conversation with a purpose.

According to L.P. Alford and H.R. Beaty, The employment interview is for the purpose of determining the suitability of the applicant for the job and of the job for the applicant. In simplewords, interview is an attempt to secure maximum information from the candidate in a face- to-face dialogue.

Thus, interview can be defined as an attempt to secure maximum amount of information from the candidate concerning his/her suitability for the job under consideration.

It tries to achieve an accurate appraisal of the applicant in terms of his/her educational qualification, training, family background, previous work experience and judge the applicant's certain qualities like manners, appearance, conversational ability, meet other people pleasantly,etc.

8.2. Purpose / Objective of Interview

Purpose

The basic purpose of the interview is to identify behavior patterns of the interviewee or candidate. Occurrence and reactions to situations that are repeated in the applicant's experience suggest characteristics reaction pattern. Interview enables the interviewer to judge certain qualities like manners, appearance, ability to speak, grasp of things etc., of the candidate.

Objectives of Interview

Some of the objectives of interview are discussed as follows:

- **Judgement of Applicant:** Interview gives an opportunity to the interviewer to know about the applicant. The information

gathered from application- blank and tests is verified by talking to the candidate. It provides a chance to know whether the information (about previous experience and training, etc.) supplied by the candidate is justified by him or not. The appearance, ability to communicate, attitude, nature, etc. of the applicant are also judged at the time of interview.

- **Give Information to The Applicant:** Interview is undertaken not only to know about the applicant but also to use it as an opportunity to give him information about the company and the job. Applicant is given full information about the nature of job, hours of work, medical facilities, and opportunities for advancement, employee benefits and services, etc. Thus, the applicant can decide of joining or not joining the new job.

- **Promote Goodwill:** An interview also gives an opportunity to create and enhance goodwill of the company. The interviewee should be treated with curtsy. If not selected, then reasons for the same are explained offering constructive suggestions.

8.3. Types/Classification of Interview

The following types of interviews for selection have been identified. These are:

1. Preliminary Interview

The interviews conducted to screen the applicants to decide whether further detailed interview will be required are called preliminary interviews. The candidate is given freedom by giving job details during the interview to decide whether the job will suit him. One of the drawbacks associated with the preliminary interview is that it might lead to the elimination of many desirable candidates in case interviewers do not have much and proper experience in evaluating candidates. The positive argument, if any, for this method is that it saves time and money for the company.

2. The Telephone Interview

Often companies request an initial telephone interview before inviting you in for a face-to-face meeting to get a better understanding of the type of candidate you are. The one benefit of this is that you can have your notes out in front of you. You should do just as much preparation as you would for a face-to-face interview and remember that your first impression is vital. Some people are better meeting in person than on

the phone, so make sure that you speak confidently, with good pace and try to answer all the questions that are asked.

3. Patterned Interview

In this interview, the pattern of the interview is decided in advance. What kind of information is to be sought or given, how the interview is to be conducted, and how much time is to be allotted to it, all these are worked out in advance? In case interviewee drifts, he/she is swiftly guided back to the structured questions. Such interviews are also called standardized interviews.

4. Depth Interview

As the term itself implies, depth interview tries to portray the interviewee in depth and detail. It, accordingly, covers the life history of the applicant along with his/her work experience, academic qualifications, health, attitude, interest, and hobbies. This method is particularly suitable for executive selection. Expectedly, depth interview involves more time and money inconducting it.

5. Promotion Interview

This interview is faced by a person when he is due for promotion. This interview is conducted to test his aptitude for assuming job of higher importance, even if a person is the only candidate to appear for the interview. If there is more than one candidate for the promotion interview, management can select the best candidate based on selected criteria. A promotion interview is linked to growth of the person and the organization he is working for.

It is not possible for management to keep record of the successes and failures of all the employees on their jobs and have access to them to decide the candidate most suitable for the job. Managers must find the kind of people suitable for higher positions and conduct the interview to that mind set.

Though interviewer and interviewee already know each other, this interview may start in an informal way, yet the interviewee cannot treat the interviewer as his friend. He should act professionally and consider the interview as a formal one.

6. Stress Interview

Such interviews are conducted for the jobs which are to be performed under stressful conditions. The objective of stress interview is to make deliberate attempts to create stressful or strained conditions for the interviewee to observe how the applicant behaves under stressful

conditions.

The common methods used to induce stress include frequent interruptions, keeping silent for an extended period, asking too many questions at a time, making derogatory remarks about the candidate, accusing him that he is lying and so on. The purpose is to observe how the candidate behaves under the stressful conditions – whether he loses his temper, gets confused or frightened.

However, stress-inducing must be done very carefully by trained and skilled interviewer otherwise it may result in dangers. Emotionally charged candidates must not be subjected to further stressful conditions. The candidate should be given sufficient chance to cope with suchinduced stress before he leaves.

7. Exit Interview

Exit interview is one of the most widely used methods of getting employee feedback. An exit interview is a meeting between at least one representative from the company's human resources (HR) department and the departing employee. (The departing employee may have voluntarily resigned or is laid off or fired).

The HR representative asks the employee questions or asks him to complete a questionnaire, or both. Exit interview is a survey conducted with an employee when he leaves the company.

The information from each survey is used to provide feedback on why employees are leaving, whatthey liked about their employment and what areas of the company need improvement. Exit interviews are effective when the data is compiled and tracked over time.

8. The Face-to-Face Interview

This can be a meeting between you and one member of staff or even two members.

9. The Panel Interview

These interviews involve several people sitting as a panel with one as chairperson. This typeof interview is popular within the public sector.

10. The Group Interview

Several candidates are present at this type of interview. You will be asked to interact with each other by usually a group discussion. You might even be given a task to do as a team, so make sure you speak up and give your opinion.

11. The Sequential Interview

These are several interviews in turn with a different interviewer each time. Usually, each interviewer asks questions to test different sets of competencies. However, if you are asked the same questions, just make sure you answer each one as fully as the previous time.

All these types of interviews can take on different question formats, so once you 've checked with your potential employer which type of interview you'll be attending, get preparing!

12. Appraisal Interview

Once a year, all employees of the company must undergo appraisal interview with their line manager. This interview evaluates the interviewee's performance over the past year, reviews the tasks and objectives for the next year. The appraisal interview is used as a tool by the managers of personnel department for planning training programmes.

Check Your Progress-1

True/False

a.   Structured interviews are more reliable than unstructured interviews.

b.   Interview is the widely used election method.

c.   Usually, each interviewer asks questions to test different sets of competencies.

d.   Exit interview is one of the most widely used methods of getting employee feedback.

e.   The basic purpose of the interview is not to identify behavior patterns of the interviewee or candidate.

8.4. Guidelines for Effective Interview

Below are given some guidelines, if observed, can make interview more effective:

1. The interview should have a definite time schedule known to both the interviewers and the interviewee.

2. Interview should be conducted by the competent, trained, and experienced interviewers.

3. The interviewers should be supplied with specific set of guidelines for conducting interview.

4. The interviewers should ensure an element of privacy for the

interviewee.

5. A resume for all the candidates to be interviewed should be prepared and the same be made available to the interviewers before the interview starts.

6. The interview should not end abruptly but it should come to close tactfully providingsatisfaction to the interviewee.

7. The interviewers should show their sensitivity to the interviewee s sentiments andsympathetic attitude to him/her.

8. The interviewers should also evince emotional maturity and a stable personality duringthe interview session.

Some findings and research studies on the interview seem worth mentioning:

1. Structured interviews are more reliable than unstructured interviews.

2. Interviewers are influenced more by unfavorable than by favorable information.

3. Inter-rater reliability is increased when there is a greater amount of information aboutthe job to be filled.

4. A bias is established early in the interview, and this tends to be followed by either afavorable or an unfavorable decision.

5. Intelligence is the trait most validly estimated by an interview, but the interview information adds nothing to test data.

6. Interviewers can explain why they feel an applicant is likely to be an unsatisfactory employee but not why the applicant may be satisfactory.

7. Factual written data seem to be more important than physical appearance in determining judgments. This increases with interviewing experience.

8. An interviewee is given more extreme evaluation (positive/negative) when preceded by an interviewee of opposing value (positive/negative).

9. Interpersonal skills and motivation are probably best evaluated by the interview.

10. Allowing the applicant time to talk makes rapid first impressions less likely andprovides a large behavior sample.

11. Nonverbal as well as verbal interactions influence decisions.

12. Experienced interviewers rank applicants in the same order, although they differ in the proportion that will accept. There is a tendency for experienced interviewers to be more selective than less experienced ones.

8.5. Art of Conducting and Participating Interview

Guidelines for conducting interview

- Introduce yourself

- Set the stage.

- Review the job

- Start with generalized questions

- Review the applicant's resume

- Ask some consistent questions

- Vary your questions

- Give candidates a chance to ask questions

Guidelines for participating interview

- Do your research: The first step in preparing for the interview is researching the requirements for the role and outlining three main skills that the employer is looking for.

- Illustrate your work: Use every opportunity to showcase the fact that you are professional and detail oriented individual: bring handouts to an interview such as copies of your CV for each interviewer.

- Prepare for potential questions :What is your greatest weakness? The key to answering this is to focus on non-essential skills.

- Answers such as "I'm a perfectionist" or "I work too hard" sound, at best, insincere.

- Top tip: Always put a positive spin on an answer. Make sure you research common interview questions and answers before the interview and prepare a few bullet points that can guide you throughout the process.

- Interview your interviewer: Many candidates do not realize that an interview is a two- way street: if the position is a right fit for yourself.

- At the end of an interview, when you are asked if you have any questions, taking out your notebook with three handwritten queries gives them the impression that you are serious and genuinely interested in the role. • What is your ideal candidate? • What's the best thing about working at your organization? • What are the measures used to judge how successful I am in the role?

- Thank them for the opportunity: A fantastic way to distinguish yourself from other candidates is to write a well-crafted thank you e-mail or send them a thank you card right after the interview. This elegant touch shows that you are attentive and eager to fill the role.

Rules to be followed before the interview

The following list outlines many of the things the best interviewees do before any interview tomaximize results:

- Research the company.

- Research your interviewer.

- Prepare a set of questions.

- Conduct a mock interview.

- Print out physical copies of your resume.

- Eat a healthy meal before the interview.

- Clean and press your clothes.

- Dress for the role.

Rules to be followed after the interview

- Common things to do after an interview

- Ask for next steps and contact information

- Assess your interview performance

- Write down anything you want to remember

- Send a thank you note to the hiring manager

- Reference a current industry event in the news or literature

- Connect on social media business networking sites.

Check Your Progress-2

1. The interviews conducted to screen the applicants to decide whether further detailedinterview will be required are called_____.

2. The purpose of the interview is_____of the interviewee or candidate

3. _____interviews are conducted for the jobs which are to be performed under stressful conditions.

Let Us Sum Up

In this unit, you have learned about the following:

Interview is the widely used (election method. It is a face-to-face interaction between interviewee and interviewer. If handled carefully, it can be a powerful technique in having accurate information of the interviewee otherwise unavailable. At the same time, if the interview is not handled carefully, it can be a source of bias, restricting or distorting the flow of communication.

The basic purpose of the interview is to identify behavior patterns of the interviewee or candidate. Occurrence and reactions to situations that are repeated in the applicant's experience suggest characteristics reaction pattern. Interview enables the interviewer to judge certain qualities like manners, appearance, ability to speak, grasp of things etc., of the candidate.

The following types of interviews for selection have been identified.

1. Preliminary Interview

2. Telephone Interview

3. Patterned Interview

4. Depth Interview

5. Promotion Interview

6. Stress Interview

7. Exit Interview

8. The Face-to-Face Interview

9. The Panel Interview

10. The Group Interview

11. The Sequential Interview

12. The Appraisal Interview

Below are given some guidelines, if observed, can make interview more effective:

1. The interview should have a definite time schedule known to both

the interviewersand the interviewee.

2. Interview should be conducted by the competent, trained, and experiencedinterviewers.

3. The interviewers should be supplied with specific set of guidelines for conductinginterview.

4. The interviewers should ensure an element of privacy for the interviewee.

5. A resume for all the candidates to be interviewed should be prepared and the same be made available to the interviewers before the interview starts.

6. The interview should not end abruptly but it should come to close tactfullyproviding satisfaction to the interviewee.

7. The interviewers should show their sensitivity to the interviewee s sentiments andsympathetic attitude to him/her.

8. The interviewers should also evince emotional maturity and a stable personalityduring the interview session.

Glossary

Interview skills, Effective interview guidelines

Answers to Check Your Progress-1

a-True

b-True

c-True

d-True

e-False

Answers to Check Your Progress-2

1. Preliminary Interviews.

2. To Identify Behavior Patterns

3. Stress Interview

Suggested Readings

1. Raman, Meenakhshi, and Prakash Singh, Business Communication. O U P, New Delhi,2008.

2. Sanjay Kumar & Pushpalatha, Communication Skills, Oxford University Press, 2011.

Curriculum Vitae / Resume Writing

STRUCTURE

Overview

In this Unit, the meaning of a curriculum vitae is thoroughly explained, along with its purpose and significance. Additionally, the Dos and Don'ts of CV/Resume writing as well as how to create a cover letter, have alsi been thoroughly explained.

Objectives

After reading this Unit, you should be able to:

- Understand the importance of CV/Resume writing

- Write CV/Resume

- Write Cover Letter

9.1. Introduction

A resume or Curriculum Vitae (CV) is a summary of your education, employment experience, skills, and relevant aspects of your extra-curricular life. It's also a marketing document to promote your suitability to a recruiter or prospective employer.

Your application may be your first contact with that person, so it's important to make a good first impression by presenting your qualifications, skills, and achievements positively, enthusiastically, and truthfully.

To market your skills effectively it's very important to tailor your resume to each job vacancy.

It's important to consider both format and content. In doing so, don't underestimate the timeit takes to put together a good resume.

Resume describes one's education, employment experience and other personal data. A successful resume inspires a prospective employer to employ the resume holder. An ideal resume should possess the following features or qualities:

- **Honesty:** An effective resume should always include accurate information. It should be free from exaggeration and false information.

- **Cleanliness:** Employer gets a primary impression about the job applicant form the appearance of the resume. It indicates the carefulness and eagerness of the application towards the job. Therefore, the resume should be neat, clean and attractive. Its attractiveness depends on clear typing or writing, layout of the writing, quality of papers, necessary margin etc.

- **Full disclosure:** An accurate and effective resume gives detailed information about the applicant. The related information includes identifying information, career or job objective, educational background, work experience, references etc. without full disclosure of these facts, employer cannot evaluate a resume.

- **Brevity:** Resume should be concise in nature. Inclusion of unnecessary information or repetition of information may irritate the employer.

- **Appropriate format:** Resume can be drafted in three different formats such as, chronological format, functional format, and combination of chronological and functional format. Selection of format depends on nature of information to be included in the resume; selection of an appropriate format for information will obviously enhanceits acceptability and appeal.

- **Updated information:** A good resume always conations updated information. Resume is the only information sheet that an employer has in determining whether to call the application in the

interview. Therefore, the resume should be updated including new skills, experiences, and abilities.

9.2. Concept and Definition

A resume is a summary of one's identification, qualification and intended career path. It is a formal arrangement of one's personal inventory. In other words, resume can be defined as a written statement that includes a person's personal data, education, and employment background etc. it is also known as curriculum vitae, qualifications document, or qualification brief. It acts as an advertisement of a person's qualifications and stimulates the potential employers to call the person to the interview.

Murphy and Hildebrandt defined, -Curriculum Vitiate is a document labeling one's qualifications and career path.

In the opinion of Bovee, Thill and Schantznan, -A resume is a structured, written summary of a person 's educations, employment background and job qualification.

According to Kitty O. Locker, -A resume is a persuasive summary of one's qualifications for employment.

9.3. Objective/ Purpose of CV/Resume Writing

The purpose of a resume is to provide a summary of your skills, abilities, and accomplishments. It is a quick advertisement of who you are. It is a "snapshot" of you with the intent of capturing and emphasizing interests and secures you an interview. It is not an autobiography. Since your resume is a primary tool in your job search, it needs to be carefully written and critiqued.

The purpose of a resume is to "sell" your professional expertise to the hiring manger. The summary statement, professional profile, or career objective is the first "advertisement" of your skills and expertise that a hiring manger will see. Each one has a slightly different intent and feel. In the past, most job seekers included a career objective on their resumes to tell hiring managers what type of position they were looking for. A more recent trend is to include a summary statement or a professional profile in place of the objective.

9.4. Importance of CV/Resume Writing

The importance of a well written Professional Resume cannot be stressed upon enough. A Resume is a medium for advertising yourself, it's the first means in which you use to present yourself as a job

applicant and try to claim that you are the best choice candidate to a prospective employer.

Remember though that a Professional Resume is always an evolving document, which improves over the period, during your career, so keep modifying and improving on it after its first draft and keep its different versions with you as you move forward in your chosen career.

Did you know that on average an employer or Recruiter takes only around 10-15 seconds toscreen your Resume and Job Application Cover Letter before considering an applicant to either be shortlisted for a pre-screen telephone interview or not. Sometimes it can be even less than this. Hiring and engaging with a Resume Writing expert who really understands the importance of a Resume and addressing the key selection criteria of a role and a company culture. You spend the most hours of each week working full-time sharing your ideas and plans with a group of people at work, so why would it not be important to invest in your job application to that perfect role?

9.5. Tips For CV / Resume Writing

A Curriculum Vitae (or Resume) is a concise summary of your skills, achievements and interests inside and outside your academic work. Employers may initially spend a very short time studying your CV, so it must be engaging, conveying the most relevant points about you in a clear, accessible way. The primary challenge is to make it easy for the recruiter to find exactly what they are looking for. Focus on their core requirements and adjust or adapt yourCV for each specific application.

Be concise

- Keep it to one or two full pages (only academic CVs can be longer).

- Use bullet points to package information succinctly.

- Avoid too much context, excessive detail or unfocused material that will dilute the impact of your most relevant messages.

Remember the purpose

- Your CV is to get you the interview or meeting, NOT the job itself – highlight whatyou have achieved so that the reader wants to learn more by meeting you.

Target your CV

- Target your CV to each position applied for – it should not be a

list of everything thatyou have done.

Be evidence based

- Provide evidence of your contribution and impact

- Focus on -actions taken rather than -responsibilities to showcase your skills.

- Use numbers, percentages and values to quantify your impact and give a sense of scaleto your actions.

- Avoid unsupported assertions or opinions.

Be clear

- A well laid out CV is inviting to read and easy to scan quickly.

- Use simple language – avoid jargon, acronyms and technical details which may not beunderstood or provide too much detail.

- Avoid writing in paragraphs – space is limited, and prose makes it slower to find keypoints.

- CVs are (mostly) a record of what you have done, so completed tasks and activities arewritten in the past tense.

Check Your Progress-1

True/False

a. According to Kitty O. Locker, -A resume is a persuasive summary of one's qualifications for employment.

b. A successful resume inspires a prospective employer to employ the resume holder.

c. The purpose of a resume is to "buy" your professional expertise to the hiring manger.

d. Always write a cover letter to go with your application.

e. A Curriculum Vitae (or Resume) is a concise summary of your skills, achievements and interests inside and outside your academic work.

9.6. Dos and Don'ts in CV/Resume Writing

- Use bullet points. A CV should be a quick snapshot of your history of work and education. Keep it concise.

- Put the most important information first. You'll want to list your work and education experience in chronological order. Make your path from student to dentist very clear and intentional by organizing your CV in the way you want it read. But for sections such as skills or organizations you're active in, list the most important ones first.

- Remove older work experiences, like the summer job you held when you were 17.

- Use white space to break up heavy areas of text to make it easier to read and more visually pleasing.

- Use easy-to-read fonts (like the one in the sample, Calibri).

- Use numbers to back up your achievements. If you were fundraising chair, total the amount raised while you held the position. This puts your achievement into perspective.

- No hobbies. Unless you are 100 percent sure that a hobby will support your candidacy, leave it off. Hobbies may come up in an interview, but don't waste precious page space in your CV talking about your kickball team.

- No jargon is to be used.

- Keep your CV to 2-3 pages.

- Never lie on your resume. Be sure to double-check your facts and dates.

9.7. How to Write a Cover Letter

Always write a cover letter to go with your application. It personalizes your application and is a chance for you to emphasize your most relevant qualifications for the position.

What to put on your cover letter:
Contact Information

- Include your name, address, telephone, and e-mail.

- Keep the format of this section consistent with your resume.

Date

- State the month, day, and year (e.g., April 11th, 2017).

Employer's Information

- Include the name of the contact person, job title, company name, address, and postal code.

- Try to obtain as many of these details as possible through mail and contacts.

Salutation

- Begin with - Dear or -To.

- Address the contact person by the last name starting with -Mr. or - Ms.

- If you don't know the person's name, address the person by their job title or address your letter to -Human Resources Department.

- Avoid - To Whom It May Concern or - Dear Sir/Madam.

Opening Paragraph

- Open with strong sentences that grab the employer's attention.

- Demonstrate knowledge of the position: say why you are interested, mention two orthree strengths that qualify you for the position.

- Mention the position you are applying for and how you learned about the job.

- Name your referral if relevant.

- If you are responding to an advertisement, refer to the advertisement and date.

Follow-Up Paragraphs

- Describe specific accomplishments from your past work, volunteer, and academicexperiences that show your strengths.

- Target your strengths to the needs and requirements identified in the ad or from yourresearch.

Next-To-Last Paragraph

- Explain why you are interested in working for this employer.

- Do research to show you know something about the organization's values, culture, orareas of prospective growth.

- Describe how these values are similar and relevant to you and your previousaccomplishments.

Closing Paragraph

- Mention your interest in an interview or discussion about opportunities.

- Provide information on your availability and how the employer may contact you.

- When appropriate, take a more proactive approach by arranging to call the employer.

Check Your Progress-2

1. _____resume is a summary of one's identification, qualification and intended career path

2. The purpose of a resume is to_____ your professional expertise to the hiring manger

Let Us Sum Up

In this unit you have learned the following: A resume or curriculum vitae (CV) is a summary of your education, employment experience, skills, and relevant aspects of your extra-curricular life. It's also a marketing document to promote your suitability to a recruiter or prospective employer.

The purpose of a resume is to provide a summary of your skills, abilities, and accomplishments. It is a quick advertisement of who you are. It is a "snapshot" of you with the intent of capturing and emphasizing interests and secures you an interview. It is not an autobiography. Since your resume is a primary tool in your job search, it needs to be carefully written and critiqued.

A Curriculum Vitae (or Resume) is a concise summary of your skills, achievements and interests inside and outside your academic work. Employers may initially spend a very short time studying your CV, so it must be engaging, conveying the most relevant points about you in a clear, accessible way.

The primary challenge is to make it easy for the recruiter to find exactly what they are looking for. Focus on their core requirements and adjust or adapt your CV for each specific application. Some of key factors while writing your CV is given below

- Be concise
- Remember the purpose
- Target your CV
- Be evidence based
- Be clear

Glossary

Resume Writing, CV writing, Cover Letter Writing

Answers to Check Your Progress-1

a-True

b-True

c-False

d-True

e-True

Answers to Check Your Progress-2

1.Curriculum Vitae (CV)

2."sell"

Suggested Readings

1. Bovee, Courtland and John V Thill, "Business Communication Today", PearsonEducation, New Delhi, 11th edition, 2012.

2. Darics, E., & Koller, V. Language in business, language at work. BloomsburyPublishing 2018.

3. Gerson, Sharan J., and Steven M Gerson, "Technical Writing: Process and Product", Pearson Education, New Delhi, 8th Edition, 2013.

Unit-10
Company Meetings

STRUCTURE

Overview

Objectives

10.1. Company Meetings

10.2. Kinds of Meetings

10.3. Opening and closing of meeting

10.4. Brainstorming

10.5. E-Meeting

Let Us Sum Up

Check Your Progress

Glossary

Answers to Check Your Progress

Suggested Readings

Overview

The concept of a business meeting is thoroughly explained in this unit. The various types of business and electronic meetings, Opening and closing of meeting, Brainstorming and E-Meeting have also been thoroughly described.

Objectives

After reading this lesson you should be able to:

- Understand different types of meetings

- Prepare and participate in meeting effectively

10.1. Company Meetings

The management of a company is done through meetings only. The Board of Directors who can exercise their powers only as a team act through Director's Meeting and the shareholders sit in judgment over the working of the company at the shareholders' meeting. In order that the business at these and other types of meetings is validly transacted the Secretary should be thorough with the legal provisions relating to the convening and conduct of the meetings and assist the Chairman of the Company accordingly.

10.2. Kinds of Meetings

The following are the different kinds of company meetings:

- Meetings of Directors
- Meetings of Sub-Committees of Directors
- Meetings of Shareholders:
  - Statutory Meeting
  - Annual General Meeting
  - Extra-Ordinary General Meeting
  - Class Meetings
- Meetings of Debenture-holders.
- Meetings of Creditors, otherwise than in winding up.
- Meetings of Creditors and contributors in winding up.

Meetings of Directors and their Sub-committees

Under the provisions of the Companies Act, the meeting of the Board of Directors must be held at least once in every three calendar months and at least four such meetings should be held every year. These meetings are held for making policy decisions and for reviewing the affairs of the company from time to time. It is also held for the purpose of making calls on shares, to issue debentures, to invest company's funds, to make loans, to allot shares, to forfeit shares, to pass transfers of shares and accounts and to recommend dividends etc.,

In large companies, it is usual for the Board to appoint some sub-committees consisting of a few directors such as Share Transfer Committee, Finance committee, Staff Selection Committee etc., there will be a convener for each committee, and it will meet periodically to discuss the matter entrusted to it and submit a report to the Board.

Matters to be transacted at the first meeting of the Board of Directors

In the first meeting of the directors held after obtaining the Certificate of Incorporation, the following matters will be taken up:

1. The Chairman of the meeting will be elected.
2. The Certificate of Incorporation will be presented by the solicitor of the company and received by the Board.
3. The Chairman of the company will be elected.
4. Managing Director, if any, will be appointed.
5. The Secretary of the company will be appointed.

6. The Bankers of the company will be appointed and the method of operating the accountdecided.

7. The first auditors of the company will be appointed.

8. The copy of the draft Prospectus will be considered and approved with instructions to the Secretary for printing the same.

9. The Common Seal of the company will be adopted.

10. The preliminary contracts entered by the promoters will be adopted.

Statutory Meeting

The Statutory Meeting is the first general meeting of shareholders which is required by lawand is compulsory for all companies except the private companies. As per the Companies Act, this meeting must be held within six months of obtaining the Certificate to Commence Business but not within one month of obtaining the same. This meeting is held only once in the lifetimeof the company.

The Board of Directors must forward to every member of the company a report called the Statutory Report at least twenty-one days before the holding of the meeting. This meeting is intended to give a concrete idea to the shareholders regarding the manner in which the company has been formed and the company's prospects as early as possible. It also gives an opportunity to the members to discuss the finances of the company at an early dated or any other matter arising out of the Statutory Report.

Annual General Meeting

The convening and conducting of Annual General Meeting is a recurrent affair in the life ofa company. As it is held once in every year, the number of the Annual General Meeting also indicates the age of a company. At the Annual General Meeting, the Director's Report and the audited Annual Accounts for the year will be formally adopted by the shareholders.

Due sanction will be obtained for the declaration of dividend as recommended by the Directors. New Directors will be elected in the place of retiring directors. Auditors for the current year will be appointed and their remuneration fixed.

Extra-Ordinary General Meeting

These are meetings of shareholders convened to discuss some urgent matter or matters which fall outside the usual business of the company. These are called in between two Annual General Meetings. Extra-ordinary General Meetings may by convened by the directors on theirown initiative or on the requisition by the shareholders. It may also be convened under an orderof the Court.

The Extra-ordinary General Meetings are usually convened for making changes in the Memorandum or Articles of Association, increasing, or decreasing the Share Capital, for conversion of private company into a public company, etc.,

Class Meetings: These are meetings of particulars class of shareholders convened with the object of bringing about some changes in their rights and privileges as laid down in the Articlesof Association.

Meetings of Debenture-holders

These meetings are called to vary the terms of security, to modify the rights, to vary the rate of interest payable to relax some too stringent conditions in the Debenture Trust Deed, etc.,

Meetings of Creditors

These meetings are convened by the company whenever it proposes to make a scheme of arrangement with its creditors.

Meetings of Creditors and Contributors in Winding – up

These meetings are convened after the company has gone into liquidation to ascertain the total amount due by the company to all its creditors and to appoint either a Committee of Inspection or Liquidators to wind up the company. 'Contributors' are those who are liable to contribute to the assets of the company in the event of winding up. The liquidator usually summons a meeting of contributors to ascertain their wishes.

10.3. Opening and Closing of Meeting

Best practices for starting your next meeting

- Make the purpose of the meeting clear
- Be specific about the purpose of each agenda item
- Ask people to filter their contributions
- Reiterate any important ground rules
- Head off passive-aggressive behavior
- Decide whether to roundtable

Best practices to close the meeting

To ensure you close your meeting effectively, apply these four tips:

- Add the meeting's closure to the agenda. If you are presiding the meeting, make surethe closure appears on the agenda and highlight it as important.

- Quickly run through the outcomes.

- Encourage everyone to communicate.

- Take note of the key takeaways.

10.4. Brainstorming

Brainstorming is a group creativity technique by which efforts are made to find a conclusion for a specific problem by gathering a list of ideas spontaneously contributed by its members.

In other words, brainstorming is a situation where a group of people meet to generate new ideas and solutions around a specific domain of interest by removing inhibitions. People are able to think more freely and they suggest as many spontaneous new ideas as possible. All theideas are noted down without criticism and after the brainstorming session the ideas are evaluated.

Purpose of Brainstorming

- To find innovative solutions to problems

- To leverage creativity and motivate to higher plateau of thinking

- Create the opportunity for expression of uncultivated ideas

- To draw from the diversity of job skills, responsibilities, personalities, educations andbackgrounds

Advantages of brainstorming

- Brainstorming allows people to think more freely, without fear of judgment.

- Brainstorming encourages open and ongoing collaboration to solve problems andgenerate innovative ideas.

- Brainstorming helps teams generate many ideas quickly, which can be refined andmerged to create the ideal solution.

- Brainstorming allows teams to reach conclusions by consensus, leading to a more well- rounded and better-informed path forward.

- Brainstorming helps team members feel more comfortable bouncing ideas off one another, even outside of a structured session.

- Brainstorming introduces different perspectives and opens the door to out-of-the-boxinnovations.

- Brainstorming helps team members get ideas out of their heads and into the world, where they can be expanded upon, refined, and put into action.

- Brainstorming is great for team building. No one person has ownership over the results,enabling an absolute team effort.

Role of brainstorming in business decision

Collecting Viewpoints

The best way to find out how people feel about a product line, a service offering, the way in which a company is structured, or even internal processes is obvious – ask them! As a manager, your viewpoint may be different to that of the people auctioning a particular service or process.

If you're not involved in management, then be aware that managers aren't able to understand everything involved in the day-to-day requirements. Brainstorming and collecting the viewpoints of others helps to create ideas and innovations that are widely respected within a business.

Encourages Thought

Like the above, inviting the wider stakeholders of a company into brainstorming encourages employees at all levels to think critically about current issues or future goals and this is likely to feed into their future endeavors within a company.

Builds Team Relationships

Instead of one person feeling the pressure to come up with an amazing new idea, brainstorming allows employees to share the load of innovation, and encourages employees to work togetherrespectfully and responsibly, to develop ideas and create viable solutions to problems. If these employees are from different sectors within a business, this also encourages inter-office staff to share their views on a particular issue – increasing understanding across the business.

Check Your Progress-1

True/False

a. There may be some initial technical investment and a service subscription required to set up your online meetings.

b. The term e-meeting stands for 'electronic meeting.'

c. Brainstorming is not great for team building.

d. 'Contributors' are those who are liable to contribute to the assets of the company in the event of winding up.

e. The Statutory Meeting is the first general meeting of shareholders which is required by law and is compulsory for all companies except the private companies.

10.5. E-Meeting

An e-meeting is a meeting between at least two people who can see each other but are not in the same place. An e-meeting is a web-based meeting or conference format that allows people to see and hear each other. They can hear each other through VoIP. VoIP stands for Voice over Internet Protocol. Participants talk in real time and may even make presentations with visual aids such as charts and graphs.

The term e-meeting stands for 'electronic meeting.' We also call it an online meeting or virtual meeting. A virtual meeting, however, may also refer to a meeting with an artificial intelligence or fictitious character.

In some e-meeting or e-conference software functions, there is a recording or playback option.

What is an E-Meeting?

An e-meeting is simply an electronic meeting.

A type of meeting online using a variety of forms of electronic software, electronic telecommunications, electronic technology or on the internet.

Some businesses and companies use e-meeting software to meet when people work at other locations.

How Does an E-Meeting Work?

Let's say John Doe is working with 15 people on a project. Many of the people are in other states, but John Doe needs to get them all in a room to talk about a problem with the project.

Rather than spend thousands of dollars and several days on airfare, hotel rooms and rental cars to get all 15 people in one place at the same time, John Doe calls an e-meeting. Using Skype, GoToMeeting, or a similar service, each person can dial into an online meeting place and, using their webcams and computers, see each other, talk, make

presentations and share information more easily.

E-meeting – usually visual

- Technically, any meeting between two or more people who communicate in real time online is an e-meeting. It is an electronic meeting even if all they do is talk without seeing each other.

- The letter 'e' in the term stands for 'electronic,' it does not stand for 'seeing each other.' In other words, 'electronic,' in this context, means 'online.'

- However, when we use the term, we usually assume that the participants can see each other.

- We also assume that the participants are not geographically near each other. Otherwise, they would have had a face-to-face meeting, i.e., with everybody in the same room.

Advantages of E-Meeting

Cut Costs- There may be some initial technical investment and a service subscription required to set up your online meetings. After that however both travel and venue hire costs can be minimized. Travel is a factor that costs both time and money.

The Flexibility- So, you've probably recognized one of the major benefits of online meetings: the absolute flexibility. You can drop in and out of the meeting at will, without making a big show as you would in a traditional face-to-face meeting. So, if something urgent comes up.

Shared Documents- Online business meetings are perfect for sharing an invaluable slideshow or document with everyone else without having to spend out on printed materials (and making sure you have enough of them for everybody). Online, everyone can see the document in question perfectly, right on their computer screen.

Anywhere in the World

- The best thing about online business meetings is that it doesn't matter where anyone's based

- Whether it's Tokyo or Toronto; Melbourne or Manilla; or even sitting at home – everyone can join the meetings they need to be part of, without having to shift around diary dates and schedules.

Disadvantages of E meeting

Cheap Technology- The advantages of hosting online meetings rely totally on having the right equipment for the job. While web-cams and computer microphones are ubiquitous in the office, if they're not high quality, your attendees won't be able to see you properly or understand a word you say.

Personal Interaction- Humans are social creatures, and face-to-face meetings allow a more nuanced discussion in any business meeting – it helps build relationships. It's not always easy to grasp the magnitude, or understand a joke, when conversing online.

Communication Issues- When having an online meeting, it's a good idea to make sure everyone knows what their role is. Unlike sitting in a boardroom, when people all start talking at once, it can be difficult to bring order without an effective and strong chairperson.

Finding Time to Plan the Meeting- For all its benefits, any meeting you have online will still have to be planned, invitations sent out and responded to even if people are more willing or available because its online. As such, it's a good idea to take advantage of an online meeting scheduler or a meeting scheduling virtual assistant, to make sure it all goes off without a hitch.

Check Your Progress-2

1. _____ is the first general meeting of shareholders which is required by law and is compulsory for all companies except the private companies

2. Shareholders convened to discuss some urgent matter or matters which fall outside the usual business of the company is called as _____

3. _____ is a group creativity technique by which efforts are made to find a conclusion for a specific problem by gathering a list of ideas spontaneously contributed by its members.

Let Us Sum Up

In this unit, you have learned about the following:

The management of a company is done through meetings only. The Board of Directors who can exercise their powers only as a team act through Director's Meeting and the shareholders sit in judgment over the working of the company at the shareholders' meeting. In order that the business at these and other types of meetings is validly transacted the

Secretary should be thorough with the legal provisions relating to the convening and conduct of the meetings and assist the Chairman of the Company accordingly.

Also learned about Meetings of Directors, Meetings of Sub-Committees of Directors, Meetings of Shareholders such as Statutory Meeting, Annual General Meeting and Extra-Ordinary General Meeting and Class Meetings, Meetings of Debenture-holders, Meetings of Creditors, otherwise than in winding up and Meetings of Creditors and contributors in winding up.

Glossary

Meetings, Company Meetings, Kinds of Business Meetings, brainstorming, e-meeting

Answers to Check Your Progress-1

a-True

b-True

c- False

d- True

e-True

Answers to Check Your Progress-2

1. Statutory Meeting

2. *Extra-Ordinary General Meeting*

3. *Brainstorming*

Suggested Readings

1. https://www.slideshare.net/mkvl/notice-agenda-and-minutes-if-meeting

2. https://www.slideshare.net/guneetkamboj/companies-meeting

Block-4: Introduction

The Block-4: **Meetings, Circular, Letters, Group Discussion Time Management** has been divided into four Units. (Unit-11 to Unit-14).

Unit-11: Notice, Agenda and Minutes of Meetings deals with Notices, Agenda, Minutes of meeting and Specimen / samples.

Unit-12: Circular Letters explains about Nature of Circular Letters, Occasions for sending out circular letters, the lay-out of Circular Letters, Circular Letter – Samples.

Unit -13: Group Discussion presents about the Introduction, Definitions, Purpose of Group Discussion, Types of Group Discussions, Characteristics of Effective Group Discussion, Phases in Group Discussion Process, Do's and Don'ts of participating in Group Discussion.

Unit-14: Time Management describes about the Introduction, Importance of Time Management, Key Factors of Time Management, Effective Time Management, Techniques to Practice to Master Your Own Time.

In all the units of Block -4: **Meetings, Circular, Letters, Group Discussion, Time Management** the Check your progress, Glossary, Answers to Check your progress and Suggested Reading has been provided and the Learners are expected to attempt all the Check your progress as part of study.

Unit -11
Notice, Agenda and Minutes of Meetings

STRUCTURE

Overview

Objectives

11.1. Notices

11.2. Agenda

11.3. Minutes of meeting

11.4. Specimen / samples

Let Us Sum Up

Check Your Progress

Glossary

Answers to Check Your Progress

Suggested Readings

Overview

In this Unit the concepts of notices, agenda minutes of meetings and Specimen / samples has been clearly explained.

Objectives

After reading this Unit, you should be able to understand:

- The different kinds of company meetings
- Contents of Notice for various kinds of meetings.
- Contents of Agenda for various kinds of meetings.
- The technique of writing the minutes of various kinds of meetings.

11.1. Notices

The shareholders' meeting should be convened after 21 days' notice. A shorter notice could be given with the consent of the members having 95 per cent of the voting power or controlling 95 per cent of the capital of the company. The notice should specify the time, place, and date of the meeting along with the program for the meeting. It should be sent to every member of the company entitled to attend the meeting, to the legal representatives of the deceased members, and to the auditors of the company. In the case of the directors' meeting, the 'Standing Orders' of the directors will be followed by the Secretary.

11.2. Agenda

Agenda means 'things to be done'. It is the program for the meeting sent along with the notice for meeting. This should be prepared in consultation with the Chairman of the company.Routine matters should be put first and matters requiring lengthy discussions should come last.

11.3. Minutes of Meeting

It is obligatory under the Companies Act for all companies to maintain a record of the proceedings of the meetings in a book called 'Minutes Book' kept for the purpose. The object of writing and keeping minutes is to preserve in a succinct form a clear and correct record of the decisions taken at a meeting. Great care should be taken in writing these minutes and they must be full, true, and accurate. All superfluous words must be avoided. They are analogous to a telegram than to a letter, to a précis than to a narrative'.

11.4. Specimen / Samples

Specimen notices and agenda

Notice and Agenda for the First Meeting of Board of Directors

The First Meeting of the duly constituted Board of Directors will be held at the Registered Office of the Company, 147, first Line Beach, Madras on Friday the 25th February 1995 to transact the following business:

1. To produce the Certificate of Incorporation.

2. To appoint the first Directors.

3. To elect the Chairman and appoint other office bearers

4. To appoint Secretary to the company

5. To consider the issue of Prospectus.

6. To adopt the Common Seal of the company.

7. To appoint Bankers to the company

8. To consider quorum.

Specimen Minutes of the meeting

The First Meeting of the Board of Directors was held at the Registered Office of the company 147, First Line Beach, Madras on Friday the 25th February 1995.

Present:

Messrs. A. Balasubramaniam, Director

B. Chandrasekaran, Director

C. Dakshinamoorthy, Director

D. Elanchitran, Director

C. Jayapal, Director

Mr. S. Gnanaguru Vivek, SecretaryMr. V. Sendhil, Legal Adviser

Mr. N. Ashok Kumar Jain, Elected Chairman of the meeting

Incorporation

Mr. S. Gnanaguru Vivek, Secretary of the company produced the Certificate of Incorporation dated 22nd December, 1993 and reported that all the directors present had signed the usual acceptance of office and had applied for the necessary qualification shares.

Appointment of officers, etc.,:

- "RESOLVED that Mr. N. Ashok Kumar Jain, be and he is hereby appointed Chairmanof the Board".

- "RESOLVED that Mr. S. GnanaguruVivek be and he is hereby appointed Secretary ofthe Comapany".

- "RESOLVED that Mr. V. Sendhil be and he is hereby appointed Legal Adviser to the company".

- "RESOLVED that State Bank of India, First Line Beach, Madras be and they are hereby appointed Bankers to the company".

- "RESOLVED that all cheque drawn on behalf of the company and all acceptances in its name be signed by two directors and countersigned by the Secretary, that cheque payable to the company be endorsed on company's behalf by the Secretary alone, and that a copy of this resolution together with specimen signatures of the Directors and Secretary be furnished to the Bankers".

Issue of Prospectus

The legal adviser produced a draft of the proposed prospectus to be issued invitingapplications for shares and debentures, and it was resolved that the draft Prospectus as prepared and initialed by the Chairman for identification be approved, and that it be printed forthwith, filed with the Registrar of Companies, issued to the public, and advertised twice in the Economic Times, Bombay, The Financial Express, Bombay and The

Indian Express, Madras, all arrangements as to the printing and issue of the Prospectus being left in the hands of the Chairman and the solicitor.

Common Seal

The Secretary produced designs and estimates for the common Seal of the company.

- "RESOLVED that the design No.3 submitted by Messrs, Logu Arts, Madras – 600 085 be approved and that the Secretary be instructed accordingly to order Seal at a cost of Rs.350".

- Quorum

- "RESOLVED those three directors shall constitute a quorum at all Board Meetings".

Next Meeting

The Secretary was directed to summon the next meeting of the Board on the 20th March,1995.

Notice, agenda, and minutes of Statutory Meeting

Notice is hereby given that the Statutory Meeting of the above Company as required to be held under Section 165 of the Companies Act, 1956 will be held on 31st August 1994 at 11 A.M at the Registered Office, 21, Raja Annamalaipuram, Madras – 600 028.

A copy of the Statutory Report duly certified and required to be submitted to the meeting under Section 165 of the Act is sent herewith.

(By order of the Board)

Madras – 28	S. Gnanaguru Vivek
3-8-1995	Secretary

AGENDA

Agenda for the Statutory Meeting to be held at the Registered Office of the company on 31st August, 1995 at 11 A.M.

1. To read the notice convening the meeting

2. Chairman to explain that the meeting is held to comply with Sec. 165 of the Companies Act, 1956.

3. Chairman to make a Statutory Report and explain the present position of the company and invite questions.

4. Vote of thanks to the Chairman.

MINUTES

Minutes of the Statutory Meeting held on 31st August 1995 at the

Registered Office of theCompany at 11.00 A.M.

Mr. N. Asok Kumar Jain was in the Chair. The notice convening the meeting was read.

- The Chairman reported that the meeting was called to comply with Section 165 of theCompanies Act, 1956.
- The Chairman explained the satisfactory position of the company and the Statutory Report sent to the shareholders with the notice of the meeting was considered and approved.
- A vote of thanks was accorded to the Chairman who suitably replied, and the meeting was then terminated.

S. Gnanaguru Vivek   N. Asok Kumar Jain

Chairman   Secretary

Notice, agenda, and minutes of Annual General Meeting

VIKASH FINANCE AND INVESTIMENTS LTD.
85 NSC Bose Road, MADRAS

NOTICE

NOTICE is hereby given that the fifteenth Annual General Meeting of the shareholders of Vikash Finance and Investments Limited will be held at the Registered Office of the companyat Madras on 18th April 1995 at 4 P.M. to transact the following business:

1. To receive and adopt the Directors' Report and the audited Annual Accounts for theYear ended 31st December 1994.
2. To sanction the declaration of dividend on Preference Shares (6 percent) and on EquityShares (15 per cent).
3. To elect a director in the place of Mr. N. Kishore Kumar, who retires by rotation under Article 70 of the Articles of Association and who is eligible for re-election.
4. To elect a director in the place of Mr. G. Angaiah who retires by rotation under Articles70 of the Articles of Association and who is eligible for re-election.
5. To appoint auditors for the current year and fix their remuneration.
6. The Share Transfer Books of the company will be closed on 26th March 1995 and willreopen on 9th April 1995.

(By order of the Board)

Madras   VR. Saravanan

20.03.1995   Secretary

MINUTES FOR THE ABOVE

MINUTES of the fifteenth Annual General Meeting of Vikash Finance

and InvestmentsLimited held at the Registered Office of the company, on Monday the 18th April 1995 at 4 P.M

There were present:

1	-	In the Chair
2 to 9	-	Directors
10	-	Secretary
11	-	Auditors
12	-	Legal Advisers
and 200	-	Shareholders as per Attendance Book

Notice: The Secretary read the notice convening the Annual General Meeting

1.**Directors' Report and Accounts:** At the request of the Chairman, the Directors' Report, Balance Sheet and Profit and Loss Account for the year ended 31st December 1994 (as printed and circulated) were taken as read.

2. **Auditor's Report:** At the request of the Chairman the auditor read out at the meeting the Auditors' Report to the shareholders dated 5th March 1995.

3. **Chairman's Speech:** The Chairman delivered a speech commenting in brief on the achievements of the company during the past one year and indicated the present position of the company and its future prospects particularly in the light of mounting load of taxation levied by the Government. The copies of his speech were duly circulated among members for their information at the meeting. A few copies of the same were also given to the press for due publicity.

4.**Adoption of Directors' Report, Accounts, etc:** The Chairman moved:

- "That has Directors' Report and the audited Profit and Loss Account of the company for the year ended 31.12.1994, and the Balance sheet as at 31.12.1994 be and they are hereby, approved and adopted".

- Mr. K. Rajamohan seconded the motion. The Chairman invited comments on the motion from the members and then the motion was put to vote. It was duly carried.

    1. **DECLARATION OF DIVIDENDS:** The Chairman then moved, and Mr. V. Shanmugam seconded, and it was:

        - "RESOLVED that a dividend at Rs.6 per share fee

of tax on 20,000 Preference Shares and a dividend of Rs.15 per share, free of tax on 30,000 Equity Shares of the company be and the same are hereby declared and that these dividends be paid on 19th May 1995 to those shareholders whose names were on the Company's Register on 25th March 1994 or their mandates (if the company has received dividend mandates).

2. Mr. N. Kishore Kumar who retired by rotation and offered himself for re- election wasduly re-elected.

3. Mr. G. Angaiah who retired by rotation and offered himself for re-election was duly re-elected.

4. Messrs. G. Viswanathan and Co.4. Luz Church Road, Mylapore, Madras were appointed as Auditors of the company for the current year and their remuneration was fixed at Rs.6,000/-

The meeting ended with a vote of thanks to the Chairman and the Board by Mr. V. Namasivayam, a shareholder.

VR. Saravanan   N. Ashok Kumar

Secretary   Chairman

Notice, agenda, and minutes of Extraordinary General Meeting

NOTICE

NOTICE is hereby given that an Extraordinary General Meeting of the members of the company will be held on Monday the 7th October 1995 at 3 p.m. at the Registered Office of the company at 'Manasarover'. III Floor, Anna Salai, Madras – 6 as per enclosed agenda.

(By Order of the Board)

Manasarover   R. Meenakshisundaram

7th September 1995   Secretary

AGENDA

1. Secretary to read the notice convening the meeting
2. Chairman to explain the cause for the proposed alteration in one on the clauses of the Memorandum of Association of the company.
3. Domicile Clause of the Memorandum the word 'Tamilnadu' be substituted for thewords 'State of Madras'.

4. Call upon Mr. K.K. Mohan to second the motion.
5. Invite discussions on the motion.
6. Put the motion to vote at the meeting for getting necessary decision and declare theresult
7. Vote of thanks to shareholders.

MINUTES

MINUTES of the Extraordinary General Meeting of the company held at the Registered Office of the company, 'Manasarovar', Anna Salai, Madras 600 006, ON Monday the 7th October, 1995 at 3.00 p.m.

Present:

- Mr. N. Naresh Kumar Jain (Chairman)
- Messrs. N. Panchanathan Director
- V. Srinivasan, Director
- V. Sivakumar, Director
- 221 shareholders as per attendance Book.

'RESOLVED that the word 'TAMILNADU' be and is hereby substituted for the words 'State of Madras' in the Domicile Clause of the Memorandum of Association.

Meeting was concluded at 4.30 p.m. with a hearty vote of thanks to shareholders for attending the meeting.

R. Meenakshisundaram   N. Naresh Kumar
Secretary   Chairman

Let Us Sum Up

In this unit you have learned about the different kinds of company meetings should be convened after due notice. The notice convening the meeting will be accompanied by the 'Agenda', keeping a record of the proceedings of the meetings in Minutes Book is compulsory under law.

Check Your Progress

1. The shareholders' meeting should be convened after_____ notice.

2. Agenda means_____.

3. Invitation to the public for issue of shares and debentures_____.

Glossary

Agenda, Minutes, Notices

Answers to Check Your Progress

1. 21 days'

2. 'things to be done'

3. Prospectus

Suggested Readings

1. Thomas, "Effective Business Communication", 7th ed. Tata McGraw-Hill, NewDelhi

2. https://www.slideshare.net/mkvl/notice-agenda-and-minutes-if-meeting

Unit-12
Circular Letters

STRUCTURE

Overview

Objectives

12.1. Nature of Circular Letters

12.2. Occasions for sending out circular letters

12.3. The lay-out of Circular Letters

12.4. Circular Letter - Samples

Let Us Sum Up

Check Your Progress

Glossary

Answers to Check Your Progress

Suggested Readings

Overview

In this Unit, Nature of Circular Letters, the Occasions for sending out circular letters, the lay-out of Circular Letters and the Circular Letter – Samples have been clearly explained.

Objectives

After reading this Unit, you will be able to:

- Understand the nature of Circular Letters.

- Analyze the occasions when Circular Letters are sent out.

- Describe the techniques of writing Circular Letters

12.1. Nature of Circular Letters

Occasions may arise when some information or development in the organization may have to be communicated simultaneously to several persons such as the customers, dealers, shareholders etc., Instead of communicating the message through individually drafted letters. One common letter may be drafted; multiple copies made out and sent to all concerned. Therefore, a circular letter is one which is written to give a definite message simultaneously to several interested persons, by preparing several copies of the same. But a circular letter is not an advertisement. An advertisement through a medium such as newspapers may be seen or may not be seen by the class of people for whom it is

meant. But a circular letter ensures that every person to whom it is mailed reads the message and knows about the purpose for which it has been sent to him. However, a circular suffers from one limitation. Being a common letter, it cannot maintain the 'you' attitude and take into consideration the special interest or the aptitudeof a particular customer.

A circular letter will have all the features of an ordinary business letter except the inside address and the personalized salutation. The inside address may be inserted separately. The signature also will only be a facsimile signature.

However, if a circular letter is to be addressedpersonally, adequate space should be left to fill in the name and address of the persons to whomthey are to be sent. If the personal address of the person is typed out in the same color and typeface of the letter, it will acquire the characteristic of a letter individually prepared. The facsimile signature must be in a color different from that used for the printed message. The addressing of the envelope must not be done in ink, and it must always be typed out.

12.2. Occasions for Sending out Circular Letters

1. Establishment of a new business or extension or closing of an existing business.
2. Removal of a business to a new premises.
3. Sale and/or purchase of a business
4. Adding a new Department or closing an existing Department.
5. Appointment of a new manager and/or removal, resignation, or retirement of the oldmanager.
6. Changes of representatives or travelling salesmen.
7. Conversion of partnership into a company.
8. Taking a new partner and/or retirement, resignation, or death of a partner.
9. Conversion of a proprietorship concern into a partnership or dissolution of partnership.
10. Amalgamation with another business.
11. Opening of a new branch or closing of an old branch.
12. Expansion of the existing premises.
13. Change of title
14. Changes in policy
15. Instructions to agents, local managers, travelers, etc.,

concerning changes in prices, discounts, etc.

16. Manufacture of an entirely new product

17. Improvements of the old product.

18. Taking a new agency.

19. Release of an old agency.

20. Announcement of dividend declared, and dividend warrant dispatched.

21. Announcement of clearance sales.

22. Granting of power of attorney.

The above is a detailed list of occasions on which the circular letters may be sent out. However, the most common among them are only discussed in detail in the pages that follow.

12.3. The Lay-Out of Circular Letters

While writing the circular letters the following points should be kept in mind:

1. The Purpose for which the circular letter is being written must be made clear.

2. The message must be given in clear terms for the benefit of the person to whom the circular letter is sent.

3. The special purpose for which the circular letter is written must be borne in mind and well brought out. For example, if the letter is to announce the introduction of a new product, full details about its price, quality etc., should be given.

4. It must express the hope that the customer would continue to give his full cooperation and his patronage.

Check Your Progress-1

True/False

a. The addressing of the envelope must not be done in ink, and it must always be typed out.

b. The special purpose for which the circular letter is written must be borne in mind and well brought out.

c. A circular letter will have all the features of an ordinary business letter except the inside address and the personalized salutation.

12.4. Circular Letter - Samples

Circular Letter Announcing the Establishment of a Business

A circular letter intimating the establishment of a new business should contain informationenumerated below:

- The name and style of the business, its full address, and tele phone number etc.

- The date of its establishment.

- Reasons as to shy the new business is being established, what its novel features will beand the way in which it proposes to serve the customers.

- The qualifications of the owner (s) to run the business, particularly in terms of knowledge, experience of the trade and the capital available.

- The quality and range of products offered ant the competitive prices charged.

- Facilities offered to customers such as acceptance of all major credit cards, special discounts allowed to mark the opening of the new business and the period for which it is so allowed, air-conditioned show room, car parking facilities, door delivery, etc.

- An invitation to the inaugural function and request for patronage.

- Reference to the specimen signature of the proprietor or the chief executive.

Circular Letter Announcing Obtaining of an Agency

The contents of a circular letter announcing obtaining of an agency for a certain line of products will be like the one sent out in connection with the establishment of a new business.

Here, the person who has obtained an agency to sell certain articles in a particular area, announces the fact to the dealers and sub-agents to enlist their co-operation. He tells them about the range of goods that will be available, their price, the promotional support available and the terms of business.

He also highlights his trade experience and capital at his disposal. He ends the letter sending samples and publicity materials and soliciting a trial order.

Circular Letter Announcing the Admission of a Partner

The admission of a partner, since changes the constitution of the firm, the fact is communicated to all concerned, and particularly, to the existing customers. A circular letter announcing this change should include in it the following information in particular:

1. The name and address of the new partner, his qualifications, and financial contribution,if any,

2. The date from which has been taken into partnership.

3. The reasons for taking a partner-his rich experience in the trade, technical knowledge, the capital that he invests and his connection.

4. A reference to the specimen signature of the new partner.

5. The change in name of the organizations, if any.

6. An expression of thanks to the customers for their patronage in the past and a requestfor its continuance in future.

Circular Letter Announcing the Opening of a Branch

A circular letter announcing the opening of a branch should contain information on thefollowing matters:

- Reasons which prompted the opening of the branch.

- The exact address of the branch, its telephone numbers.

- The date from which the branch will start functioning.

- The name of the person who will oversee the branch and his credentials to serve thecustomers.

- A request to the customers to direct all their orders to the new branch to ensure promptservice.

- An expression of thanks to the customers for their patronage in the past and asolicitation of their patronage in the future as well.

Now you may study carefully, the specimen circular letters given below and note how far they fulfill the norms of a circular letters so far discussed in detail.

Models

CIRCULAR LETTER ANNOUNCING THE ESTABLISHMENT OF A NEW BUSINESS

Rajashree Agencies,
Lawrence Road,
CUDDALORE - 607 002.

Dear Sir / Madam: June 1, 1995

It gives us great pleasure to inform you that we have commenced business today as distributors of PRITHIVI LPG Cylinders under the name and style of

'RAJASHREE AGENCEIES'

At 30, Lawrence Road, Tiruppapuliyur, cuddalore 607 002. Our telephone number is 22222.

We have two decades of experience in this line of business at Pondicherry and this will enable us to serve your needs efficiently.

Besides supplying you PRITHVI LPG cylinders we can also supply ISI Gas Stoves. We also undertake servicing of Gas Stoves and exchanging of old ones for the new stoves of yourchoice.

We will release new connections the same day on which you ask for it. The supply of refills within two hours of booking in our specialty. Buying gas stoves from us is not obligatory on your part.

We solicit your patronage and assure you of our very best service.

Yours truly,

R. SivaranjaniManager

CIRCULAR LETTER ANNOUNCING THE SHIFTING OF BUSINESS PREMISES

VIKASH JEWELLERS,

North Usman Road,
T. Nagar,
MADRAS – 600 017.

April 4, 1995

Dear Customer,

For the last few years we were planning to shift our business to an area which would be more convenient to our valued patrons whose number has increased to be great extent during the last two years. Having completed the construction of our own premises last week, we have planned to move it on coming April 10, 1995. Our new business premises will be situated at:

333, Venkata Narayana Road,

T. Nagar, Madras – 600 017.

We intend to start operating from this new address from April 10 after suspending business for a day on April 9, 1995 to enable shifting. We request you to put up with inconvenience this may cause you for a day in meeting your requirements.

Our new premises is more commodious and is fully air-conditioned for your convenience. Ample parking facility will be available for your vehicles. A full air-conditioned fast-food parlor has been attached too.

Our new telephone numbers will be: 859984, 8599948, 8599933

We invite you to grace our opening ceremony with your presence and see for yourself the facilities that have been created for your shopping comfort.

Yours faithfully,

N. Ashok Kumar

For Vikash Jewellers Managing Director

CIRCULAR LETTER ANNOUNCING THE ADMISSION OF A PARTNER

AKSHAYA PROVISONS STORE,

144, Bazaar Street,
BANGALORE – 560 001.

August 1, 1995 Dear Sir, /Madam:

The expansion of our business and the opening of our branch at the Majestic Circle has necessitated additional assistance and investment of capital. As such we have taken Mr. R. Srivastsan our manager as our partner from 1st August 1995, Mr. Srivatsan needs no introduction to you for he has been with us for the last 15 years and has been largely responsible for the growth of our business. Besides, he has brought in the additional capital to enable the firm function efficiently.

Consequent upon the admission of Mr.R. Srivatsan as a partner, hereafter wards our legal status will be that of a partnership fir,. However, we have decided not to change the name and style of our business. Needless, to add that our policies too will remain unchanged and customers will continue to receive the same attention.

We request you to take note of the specimen signature of Mr. R. Srivatsan given below:

Specimen Signature of Mr.   R. Srivatsan

                                                                    …………………..

We take this opportunity for placing on record our special thanks to all our customers without whose support and patronage we would not have grown in this business in this city.

Yours truly,

S. Sendhil.

CIRCULAR LETTER ANNOUNCING THE DESPATCH OF DIVIDEND WARRANT

S.A. DAVE
Chairman

Dear Investor

UNIT TRUST OF INDIA

June 22, 1995

We are pleased to enclose dividend warrant on your investment in Unit Scheme 64. 1994- 95 was a very difficult year from the point of view of funds management, but we have been able to maintain the dividend or 26% on increased unit capital after the rights issue this year. This dividend after taking into account 1:5 rights issue at Rs.14.80 made in December, 1994, gives a yield of 17.35% per annum on July, 1994 sale price of Rs.16.50.

Booking of profits on equity is an integral part of income earned under Unit Scheme '64. Today US '64 has an equity portfolio of 45% and this should hold a good promise for income in future when the market prices rise.

This year, we saw a very large-scale withdrawal of units by the corporate sector due to liquidity crunch they are facing and complete withdrawal of tax benefits through Section SOM of the Income Tax, we had excellent response, from individuals and sales to individuals alone increased to more than Rs.1, 000 crores. Unit Capital at the end of June, 1995 is likely to be Rs.15, 300 crores as compared to Rs.12,020 crores at the end of June, 1994. The number of unit-holding accounts now exceed two crores.

There would be an attractive price offer in the first fortnight of July, to be followed up in the second half of July, though may not be of same magnitude.

You repose your trust in us and we will endeavor our best to keep up the glorious traditions of the scheme.

Yours sincerely,

S.A. DAVE

Let Us Sum Up

In this unit, you have learned about the following:

Circular Letters are meant to give a definite message simultaneously to several persons. Occasions on which the circular letters are sent out include establishment of new business, obtaining of agency, shifting of business premises, admission of a partner, declaration of dividend etc. Circular letter is not merely an advertisement. It will have all the features of an ordinary business letter except the inside address. Even that can be typed out individually to give a personal touch. The address on the envelope should not be written in link and should always be typed out. The circular letter should not be crowded. It may include some sales talk and should solicit patronage of the customers.

Check Your Progress-2

1. Circular letter is meant for_____.

2. The words CIF are used in the_____letter.

Glossary

Circulars Letters, Business Letters

Answers to Check Your Progress-1

a-True

b-True

c-True

Answers to Check Your Progress-2

1. Mass communication

2. Export business letter

Suggested Readings

1. Kaul & Asha, Effective Business Communication, PHI 2nd Edition, 2006.

2. Lesikar R.V & Flately M V, Basic Communication Skills for empowering the internetgeneration, Tata-McGraw Hill, 2009.

Unit -13
Group Discussion

STRUCTURE

Overview

Objectives

13.1. Introduction

13.2. Definitions

13.3. Purpose of Group Discussion

13.4. Types of Group Discussions

13.5. Characteristics of Effective Group Discussion

13.6. Phases in Group Discussion Process

13.7. Do's and Don'ts of participating in Group Discussion

Let Us Sum Up

Check Your Progress

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Overview

In this unit, the Introduction and Definitions of Group Discussion, the Purpose of Group Discussion, the Types of Group Discussions, the Characteristics of Effective Group Discussion and the Phases in Group Discussion Process including the Do's and Don'ts of participating in Group Discussion has been clearly explained.

Objectives

After reading this Unit you will be able to:

- Understand the purpose and types of group discussion.
- Analyze the Do's and Don'ts of participating in group Discussion

13.1. Introduction

Discussions of any sort are supposed to help us develop a better perspective on issues by bringing out diverse viewpoints. Whenever we exchange differing views on an issue, we get a clearer picture of the problem and can understand it. The understanding makes us better equipped to deal with the problem. This is precisely the main purpose of a discussion. The dictionary meaning of the word Group Discussion is to

talk about a subject in detail. So, group discussion may refer to a communicative situation that allows its participants to express views and opinions and share with other participants. It is a systematic oral exchange of information, views and opinions about a topic, issue, problem, or situation among members of a group who share certain common objectives.

Group is a collection of individuals who have regular contact and frequent interaction, mutual influence, common feeling of camaraderie, and who work together to achieve a common set of goals. Discussion is the process whereby two or more people exchange information or ideas in a face-to-face situation to achieve a goal. The goal, or product, maybe increased knowledge, agreement leading to action, disagreement leading to competition or resolution or perhaps only a clearing of the air or a continuation of the status quo.

A Group Discussion or GD, as it is popularly known, judges the personality of a person. It assesses the behavioral traits in a person his or her leadership skills, social skills, team skills, problem solving skills and presence of mind.

If we analyze the two words Group and Discussion. Group means several individuals who may or may not have interacted before. Discussion means exchanging information on a certain topic and coming (or not coming) to a concrete conclusion.

Hence, we can say that Group Discussion is an invigorative discussion where a topic is analyzed and discussed, and in the end, the members come to a fair conclusion. It involves teamwork, but at the same time, it portrays individual personalities.

13.2. Definitions

Nowadays Group Discussion is being extensively used along with personal interviews for the final selection of candidates. It plays a main role in selecting the best among the best. Having scored high marks, students who get selected for a higher/another course or employment are placed on a par - on equal footing - based on their age, qualification, and experience.

It becomes necessary to conduct further screening for choosing a few among many. It is here, the Group Discussion plays an important part. It helps in choosing the socially suitable candidate among the academically superior achievers. It is one of the best tools to study the behavioral and attitudinal responses of the participants.

Rightly speaking, Group Discussion is more a technique than a conventional test. In fact, it is one of the most important and popular techniques being used in several personality tests. It is a technique, or a method used for screening candidates as well as testing their potential. It is also designed as a situation test wherein a sample of a candidate's group worthiness and potential as a worker comes out quite explicitly.

Group discussion is an important activity in academic, business, and administrative spheres. It is a systematic and purposeful interactive oral process. Here the exchange of ideas, thoughts and feelings take place through oral communication. The exchange of ideas takes place in a systematic and structured way. The participants sit facing each other almost in a semi-circle and express their views on the given topic/issue/problem.

13.3. Purpose of Group Discussion

Many group discussions have no specific purpose except the exchange of ideas and opinions. Ultimately, an effective group discussion is one in which many different ideas and viewpoints are heard and considered. This allows the group to accomplish its purpose if it has one, or to establish a basis either for ongoing discussion or for further contact and collaboration among its members.

There are many possible purposes for a group discussion, such as:

- Create a new situation – form a coalition, start an initiative, etc.
- Explore cooperative or collaborative arrangements among groups or organizations
- Discuss and/or analyze an issue, with no specific goal in mind but understanding
- Create a strategic plan – for an initiative, an advocacy campaign, an intervention, etc.
- Discuss policy and policy change
- Air concerns and differences among individuals or groups
- Hold public hearings on proposed laws or regulations, development, etc.
- Decide on an action
- Provide mutual support
- Solve a problem
- Resolve a conflict
- Plan your work or an event

13.4. Types of Group Discussions

Topic – based discussion – A candidate can be provided with a topic which is

- A controversy – For example, the topic could be —Caste based reservation or – China – Biggest threat to India or —Which diet is better – Vegetarian or non – vegetarian, etc. In this type of discussion, a candidate is required to take a stand on the given topic and support his/her stand with suitable arguments and examples.

- A descriptive one - For example, a candidate may be told to discuss —Indo – US Relations, - Poverty in India or - Causes of Inflation. In this kind of discussion, a candidate's knowledge of the subject plays an important part. Else, he/ she may be provided a plain fact and told to discuss it.

- An abstract topic – This type of discussion has gotten popular in the recent years. Topic can be anything under the sky, such as - Zero, - Black, -Gol, or a number or anything you can think of. A candidate 's creativity comes into play here. A candidate is expected to say what he/ she thinks relevant about the topic.

- A Case Study – Candidates may be given a real-life situation or an imaginary case scenario, or even a dilemma. Then they will be asked to present their opinion on the given situation or find a solution to a given problem (as a group or / and as an individual. Candidates may be instructed to speak one by one or all at once, or even both. Such variations hardly matter to candidates who are well prepared.

Check Your Progress-1

True/False

a. For any group discussion to be successful, achieving group goal is essential.

b. Many group discussions have no specific purpose except the exchange of ideas and opinions.

c. Group discussion is not an important activity in academic, business, and administrative spheres.

d. The dictionary meaning of the word Group Discussion is to talk about a subject in detail.

e. Rightly speaking, Group Discussion is more a technique than a conventional test.

13.5. Characteristics of Effective Group Discussion

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

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

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

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

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

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

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

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

13.6. Phases in Group Discussion Process

A group discussion can be categorically divided into three phases.
1. Initiation/Introduction
2. Body of the group discussion
3. Summarization/Conclusion

Now, we will discuss the first and third phase.

1. Initiation/ Introduction

Initiating a GD is a double-edged sword. When a candidate initiates, apart from grabbing an opportunity to speak, he also grabs the attention of examiners and fellow candidates. So, if a candidate who initiates can make a favorable first impression through his content and communication skills, it will help him sail through the GD.

On the other hand, if a candidate stammers stutters or quotes wrong facts and figures, the damage done is irreparable. The candidate who initiates also has the onus of giving the GD the right perspective or framework. So, initiate only if you have in- depth knowledge about the topic at hand.

If, after initiating well, a candidate does not say much during the GD, it still gives the impression that he or she started the GD just for the sake of starting it, or to get those initial points earmarked for an initiator. There are different techniques to initiate a GD to make a remarkable first impression:

Quotes

An effective way of initiating a GD. If the topic is 'Should the censor board be abolished?' a quote like 'Hidden apples are always sweet', is apt to capture attention and convey more than what is said. For a topic like 'Customer is King,' one can quote Sam Walton's famous saying, "There is only one boss: The Customer. And he can fire everybody in the company from the Chairman down, simply by spending his money somewhere else."

Definition

One can start a GD by defining the topic or an important term in the topic. For example, if the topic is, 'Advertising is a diplomatic way of telling a lie, 'One can initiate by defining advertising as 'Any paid form of non-personal presentation and promotion of ideas, goods, or services through mass media such as newspapers, magazines, television, or radio by an identified sponsor.' Similarly, for a topic like 'The Malthusian Economic Prophecy is no longer relevant', a candidate could simply start by explaining the definition of the prophecy.

Question

Asking a question at the start of a GD creates an impact. It does not signify asking a question to any of the candidates to hamper the flow, it implies asking a question and then answering it yourself. If a question is

being asked to hamper the flow of a GD, insult a participant or to play devil's advocate, it should be discouraged. But, if a question is being asked to promote the flow of ideas, it is appreciated. If the GD topic is 'Should India go to war with Pakistan', for instance, you could start by asking, 'What does war bring to the people of a nation?'

Shocking statement

Initiating a GD with a shocking statement is the best way of grabbing immediate attention and putting forth your point. If the topic is 'Impact of population on the Indian economy,' for instance, it can be initiated with a statement like, 'Near the center of the Indian capital stands a population clock that relentlessly ticks away. It tracks 33 births a minute, 2,000 an hour, 48,000 a day, which calculates to nearly 12 million every year. That is roughly the size of Australia. As a current political slogan puts it, nothing is impossible when 1 billion Indians work together.'

Facts figures and statistics

When a candidate decides to initiate a GD through facts, figure and statistics, he should quote them accurately. Approximation is allowed for macro level figures, but micro level figures need to be correct and accurate.

For instance, we can say that approximately 70 per cent of the Indian population stays in rural areas (macro figures, approximation allowed) but we cannot list 30 states of India instead of 28 (micro figures, no approximations). If a person ends up stating wrong facts, it works to his or her disadvantage.

Short story

This can be used for a GD topic like 'Attitude is everything.' The topic can be initiated with the help of a short story as follows: 'A child once asked a balloon vendor, who was selling helium gas-filled balloons, if a blue-colored balloon would go up as high as a green-colored one. The vendor told the child that it was not the color of the balloon but what was inside it that made it go high'

General statement

This can put the GD into proper perspective. For example, if the topic is 'Should Sonia Gandhi be the prime minister of India?' one could start by putting it into perspective with, "Friends, before jumping to any conclusion, let us first find out what qualities a good prime minister should possess. We can then compare these with the qualities possessed by Sonia Gandhi, which will help us reach a conclusion in a

more objective and effective manner.'

Summarization Techniques

Most GDs are left without a conclusion, and it isn't even essential that a group reach one. Remember that a GD is about getting to know one's personality traits and it is the process, not the conclusion that reveals these traits. Even though not every GD is concluded, everyone is still summarized. While a conclusion represents a final stage, where the entire group decides in favor or against a topic, in the case of a summarization a candidate summarizes in a nutshell what the group has discussed. The following points should be kept in mind while summarizing a discussion:

- No new point should be taken up.
- A person should not share his or her own viewpoint alone.
- A summary should not dwell only on one side of the GD.
- It should be brief and concise.
- It should incorporate all the important points spoken.

If a candidate has been told by the examiner to summarize a GD, this means it has come to an end. It is not advisable to add anything once a GD has been summarized. A simple framework for a summary can be, 'We had a healthy group discussion and, as a group, evaluated this topic from different perspectives. Some of my friends spoke in favor of the topic and the reasons they gave were (elaborate), while some good points against the topic were (elaborate). In all, we had a very good discussion with everyone participating enthusiastically.' The initiation and summarization techniques mentioned above will help you make an impact and succeed in a Group Discussion.

13.7. Do's And Don'ts Of Participating In Group Discussion

As you must participate in a Group Discussion, several questions spring across your mind. You want to know what actions and gestures can get you positive points and what can cost you the selection. Here's a list of Do's and Don'ts of participating in the GD.

Do's of participating in a GD:
- Listen to the subject carefully
- Put down your thoughts on a paper
- Initiate the discussion if you know the subject well
- Listen to others if you don't know the subject
- Support you point with some facts and figures

- Make short contribution of 25-30 seconds 3-4 times
- Give others a chance to speak
- Speak politely and pleasantly. Respect contribution from other members.
- Disagree politely and agree with what is right.
- Summarize the discussion if the group has not reached a conclusion.

Don'ts of participating in a Group Discussion

- Initiate the discussion if you do not have sufficient knowledge about the given topic.
- Over speak, intervene, and snatch other's chance to speak.
- Argue and shout during the GD
- Look at the evaluators or a particular group member
- Talk irrelevant things and distract the discussion
- Pose negative body gestures like touching the nose, leaning back on the chair, knockingthe table with a pen etc.
- Mention erratic statistics.
- Display low self-confidence with shaky voice and trembling hands.
- Try to dominate the discussion
- Put others in an embarrassing situation by asking them to speak if they don't want.

Check Your Progress-2

1. In a group discussion, one must communicate with _____.

2. In a group discussion, we should be _____.

3. _____vital for any organization.

Let Us Sum Up

In this unit, you have learned about the following:

Group discussion is an important activity in academic, business, and administrative spheres. It is a systematic and purposeful interactive oral process. Here the exchange of ideas, thoughts and feelings take place through oral communication. The exchange of ideas takes place in a systematic and structured way. The participants sit facing each other almost in a semi-circle and express their views on the given topic/issue/problem. There are several types of group discussions such as Topic – based discussion, A controversy, A descriptive one, An

abstract topic, A Case Study

For any group discussion to be successful, achieving group goal is essential. There are several characteristics of effective group Discussion such as having a clear objective, Motivated Interaction, Logical Presentation, Cordial Atmosphere, Effective Communication skills, Participation by all candidates, Leadership Skills. A group discussion can be categorically divided into three phases such as (i).Initiation/ Introduction, (ii).Body of the group discussion and (iii).Summarization/ Conclusion

Glossary

Group Discussions, characteristics of effective group discussion

Answers to Check Your Progress-2

a-True

b-True

c-False

d-True

e-True

Answers to Check Your Progress-2

1. Knowledge

2. Assertive

3. Group discussions

Suggested Readings

1. https://www.slideshare.net/ritikadhameja/group-discussion-46255658

2. Lesikar, Raymond V., John D Pettit, and Mary E Flatly Lesikar"s, "Basic Business Communication", Tata McGraw-Hill, 11th edition, New Delhi, 2007.

3. McGrath, E. H., S. J, "Basic Managerial Skills for All", Prentice-Hall of India, NewDelhi, 8th ed.2011.

Unit-14
Time Management

Overview

In this Unit, the Introduction and the Importance of Time Management, Key Factors of Time Management, Effective Time Management and the Techniques to Practice to Master Your Own Time has been clearly explained.

Objectives

After reading this lesson you will be able to:

- Understand the importance of time management

- Apply time management techniques

14.1. Introduction

According to Wikipedia "Time management is the process of planning and exercising conscious control over the amount of time spent on specific activities, especially to increase effectiveness, efficiency or productivity."

"Time management" is the process of organizing and planning how to divide our time between specific activities. The highest achievers manage their time exceptionally well. By using the time-management techniques we can improve our ability to function more effectively even when time is tight, and pressures are high.

There are two types of time: clock time and real time. In clock time, there are 60 seconds ina minute, 60 minutes in an hour, 24 hours in a day and 365 days in a year. All time passes equally. When someone turns 50, they are exactly 50 years old, no more or no less.

In real time, all time is relative. Time flies or drags depending on what you're doing.

"Time management" refers to the way that you organize and plan how long you spend on specific activities.

14.2. Importance of Time Management

Successful time management leads to:

- Greater productivity and efficiency.
- Handle pressures in tight situations
- A better professional reputation.
- Less stress.
- Increased opportunities for growth and advancement.
- Greater opportunities to achieve important life and career goals.

Failure in managing time results in:

- Missed deadlines.
- Increasing load of work
- Inefficient workflow.
- Poor work quality.
- A poor professional reputation and a stalled career.
- Higher stress levels.

Spending a little time in learning about time-management techniques will have huge benefitsnow and throughout our career.

14.3. Key Factors of Time Management

Procrastination

Procrastination happens when we cannot tackle a particular task and leave it till a later date.This often happens because we get anxious about starting or completing certain tasks or makingdecisions that we don't feel confident about. Procrastination means putting things off until tomorrow and has been called the thief of time". Putting things off can provide a bit of temporary relief, but problems tend not to go away, and decisions need to be made.

Reasons for procrastinating

- When we delay the task, we face when it seems too difficult, and we lack the confidenceto take it on.

- We worry about the disapproval of others and insulted if we fail to complete the task.

- We don't have the necessary skills to do the task well.

- We are not clear about our objectives and the timescales are vague.

A case study

As a salesperson I was never keen on cold calling because of the amount of rejection I received from people who were not interested in talking to me. I would have a list of potential clients in front of me and would sit and stare at it. Then of course I needed a coffee. Also, I hadto have a word with my manager before starting and there was that report that I needed to write. And so, it went on. I was having a conversation with myself trying to convince me that there were other things I should be doing. We used to call it the thousand tone phone". Impossible to lift and use, so it stayed where it was. There is only one answer. Get started. Take a deep breath, pick the phone up and dial. I even remember putting off ringing one of my best customers one day, which wasn't a cold call, and having the conversation with myself. He'll not be in"; „they are probably not going to be interested" and so on. When I eventually rang the guy his first words were I'm glad you rang Frank. We were just talking about you the otherday and need to discuss doing some more training". This just goes to show that procrastinatingnot only adds to our stress levels as we approach deadlines but can also mean we miss out on opportunities by delaying.

How to beat procrastination?

Produce an effective to do list on your PC or on a piece of paper make a list of what needs toget done. Here are some tips on making lists:

- Make a random listing of everything you would like to accomplish during the day.

- Then prioritize the list by marking urgent works on the top

- Do not schedule secondary items, just plan to do them as time permits.

- You need flexibility to handle the unexpected events of the day.

- The danger of the To Do list is that it tends to be based upon urgency. So always take a moment when preparing your list to

see if the things you plan to do are going to make a direct contribution to the purpose and goals of your job and yourself.

- Most people don't manage to get to the bottom of their list by the end of the day. Don't worry. If you've worked according to your priorities, then you have done the important things for that day. Brainstorm your goals, rewrite them in order of importance then schedule time to begin working on them.

- You can produce a list for your daily, weekly, monthly, or annual goals. The same principles apply to each

- Spend the last few minutes of each day preparing your list for the next day. This is one of the most effective time management practices.

- Last thing, you usually write a more demanding and complete list.

- If you have some stuff to do that won't take very long just do it now. It can be very psychologically rewarding to achieve a lot of things in a relatively short space of time.

- If you have a big project that needs doing begin some work on it now. Plan how you break the overall objective down into a series of smaller objectives.

Managing Your Desk

We need systems in place for controlling the flow of information and storing it for future reference and easy access.

We all have different jobs and will therefore need to set up different filing systems. The key point to remember is you need to analyze how information flows into your workspace. We receive information by mail, email, fax, and telephone calls. Records need to be kept and information stored if it needs to be accessed in the future, or if there is a legal requirement to keep a record. To set up a filing system, look at the flow of information into your office. Certain things require action now, others require action later, while others need to be kept for the record and may need to be accessed later. For example, I split my filing system between work requiring action and work that needs to be stored.

When paper arrives at your office there are a limited number of actions that can be taken:

- Take action straight away. Depending on your priorities for the day you may be able to deal with this at once.

- Take action later today. Park the paper in the in-tray and schedule some time to complete the task.

- Take action at a later date. Set up a diary dating file. File it. Have a separate in tray for items to be filed. This is not urgent and can be done when you have a bit of spare time. Try to do this once a week or delegate it if possible.

Everyone's system will be different depending on the job they do. To manage the flow of paper, as you do with the flow of electronic information:

- Do it now OR

- Delegate it OR

- File it for future action and schedule the time when you will deal with it OR

- Get rid of it (shred, delete) unless you need to keep a paper copy

- For paperwork that has been sent for your information such as trade magazines, mailshots etc, create a dump drawer and go through this when and if you have the time

Saying "Yes" to everything

It is great to be able to help others but if you are always helping others, you are rarely working on the tasks which are important to you. Constantly saying "Yes" will leave you with an excessive workload. One of the quickest ways to improve your time management is to be assertive and learn to say "No".

Using the telephone

Using the telephone can be a great time waster or an equally good time saving device, depending on the skill of the user. With incoming calls, we are at the mercy of the person calling. If you find phone calls are high on your interruptions log and you don't have an assistant to filter your calls, here are some options you can try:

- Use voicemail during busy times when you don't wish to be disturbed. On voicemail, give your email address as a potential method of alternative contact.

- Switch off your mobile during meetings unless you are waiting for an urgent call.

- Let people know when you are most likely to be available. Be polite, but firm with unsolicited sales calls. If you are busy, say so and arrange an alternative time.

- When you are making outgoing calls try to set aside a block of time when they can all be done at once. This is a much more efficient way of making calls than doing them individually as it will focus your mind and so save time. Set yourself objectives for each call and try to minimize the amount of time spent on each call. Have any relevant documents to hand and some means of taking notes during the call itself.

- It can be difficult when dealing with people who want to chat. They can be major time wasters. Without being rude, at some point you need to make it clear why you are calling and get down to work. Wait till they have finished a sentence then say something like:

- "„That's interesting, I have a meeting I must go to in 10 minutes. Can we discuss your current problems now and I will see what I can do to sort them out today? Is that okay?" In other words, be assertive, give a reason for moving from social chat to business and get their agreement.

Indecisiveness

When you are faced with more than one option, you are unable to choose an option and run with it. You spend excessive time going over the options without concluding.

The type of decision you make will have an impact on your time management and that of others.

There are three basic types of decision-making:

- Autocratic: this is where you decide yourself based on facts you already know.

- Consultative: this is where you consult with others to get their ideas and opinions, but in the end, you still make the decision yourself.

- Group: this is where a group of people decide, and each member of the group has an equal say

- We need to ask ourselves:

- Do I have enough information to make a high-quality decision now?

- Is there more than one decision that would be acceptable?

- Will any decision I make have a negative impact on the team and is it important that they are consulted beforehand?

- Does the final decision matter and is there time to give it to the group to sort out?The standard model for decision-making is:

    1. Define the issue

    2. Collect relevant information

    3. Generate feasible options

    4. Work out the costs and benefits of each option

    5. Make the decision

    6. Implement and evaluate Most decisions are relatively low risk and low cost.

For the big decisions that count we need to spend more time looking at alternatives and appraising the consequences of making a mistake. In many situations it is better to decide, even if it turns out to be less than perfect, than to delay decision- making while trying to find the best solution possible.

Check Your Progress-1

True/False

   a. Effectiveness is measured ultimately by achievement.
   b. Using the telephone can be a great time waster or an equally good time saving device, depending on the skill of the user.
   c. As a salesperson I was never keen on cold calling because of the amount of rejection I received from people who were not interested in talking to me.
   d. Procrastination means putting things off until tomorrow and has been called the thief of time.
   e. "Time management" is the process of organizing and planning how to divide our money between specific activities.

14.4. Effective Time Management

Effectiveness is measured ultimately by achievement. Time management must not be seen as only concerned with packing more activity into the available time, it must be instrumental in ensuring that objectives are met. Activity must never be confused with achievement. With this picture in mind, for managing time effectively, you need to:

Assess your current working practice

Assess your current state of working, describe actionable observations about strengths and gaps in relation to the problems we are facing and

desired future state we want to achieve.

Know your own system?

- When we know what we need and are experienced about the work we can check the systems and see whether any of them formalize what we want to do and, and whether making an investment in it is worth while

- What kind of diary do you need?

- How much space do you need for notes?

- How many sections fit the way your tasks are grouped?

- What permanent filing is necessary? etc.

Objectives Setting

To start managing time effectively, we need to set goals. When we know where we're going, we can prepare a road map for what exactly needs to be done, and in what order.

People tend to neglect goal setting because it requires time and effort. We fail to realize that a little time and effort put in now saves an enormous amount of time, effort, and frustration in the future.

Objectives should be SMART, that is: Specific, Measurable, Achievable, Realistic, and Timed.

To manage time effectively is concerned with tackling conflicts and making decisions about what comes first. The management structure works best when individuals are clear about what they are expected to achieve.

Prioritization

Prioritizing what needs to be done is especially important. Without it, you may work very hard, but you won't be achieving the desired results

Most people have a "to-do" list of some sort. The problem with many of these lists is they are just a collection of things that need to get done.

To work efficiently you need to work on the most important, highest value tasks. This way you won't get caught scrambling to get something critical done as the deadline approaches.

Plan the work and work the plan: any real progress with time management needs a plan. Not only is it updated regularly, but it should also show accurately and completely your work plan for the immediate future and give an idea of what lies beyond. It may include:

- A daily plan
- A weekly plan
- Commitments that occur regularly (weekly or monthly or annually)
- A plan for the coming month (perhaps linked to a planning chart).

Managing Interruptions

Dealing with the uncontrollable or interruptions should be acted smartly

Things occur that cannot be predicted, and a proportion of the available time is always going to go in this way. For example, a manager on the sales or marketing side of a commercial company may have enquiries and queries coming from customers that are very important and must be dealt with promptly.

The next issue is knowing what to do to minimize the interruptions you face during your day. It is widely recognized that managers get very little uninterrupted time to work on their priority tasks. There are phone calls, information requests, questions from employees, and a whole host of events that crop up unexpectedly. Some do need to be dealt with immediately, but others need to be managed.

We must leave room for interruptions and contingency time for those unexpected events that otherwise will cause lot of chaos in our schedule.

Thinking ahead

We should acquire the habit of thinking ahead based on experience, data, or events. This enables us to create a picture of activities, and the time spans are very much clearer. Documentation of everything helps a lot in thinking ahead. Anticipating problems and spotting opportunities can make a real difference to the way we work in the short term.

Stay cool and do not panic and think positive

- Think (and what is more, take sufficient time to think straight).
- Consider the full range of soft skills that could sort out the situation.
- Make an action plan (especially important if there is any degree of complexity involved).
- Consider the control aspect of that ongoing action plan.
- Then considered action can systematically sort out the problem, at least as best as possible

- Finally, draw attention not only to the lessons to be learnt (so as not to repeat similar disasters), but also to anything positive that might come from the whole incident.

Spend time to save time

We should learn something from this continuously running time. If it runs regularly without any stoppage, then why we cannot. To save time in future we need to spend some additional time today

Be prepared to say "no"

Everyone must accept that they cannot do everything. Many people could just go on listing more and more things to do, not all equally important. „To do" list, nevertheless. We certainly must accept that we are not going to do everything when we want. If we keep on increasing quantity somewhere we may compromise with the quality of work.

Work smarter not longer

Productivity in our job is not to work longer and longer hours. Long hours will be necessary on some occasions, to complete a particular project, say, but in excess are likely to produce declining standards and run risks. That sometimes make working smarter a much more attractive option. We need to create a working pattern that is well balanced in this way

Reward yourself

It has already been said that time management is not easy, that it demands a concrete effort, so we need to motivate our self and give our self some rewards to make it work. So that our attention will remain focused on what time management can do for us. Reward yourself for getting jobs done and remind yourself regularly of the horrible consequences of not doing those boring tasks! For more help on recognizing and overcoming procrastination

14.5. Techniques to Practice to Master Your Own Time

As explained by MSME'S the techniques are:

- Carry a schedule and record all your thoughts, conversations, and activities for a week. This will help you understand how much you can get done during a day and where your precious moments are going. You'll see how much time is spent producing results and how much time is wasted on unproductive thoughts, conversations and actions.

- Any activity or conversation that's important to your success

should have a time assigned to it. To-do lists get longer and longer to the point where they're unworkable. Appointment books work. Schedule appointments with yourself and create time blocks for high-priority thoughts, conversations, and actions. Schedule when they will begin and end. Have the discipline to keep these appointments.

- Plan to spend at least 50 percent of your time engaged in the thoughts, activities and conversations that produce most of your results.

- Schedule time for interruptions. Plan time to be pulled away from what you're doing. Take, for instance, the concept of having "office hours." Isn't "office hours" another way of saying "planned interruptions?"

- Take the first 30 minutes of every day to plan your day. Don't start your day until you complete your time plan. The most important time of your day is the time you schedule to schedule time.

- Take five minutes before every call and task to decide what result you want to attain. This will help you know what success looks like before you start. And it will also slow time down. Take five minutes after each call and activity to determine whether your desired result was achieved. If not, what was missing? How do you put what's missing in your next call or activity?

- Put up a "Do not disturb" sign when you absolutely have to get work done.

- Practice not answering the phone just because it's ringing and e-mails just because they show up. Disconnect instant messaging. Don't instantly give people your attention unless it's absolutely crucial in your business to offer an immediate human response. Instead, schedule a time to answer email and return phone calls.

- Block out other distractions like Facebook and other forms of social media unless you use these tools to generate business.

- Remember that it's impossible to get everything done. Also remember that odds are good that 20 percent of your thoughts, conversations and activities produce 80 percent of your results.

Let Us Sum Up

In this unit you have learned about the following:

Time management is the process of planning and exercising conscious control over the amount of time spent on specific activities, especially to increase effectiveness, efficiency, or productivity."

Successful time management leads to:

- Greater productivity and efficiency.
- Handle pressures in tight situations
- A better professional reputation.
- Less stress.
- Increased opportunities for growth and advancement.
- Greater opportunities to achieve important life and career goals.

Failure in managing time results in:

- Missed deadlines.
- Increasing load of work
- Inefficient workflow.
- Poor work quality.
- A poor professional reputation and a stalled career.
- Higher stress levels.

Check Your Progress-2

1. _____is the process of organizing and planning how to divide our time between specific activities.

2. _____putting things off until tomorrow and has been called the thief of time.

Glossary

Time Management, Effective time management techniques

Answers to Check Your Progress-1

a-True

b-True

c-True

d-True

e-False

Answers to Check Your Progress-2

1. "Time management"
2. Procrastination

Suggested Readings

1. Kaul & Asha, Effective Business Communication, PHI 2nd Edition, 2006.

2. Lesikar R.V & Flately M V, Basic Communication Skills for empowering the internetgeneration, Tata-McGraw Hill, 2009.

3. Thomas, "Effective Business Communication", 7th ed. Tata McGraw-Hill, NewDelhi.

Block-5: Introduction

The Block-5: **Communication** has been divided into four Units (Unit-15 to Unit-18).

Unit-15: An Introduction into Corporate Communication deals with Introduction, Corporate Communication: Meaning, Objectives of Corporate Communication, Importance of Corporate Communication, Role of Internal Communications, Purpose of External Communications, Ensuring a Unified Message Internally and Externally, Elements of Corporate Communication, Scope of Corporate Communication and the Tips for Improving Corporate Communication Skills.

Unit-16: Role of Media in Communication describes about the Introduction, Role of Media in Corporate Communication : An Overview, Media Relations, Benefits of social media in Public Relations, the Changing Media Scene in India, Media Characteristics and the Future of Role of Media.

Unit-17: Management of Corporate Reputation explains about the Introduction, Corporate Reputation : An Idea, Need for Corporate Reputation Management, Importance of corporate reputation, Building a good Corporate Reputation, Corporate Reputation Management Process and Case studies : An Insight into real world.

Unit-18: Corporate Governance and Corporate Social Responsibility presents about the Introduction, Corporate Governance and Corporate Social Responsibility: An idea, Meaning of Corporate Governance, the Business Need for Corporate Social Responsibility, Importance of Corporate Social Responsibility, the Practice of Corporate Social Responsibility (CSR) around the World, Corporate Governance Basics and the Top five Corporate Governance Best Practices.

In all the units of Block -5: **Communication**, the Check your progress, Glossary, Answers to Check your progress and Suggested Reading has been provided and the Learners are expected to attempt all the Check your progress as part of study.

Unit-15
An Introduction into Corporate Communication

STRUCTURE

Overview

Objectives

15.1. Introduction

15.2. Corporate Communication: Meaning

    15.2.1. Objectives of Corporate Communication

    15.2.2. Importance of Corporate Communication

15.3. Role of Internal Communications

15.4. Purpose of External Communications

    15.4.1. Ensuring a Unified Message Internally and Externally

15.5. Elements of Corporate Communication

15.6. Scope of Corporate Communication

15.7. Tips for Improving Corporate Communication Skills

Let Us Sum Up

Check Your Progress

Glossary

Answers to Check Your Progress

Suggested Readings

Overview

In this Unit, the Introduction, Corporate Communication: Meaning, Objectives of Corporate Communication, Importance of Corporate Communication, Role of Internal Communications, Purpose of External Communications, Ensuring a Unified Message Internally and Externally, Elements of Corporate Communication, Scope of Corporate Communication and the Tips for Improving Corporate Communication Skills has been clearly explained.

Objectives

After reading this lesson you will be able to:

- Understand the importance of time management

- Apply time management techniques

- Understand the nuances of corporate identity and corporate

image as well as management of corporate reputation.

- Learn the elements, scope, role and tips for improving corporate communication skills.

15.1. Introduction

The Unit focuses on the introduction of the concept of Corporate Communication. The concept has a wide scope as it covers the role, various elements, and purpose of internal and external communication. It has also incorporated the most essential tips for the improvisation of corporate communication. The Unit includes the objectives and importance of corporate communication in the recent times.

15.2. Corporate Communication Meaning

In this modern, competitive landscape, a brand's identity needs to be unique, clear and consistent in order to set itself apart. A big part of making this successful lies in effective corporate communication. In a digitally connected world, corporate communication is one of the key factors that determine whether companies thrive or fail. It impacts employee productivity, innovation, brand awareness and more. "The communications model changes every six to seven months.

Corporate communications refers to the way in which businesses and organizations communicate with internal and external various audiences. These audiences commonly include : Customers and potential customers, Employees and key stake holders/investors, Partners, Media, Government bodies etc. In the digital age we now live in, corporate communication cover a wider range of materials than ever before. It's more than just a company handbook to introduce new staff members to your team, or a blog post promoting a big event you're hosting. It includes everything from emailing your employees that the coffee machine's broken to a press release about your latest product or development. Corporate communication condenses every single way your brand engages with your audiences, and plays a huge role in shaping how you're perceived by these groups.

15.2.1. Objectives of Corporate Communication

The goals of a corporate communication plan should align with the overall goals of the company. Corporate communication objectives may include:

- Always being transparent with employees and customers
- Building credibility and establishing expertise in the industry

- Minimizing damage to the brand's reputation
- Preventing miscommunication and clarifying details

15.2.2. Importance of Corporate Communication

Imagine a work environment where you had no guidance on how to communicate effectively with your colleagues and no policies on what to say to the outside world. It doesn't seem like that business would be very successful, does it ?. The way an organization communicates with those within it and those outside of it is integral to its success. Communication policies and guidelines help employees share information to do their jobs effectively and support the organization's image externally.

15.3. Role of Internal Communications

1. Internal communication happens when a business shares information within itself to its staff. Companies can internally communicate in writing through emails and memos or verbally at meetings and conferences. The main purpose of internal communication is to identify and share company goals. It's vital for employees to know what they are working toward. Goals can be company–wide, departmental or individual. Regardless, knowing what their purpose is at work helps employees to stay on track.

2. Creating a better work environment is another reason why internal communication is so important. By communicating within the company about organizational changes, sales numbers and human resources issues, businesses can create transparent and effective work environments where employees thrive. This helps to reduce turnover rates, attract new talent and increase employee satisfaction. Businesses can also stop company rumors before they start by ensuring they communicate openly and routinely with their employees.

3. Internal communication helps businesses to stay on brand and keep control of the message. By having a strong brand promise that is communicated internally, employees have a better handle on talking with customers and other external parties. With communication that leads to clear goals and well–trained staff, businesses have a better chance of ensuring that customer interactions are positive.

15.4. Purpose of External Communications

1. External communication happens when a business exchanges information with customers, prospects, partners, suppliers, investors and other stakeholders outside of the company. It's integral that the organization implement policies that guide employees on what kind of information to share outside the company, who to share it with and how to share it.

2. Having guidelines on what kind of information to share with which party is important so that certain information doesn't fall into the wrong hands or create problems for the company. For example, if a company is developing a new product that will revolutionize the market, it's critical not to share specific details of that product with competitors before its release. However, the company may want to tell their valued customers, investors and partners about the product before anyone else.

3. Controlling negative information about the company is one of the reasons effective external communication is so important. By having a strategy in place, organizations can reach out to external stakeholders and discuss the issues at hand. If a company is dealing with a PR disaster, for example, having a plan to speak with the media and customers is an important part of handling the situation.

15.4.1. Ensuring a Unified Message Internally and Externally

1. For a business to be successful, internal and external communication needs to work together to meet the goals of the company. For example, if the company shares conflicting information with its employees and its investors, they may have to deal with several unhappy and unmotivated stakeholders, which could lead to bigger issues.

2. Businesses need to look at both the internal and external audiences together to have a unified communication policy. For example, if a company is developing a brand message, it's essential to create talking points for both internal and external use together. That way, the company can develop messaging that appeal to their employees and motivates them to do their jobs, in addition to information that entices their customers and partners. If that messaging was developed separately, there might be conflicting ideas or different terms that are confusing both internally and externally.

15.5. Elements of Corporate Communication

The image your company presents to its employees, customers and other stakeholders matters. It can affect whether a prospective employee wants to work at your organization or whether a consumer wants to purchase a product from your business. Corporate communication helps businesses to strategically create and control the messaging about and around their organization. Good corporate communication solves customer problems, builds credibility, prevents miscommunication and creates a strong brand image.

- Embodying the Vision, Mission and Values

- Corporate communication helps a business to identify and establish its vision, mission and core values. These foundational aspects of the business are on what the rest of the organization is built, from the products to the sales strategies to the operating procedures.

The vision, mission and core values should always shine through all corporate communication activities. For example, if your company's vision is to always use sustainable materials in your products, you can expand on that idea in the way you distribute corporate communications. Instead of printing out memos, send them via email. Focus on creating marketing brochures on recycled paper or donate funds to One of the benefits of corporate communication is that it helps to keep employees informed about the direction of the company. This helps to boost morale, increase engagement and help employees to understand what the future of the company holds for them.

Management and front–line employees, organizations can increase retention and reduce hiring and training costs.

- **Solving Customer Problems**

Corporate communication is an effective way to improve customer relations. By keeping customers informed about upcoming events or company updates, businesses can reduce the likelihood of problems. For example, if a business is going to be out of a popular product due to supplier issues, it is important to inform the customer base about the upcoming shortage. While customers may be upset to learn this information, they will appreciate knowing it in advance so they can plan accordingly.

- Environmental charities.
- Ensuring Employee Engagement

Businesses can use a multitude of channels to communicate with customers. These include email marketing, social media, post mail, website updates and in person at a store location. The key is to offer transparency to customers so you can establish a sense of trust and credibility.

- **Maintaining a Strong Brand Image**

Corporate communication in brand promotion is vital for ensuring a cohesive company image. Businesses need to have a clear strategy for how they will communicate internally and externally and how that aligns with their brand. Businesses can use corporate communication to tell their brand story, which is about much more than what they do. The brand story includes why the company exists, what it values, how it is different and how it helps its customers.

Businesses can keep their employees updated on the brand through internal strategy presentations and corporate memos from senior leadership. Press releases, blogs, social posts and media interviews help to share the brand vision with customers, prospects and other external stakeholders like partners.

During negative press or problematic business operations that affect the perception of the brand, corporate communication can help diffuse the situation and present the company in a positive light again. Through community outreach and carefully crafted messaging, businesses can highlight the unique and beneficial aspects of their brand to distract from the negative publicity.

Check Your Progress-1

True/False

a. Setting and executing a solid corporate communication plan keeps your company on track to meet its goals.

b. Corporate communication in brand promotion is not vital for ensuring a cohesive company image.

c. Internal communication happens when a business shares information within itself to its staff.

d. A big part of making this successful lies in effective corporate communication.

e. The goals of a corporate communication plan should align with the overall goals of the company.

15.6. Scope of Corporate Communication

When it comes to corporate communication, how you communicate with your employees internally is just as important as the image you portray to the public. That's why a strong corporate communication plan should include the following elements:

- Employee communications, including policies and procedures, events, team–building activities and newsletters internal corporate communication includes companywide quarterly meetings, monthly departmental newsletters and readily available policies and procedures.

- Public relations, such as press releases, sponsorships, community outreach and crisis management

- Internet marketing, including social media, company websites, online advertising and apps

- Customer communications, which encompasses sales and marketing directly to potential clients and customers

- Investor relations, which keep shareholders and other investors regularly informed on the status and progress of the company

All of these elements of corporate communication should be integrated to ensure that the messaging, goals and target audience are streamlined and consistent. Establishing a good corporate communication plan requires a set plan for each discrete element.

Importance of Corporate Communication:

Setting and executing a solid corporate communication plan keeps your company on track to meet its goals. It also has a lot of other benefits that enhance your company.

The importance of corporate communication includes:

- Establishing a strong company brand that is recognizable through all corporate communication

- Ensuring that all employees from the top down know how to communicate that brand and feel comfortable doing so

- Building brand trust both inside and outside the organization

- Creating open channels of communication that allow for feedback, criticism and positive reinforcement

- Engaging with customers and clients and providing them a voice as well as a look into your company

- Enhancing transparency with employees, shareholders and the public

- Keeping your staff on track with goals and company messaging
- When you make the importance of corporate communication a priority at your company, you will have an easier time developing a strategy that everyone gets behind and follows.

Creating a Corporate Communication Strategy:

When it comes to create a corporate communication strategy, it's vital that you take the time to do it right. Rather than just throwing together a bunch of good marketing ideas you have and executing them as you go, you should actually take the time to strategize what makes sense for your company.

- When creating a strategy that includes the elements of corporate communication, you want to make sure the strategy is specific to your company. The elements of corporate communication for one company may look different from that of another. For example, a company that sells products at retail stores is likely to have a different strategy than thatof an aesthetic services center that wants to draw in clients.

- **Planning for Corporate Communication:** For each component of your communication strategy, you should plan for the year. You should set targets, deadlines and realistic goals that you hope to meet both quarterly and annually. All department heads involved in each aspect of your corporate communications should be involved to represent their respective departments, such as the communications director, human resources director, internet marketing director and investor relations manager.

  The scope of your corporate communication plan should be tailored to your company's specific needs and realistic targets. If the scope of your corporate communication plan is too broad and unrealistic, it maybe impossible to achieve.

  It's also a good idea to check in throughout the year to see if your targets are being met and if you need to make any changes to your corporate communication strategy.

- **Corporate Identity or Brand Image:** Corporate communication is the practice of developing, cultivating and maintaining a corporate identity or brand image. A solid corporate communications team provides initiatives to mold company image, communicate with internal and external audiences, and

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sustain a long– term positive reputation. Through public relations and wide–spread corporate communications, your customers, employees and clients can share in your company's successes.

- **Building a Reputation:** Corporate communication encompasses methods and processes in promoting a company's credentials, its positioning pitch and its acceptability in the marketplace. It involves a series of planned, interconnected activities and programs to communicate and engage with internal employees and externally with partners, customers and other stakeholders. Corporate communication helps highlight a company's annual earnings and achievements, its roster of products and services and its philanthropy and community outreach efforts. The intent at all times is to project a unified message and a consistent corporate identity.

- **Building Corporate Identity:** Corporate communication is generally acknowledged as the best possible method of building long–term corporate identity. A well–articulated and consistent corporate communication strategy, along with larger advertising and PR campaigns, reinforces a positive image about your company. This practice has helped businesses, corporations and even startups to develop and sustain unique corporate brand identities. Strategic, timely and well–orchestrated corporate communication initiatives have helped companies to limit negative fallouts of market missteps, crisis scenarios or unseemly or controversial utterances by key business executives.

- **Building an Influence :** The top management or key business executives play an influential and nuanced role in shaping the corporate communication agenda of an organization. The communications team will follow their lead, and often use higher–ups and top management as part of their campaigns. Management can offer strategic inputs and suggestions to fine–tune specific programs and communicate key organizational highlights. The communications team takes these insights and translates them for their audience of clients, customers and employees. The relationship between upper management and the communications team is vital to sharing corporate wins.

- **Supporting the Corporate Communication Team:** The in–house corporate communication department is the key enabler of any corporate communication effort. A senior executive and the

brand communication manager devise, develop and revise various initiatives. They understand the need to be flexible and account for evolving business environments and contextual organizational shifts. The team drafts news releases, prepares executive briefs for top management, and ghostwrites op–ads, blogs, social media posts and columns for business managers and other higher–ups. The team arranges interviews of key personnel in relevant industry and trade publications or for panel–based programs on cable and network news channels. The department can also liaise with an external PR agency to manage nationwide PR campaigns and press conferences.

- **Benefits and Beyond :** A well–managed, flexible and sustained corporate communication practice can reap both medium and long–term benefits. It enables a company to have a distinctive identity in a crowded and intensely competitive marketplace environment. Customers are more loyal to the company and generally feel positive about buying or consuming the company's products and services. Business investors stay committed to investing in the company. Shareholders remain confident about the capabilities of key executives, and the long–term prospects and profitabilityof the company.

15.7. Tips for Improving Corporate Communication Skills

Many studies indicate candidates that have effective communication skills are the most desirable in a workplace. There are many ways to drastically improve corporate communication skills, but it is first important to be aware of its importance and the many misconceptions that exist about communication. Clare Christensen says, that having effective corporate communication skills is a must to achieving corporate objectives and personal goals."Communication is arguably one of the most important skills to have in a workplace to maintain strong relationships with colleagues, improve productivity and increase trust and reputation," Clare said. Regardless of whether you're a natural extrovert or introvert, communication is a teachable skill so here are three tips to consider when improving corporate communication skills :

- **Learn to actively listen:** A common misconception is that communication is just about how you speak or converse with peers, but that is far from the truth. Communication is a two–way street meaning that both parties should equally share the talking and listening. Learning how to actively listen to colleagues is just as important as how you converse with them and is an easy way

to improve your corporate communication skills. It is important to be aware of what active listening looks like in order to improve. "Active listening can be as simple as asking for clarification, providing feedback where necessary, taking notes and asking engaging questions," Clare said."Employees who feel they are being actively heard will feel respected and appreciated, which can help businesses to achieve corporate communication best practices and overall goals."

- **Learn how you communicate non–verbally :** You may not be aware that your stance comes across as intimidating, or that your fidgeting can come across as a sign of no confidence. The majority of what you say is actually communicated by your physical cues, or body language, not by what you physically verbalize. Understandingand being aware of your body language, facial expressions, eye contact, nuances of voice and other non–verbal cues is very important when considering your level of corporate communication skills. Claresays adjusting minor habits can immensely improve your corporate communication skills."Improving your posture, maintaining eye– contact, confidently shaking hands, dressing the part and adjusting the tones and intonations in your voice can improve your corporate communication skills immensely," she said.

- **Inspire action :** Effective communication is about give and take, not just about instructing, lecturing and rambling. Whilst it is important to formally brief employees, corporate communication best practices involve inspiring action. By including calls–to–action, motivational quotes, company goals and objectives – and providing incentives – employees are more likely to resonate with a message and drive action. Our Communication Skills Training is akin to having your own personal corporate communication coach and can be key to boosting the communication skills of both employees and managers in your corporate domain. It will help you prepare for the unexpected and give you the confidence you need to successfullydeliver your key messages to your target audience.

Let Us Sum Up

In this Unit, you have learned about the following:

The organization has to be sustained and successful so effective corporate communication strategy is very essential in tackling its communication challenges. As a result of the unpredictable nature and diversity of stakeholders, drawing up a corporate communication strategy can in fact be very challenging.

Sometimes stakeholders still lack commitment to an organization no matter how the organization tries to keep them informed or involved. The management of Next Plc had trivialized this important fact and went on playing on their customer's intelligence by breaking consumer law in failing to refund delivery charges on goods bought online even when returned within seven days. The media got a hold of this activity and then made it public. This singular act could make it difficult for Next to achieve its own objectives with its stakeholders. The effect of it was damaging on the company's image and reputation but the management was quick to offer apologies to their customers before any further damages could be made.

Check Your Progress-2

Choose the Correct Answer:

1. A well–managed, flexible and sustained corporate communication practice can reap both medium and benefits.

    (a) Medium term
    (b) Short to medium term
    (c) Long–term
    (d) Short term

2. It is vital that you take the time to do it   .

    (a) Right
    (b) Fine
    (c) All good
    (d) Wrong

3. Scope of Corporate Communication does not include

    (a) Employee communication
    (b) Public relation
    (c) Customer communication
    (d) Social relation

4. Internal and needs to work together to meet the goals of the

company.

(a) Practical communication
(b) Social communication
(c) External communication
(d) Healthy communication

5. The objectives of Corporate Communication does not include

(a) Always being transparent with employees and customers
(b) Preventing fair communication and unclear details
(c) Building credibility and establishing expertise in the industry
(d) Minimizing damage to the brand's reputation.

Glossary

Credibility: reputation impacting one's ability to be believed Intonation – the rise and fall of the voice in speaking Introvert – to turn inwards, one who is considered more thoughtful than social

Cohesive: the state of working together

Extrovert: one who is out going, sociable?

Inspire: to affect, to infuse

Check Your Progress-1

a-True

b-False

c-True

d-True

e-True

Check Your Progress-2

1 . (c)

2. (a)

3. (d)

4. (c)

5. (b)

Case Study

Domino's Pizza was embroiled in a viral crisis situation when two rogue employees posted videos of adulterated food on YouTube in April 2009. Tim McIntyre, Vice President of Communications, was part of the internal team that delivered the company's crisis communication plan through Twitter and YouTube. What makes this story so compelling is the social media aspect of both the crisis itself and the strategy for managing the crisis. Using a case study approach, it assesses Domino's decision to integrate the same medium that sparked the crisis into the strategies to manage the situation, and it questions the efficacy of best practices and principles of crisis management in the age of social media. The Domino's Pizza successfully applied crisis management strategies through the social media and came out of the crisis.

a) What was the crisis that Domino's Pizza faced in 2009 ?

b) State the importance of crisis management to handle media and save brand image of the company.

Suggested Readings

1. Corporate communication (Principles and practice) Author : Jaishree Jethwaney, Publication : Oxford University Press

2. Corporate Communications Author : Paul A Argenti Publication : New York : McGraw–Hill Higher Education (2013)

Unit-16
Role of Media in Communication

STRUCTURE

Overview

Objectives

16.1. Introduction

16.2. Role of Media in Corporate Communication: An Overview

16.3. Media Relations

      16.3.1. Benefits of social media in Public Relations

16.4. The Changing Media Scene in India

16.5. Media Characteristics

16.6. The Future of Role of Media

Let Us Sum Up

Check Your Progress

Glossary

Answers for Check Your Progress

Case Study

Suggested Readings

Overview

In this Unit, the Role of Media in Corporate Communication : An Overview, Media Relations, Benefits of social media in Public Relations, the Changing Media Scene in India, Media Characteristics and the Future of Role of Media has been clearly explained.

Objectives

After completion of this Unit, you will be able to:

- Aware of role of media in the corporate world.

- Understand the global scenario of the media presence and its future.

- Enhance the knowledge about media characteristics as displayed by varied mediums like TV, Newspaper, radio etc.

16.1. Introduction

The chapter will include the role of various medium of Media. The Media plays a crucial role. It can make an organization's image or it can break

the image of an organization. Therefore it is imperative to understand the concepts of media relations, benefits of social media in public relation, the changing media scenario, its global beginning and its future. These are all included in this chapter. It has also included the media characteristics as displayed by varied mediums like TV, Newspaper and henceforth.

16.2. Role of Media in Corporate Communication: An Overview

Corporate communication is a representative of an organization and is responsible for retaining the reputation and image of the organization. Corporate communication fulfils the functions of planning, organizing, leading and controlling.

It will not be incorrect to say that corporate communication is imperative to an Organization's growth and progress in today's time and age. It plays a vital role in ensuring an Organization stays afloat in an ever–changing industry and maintains a credible reputation amongst media, clients and general public.

Today, mostly Organizations maintain a separate and full–fledged corporate communications department. This department manages various communication needs and strategies both internal and external, media relations, crisis communication and internal communication within the Organization. The department is also responsible for the reputation of the Organization and its management, relationships with potential and existing stakeholders and government affairs. A corporate communication team has its hands in many pies, as my experience says.

A major role of this function lies in Branding, which is significant for an Organization as it defines them, their products, their message, and their overall objective to people. It is how they are defined in the media and how they are viewed by stakeholders and competition. Here, the role of corporate communication is to create favorable association around the Organization, and create a positive reputation both within the Organization and externally.

The reputation of an Organization can make or break its future. Corporate communications must maintain an excellent reputation to ensure the Organization's continuous growth in future. Not only this, they must also ensure the Organization has a promising future in an ever changing industry and remains credible amongst the general public, stakeholders, clients and media.

All said and done, corporate communication has been traditionally, and still is, to a large extent, best known for media relations. Media relations includes writing and distributing news releases, responding to media queries, ensuring the Organization is well represented in any relevant stories, panels, etc., through quotes, personal presence of the spokesperson, and also by pitching stories to media.

Corporate communicators plan any press conferences pertaining to any announcement to be made, including selecting the site for an event, arranging for banners and other material (we call these collaterals in corporate communication dialect) to be displayed at the event, preparing press kits for distributing to the media and training the spokespeople to speak at news conferences. Corporate communicators, also monitor newspapers, television news broadcasts and other outlets like online channels, etc., to see what the media is saying about the company and to devise strategies to address misinformation.

Besides all this obvious, Communicators also play a role in Corporate Social Responsibility (CSR), which refers to a company's respect and interest towards contributing to the society. This part makes the Organization look beyond its business interests and adapt to social implications and changes. This is usually done by engaging with various NGOs and participating in their work towards society.

Crisis communication is a very challenging task. An Organization may face challenges in the form of criminal allegations, media attacks or inquiries, violation of certain regulations regarding the environment, and more. This needs to be tackled extremely cautiously as per the Organization's clear directives. At such times, communicators should be always accessible to media and should come across as genuine while presenting their side of story. This always helps.

Corporate communicators also manage a company's website and social media presence, including monitoring what customers and clients are saying about the company on social networking websites and responding to inaccurate posts or requests for information.

The Public Relations part of corporate communications includes producing newsletters, brochures and other printed materials

designed for the general public.

A great communications leader must always keep them aware of what's going on before the rest of the world does. They should be always be on–the–go and always accessible. This is a very important characteristic of a communicator. Corporate Communication includes lot of activities like management communication, marketing communication, and organizational communication. Management communication takes place between management and its internal and external audiences.

One of the simplest ways of understanding these different activitiesis to group them according to the role that they play within an organization,as below.

- Media and Public Relations
- Customer Communications and Marketing
- Crisis Communication
- Internal Communications

The role of media and information in effective communication: Media messages convey important influences. Newspapers, TV and radio are all important sources of basic information about other people and other places and this can itself help to engender understanding if presented in a fair, even–handed and non–inflammatory way.
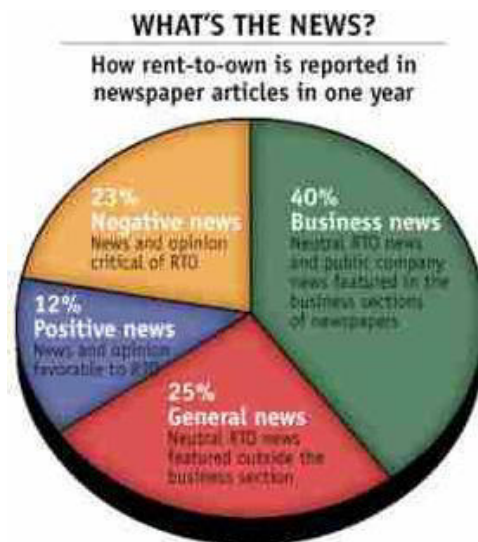
16.3. Media Relations

Organizations irrespective of their size had to build better relationships with the media. They must take time to cultivate relationships with the right people in the media. The assessment of accomplishment in the media relations business has for years been the amount of "ink" that a company gets, whether aided by in–house professionals or an outside consultant.

Getting a lot of ink, means lots of articles written about a company, may not have any value if it doesn't help the company achieve the communication objective it started out in the first place. By conducting research, companies can avoid giving reporters' information that they are not interested in and communications need only occur when a company's media audience is most likely to be receptive. Responding to media calls are very important, most of the calls get directed to automated machines which would not differentiate between important and unimportant calls. The best solution for this would be to employ a

person just to attend to this Responding to media calls are very important, most of the calls get directed to automated machines which would not differentiate between important and unimportant calls. The best solution for this would be to employ a person just to attend to this. We should make sure when answering such calls to keep a friendly tone when checking the availability for an interview. Next step would be to prepare for media interviews.

Depending on the type of interview, the media relation's professional should prepare the company representative for it. They must make sure they know in depth about the subject they are going to be interviewed about. Media monitoring and analysis is also an important tool for maintaining healthy relationship with media and helps us gauge our accomplishment with the media.

The most critical component, in media relations is maintaining ongoing relationships with the media which means developing and maintaining a network of contacts with the media. The most critical component, in media relations is maintaining ongoing relationships with the media which means developing and maintaining a network of contacts with the media. To build a successful media relation program the basic thing would be to involve the media relations personnel into the strategy, by developing in–house capabilities, we could also use the help from outside counsel. Media is no more just restricted to paper or television, internet is used on a large scale.

WHAT'S THE NEWS?
How rent-to-own is reported in newspaper articles in one year

- 23% Negative news — News and opinion critical of RTO
- 40% Business news — Neutral RTO news and public company news featured in the business sections of newspapers
- 12% Positive news — News and opinion favorable to RTO
- 25% General news — Neutral RTO news featured outside the business section

There are various ways to interact online. Blogs are becoming quite a roar as they are publicly accessible personal websites that serves as sources of commentary, opinion, and information on a variety of topics.

In Terms of Handling Negative news badly: When a company encounters a crisis, the best way to handle it would be to come clean to the media and give their statement before things turn out bad and the company faces downfall.

The above article gives us an overview of managing media relations and also listed is a website of a media relations consultant's firm which gives an idea of how things are being done.

Tylenol Crisis of 1982 shows how effective media relations can help diffuse a possible explosive situation and maintain the reputation of the company. Johnson & Johnson the makers of Tylenol capsules immediately recalled all the Tylenol bottles. J & J also advertised in national media not to use the Tylenol capsules. It also put up a $100,000 reward to find the perpetuator of the crime. It also immediately introduced capsules that were triple sealed that were tamper proof and that coupled with heavy price promotions in the media ensured Tylenol retained the #1 brand image.

16.3.1. Benefits of Social Media in Public Relations

Over the past five years a growing number of social media sites have sprung up, suggesting people are interested in sharing their experiences and linking with new found friends. But what benefits do networking tools like these give PR activity?

- **Faster, widespread coverage:** Social networking enables instant sharing of information and, as the number of people using the Internet continues to rise, with many blogging themselves, releases you post can be easily picked up and posted by other bloggers and online journalists. This offers you wider coverage of your news and ensures it reaches a larger target audience.

- **Visibility:** Social media can be used to help you improve the public's awareness of your company and your overall business image as blogging and online mentions help to spread the word about your company. When your company establishes its presence online, it will become more visible which can be used to promote your business. The more readers you attract, the higher your number of followers will be and increasing your readership also increases the reach of your communications and how effective they are.

- **Increased communication:** With social media's ease of use, everyday people can post their thoughts on a variety of topics. Social networking sites allow you to ask questions and get

answers quickly from any number of readers, with varying enthusiasms and experience. By using these communications channels, you can develop relationships with readers, which you can then use in PR activity and stakeholder targeting to ensure your posts are relevant and of interest so more likely to be read. Building on this initial relationship to engage and keep readers, and anyone they forward your blog link to, increases traffic to your website, giving it a better standing on search engines and attracting even more readers. Companies are also able to know what people are saying about their business so they can respond quickly to anything that arises or use their followers to dispel bad 'word of mouth'.

- **Easy integration:** Most people know how to use one or more social media tools so your company should aim to maximize its reader base by using your staff's online connections to promote your business, giving you a bigger reader base. The more people who know about your company, and what it does, the more likely your business will succeed and attract loyal customers.

- **Links and SEO:** Including links to relevant info and supporting documentation within your online content gives your copy authority which, in turn, means search engines notice it. If you link to established and respected domains, your web ranking will increase and bloggers and online journalists will think it is worth checking out and may even include links to it – or a mention – within their own content. To ensure your website climbs the search rankings, make sure everything you write is strong, topical and has lots of good information in it that will continue to engage readers. There is some evidence that 'likes' and links in Twitter are recognized by search engines – potentially improving your search rankings.

Social media is a great way for companies to keep their finger on the pulse of public opinion, increasing your company's customer base, learning about their preferences and then using this information to successfully tailor future PR activity. If you need a sense of the importance of social media channels remember that Facebook accounts for nearly one in four of all web page views in the US. In conclusion, social media's main benefit is keeping your company in the public spotlight, ensuring it is current and in touch with potential customers.

16.4. The Changing Media Scene in India

The media scene in India today, primarily due to television, is so fluid that it requires of advertisers and agencies the ability to anticipate and to adapt to rapid change. TV attempts to reduce the country to a single media solution, but in reality each market has to be viewed on its own and then meshed into the larger national context.

The media scene in India is changing very fast, especially in the past decade. On one hand, new media are emerging and affecting the existing ones. On the other hand, the consumption patterns of the media users are also undergoing a lot of transformations. Post–independence, the development of media was rather slow and unexciting. For twenty five years after independence, the growth of media such as print, cinema and radio followed a gradual and uneventful path, progressing slowly and steadily.

Pressures of urbanization, growing literacy and development in technology did not affect the media significantly. The scenario was such a sad one that neither inter nor intra– media competition existed. This obviously translated into the fact that there was no strategy or planning on the part of the media. Essentially media marketing itself was an alien concept for most of the newspaper owners and the sole television operator – Doordarshan.

The first strains of change on this static environment were observed in the early eighties. These changes were introduced through technology: the development of grafting techniques in press and in electronics. The implications were two fold. On the first level, the reach of media was

expanded and on the second level, the people were given more choice. Introduction of glossies among print titles, the expansion of the television network, establishing a radio commercial channel suddenly made life more exciting and entertaining for the vast majority of the urbanites. It was now, for the first time, that audiences were getting segmented by the titles introduced, new markets were opening up and a large number of people were coming under the media exposure. Another interesting fact during this time was the development of a new relationship between the media and the audiences.

Media patterns changed once again when sponsored programs on television became a regular feature. This initiative, along with the development and popularity of home videos changed the entire equation. People stopped frequenting cinemas, since the same films were conveniently available at home.

Magazine readership also declined in favour of videos. Television, however, maintained its regular set of viewers during the period. It became a veritable obsession with the people. Programs such as the Mahabharat and the Ramayan were the opium of the masses. Now, television delivered important audience segments such as women, the rural affluent and children. At about the same time, easy access to technology and developing markets pushed publishers to add on new editions as well as supplements.

The Global Beginning :

Another change in the media environment came with the "Invasion of the Skies" in the early nineties. Satellite television found its way into India through CNN and the Star Network during the Gulf War. The monopoly of Doordarshan came to an end and there were multiple channels, giving the Indian viewer a choice of programs it had never been exposed to before. This, needless to say, introduced heavy competition among the channels and thus the programs' contents also improved.

Finally, Doordarshan had to deal with the fact that it was not the king of the skies any more : for the first time in India, the television viewer had the choice of deciding what to watch from over 50 channels. Faced with heavy competition, it had to revamp and introduce new channels in the metros and in regional areas. The competition became intense even within the satellite television players with the influx of regional channels and more and more international quality programming. It was realized that only those players who can adopt a market–savvy, strategic approach to differentiate their programming from the rest shall be able survive the media jungle.

Developments in wireless technologies and their decreasing costs have created opportunities for faster deployment of telecommunications services. This speed is critical for developing countries especially in rural areas, as the role of telecommunications in development is more significant for them.

The uptake of wireless technologies has been rapid in most developing countries. For the most part, these have been cellular networks that operate in the licensed bands. The unparalleled growth of mobile service (operating in licensed bands) in almost all countries of the world has been driven by both technology as well as deregulation. While the rapid spread of such networks is unprecedented, it has so far been limited to urban and semi–urban areas.

Satellite Instructional Television Experiment (SITE) : It is considered to be one of the biggest techno–social communication experiments in education and rural development. The one–year experiment (August 1975 – July 1976) aimed to provide direct broadcasting of instructional and educational television in 2400 villages in the states of Andhra Pradesh, Bihar, Karnataka, Madhya Pradesh, Orissa and Rajasthan.

Over 500 conventional television sets spread over 335 villages in Kheda district, Gujarat was also part of SITE. Satellite technologists had called SITE as Leap–frogging from bullock cart stage to satellite communication did not discriminate between rural poor and urban rich for information and communication. It had given 50 years communication lead to rural poor of the country. SITE provided telecast for rural primary school children in the age group 5 – 12 years studying in grades 1–5. Rural

adults viewed television programs on improved agricultural practices, health and family planning. They were also able to view news. Television was considered as window to the world. Both quantitative (survey) and qualitative in–depth (anthropological holistic study) evaluation indicated modest gains in some areas, whereas no gain or negative gain in other areas. The one–year duration was thought to be too little for any positive results. Based on the experiences and positive gains, INSAT satellite was launched in 1981. Since then a series of INSAT satellites have been launched and used for nationwide television telecast for education and development. The sad part is that, in spite of best efforts, satellite television has been used for entertainment more than rural development.

The other research says that access to satellite TV is of surprising value to the lives of rural Indian women and villagers in general. School enrolment among girls, family planning, hygiene, awareness about

diseases and many more such milestones have been achieved by the electronic media. The newly 'wired' women also has become less accepting of spousal abuse, a bias in favour of having boys declined, and they look more likely to be able to spend money without a husband's permission. However, shows on satellite TV tend to focus on urban areas, where women's status is higher and are shown leading extravagant lifestyles.

The rural people are not able to associate with those programs and shows. Customization as per rural needs has recently begun and has been appreciated even by the urban crowd. People are getting exposed to a set of attitudes that are more liberal, that are more favourable toward women, and they are changing their minds in response to that. Change is inevitable. Government has taken initiatives to start many such programs to generate awareness, some ran for years, others could never come out of papers and the rest bombed after the take off.

Media Terminologies :

The word media comes from the Latin word "middle". Media carry messages to or from a targeted audience and can add meaning to these messages.

- **Media Planning** – Media Planning is the process of designing a strategic course of action that shows how advertising space and time can be used to present the message in order to achieve the advertiser's goal.

- **Media Objectives** – Media objectives are goals to be attained by the media strategy and program.

- **Media Strategy** – Decisions on how the media objectives can be achieved.

- **Media** – The Various categories of delivery systems including broadcast and print media.

- **Broadcast Media** – T.V., or Radio network or local radio station broadcast.

- **Print Media** – Publications like Newspaper, Magazine, Direct Mail,

- **Media Vehicle** – The Specific Message Carrier, it can be a specific Television Show, or a Specific News Paper.

- **Coverage** – Refers to the potential audience that might receive the message through the media vehicle.

- **Reach** – Reach refers to the number of people that will be exposed to a media vehicle at least once during a given period of time.

- **Frequency** – Frequency refers to the average number of times an individual within target audience is exposed to a media vehicle during a given period of time.

Media Characteristics :

There are two types of media for communication – mass media and interpersonal media. Interpersonal media is an expensive medium but highly useful for focused reach. On the other hand mass media like television, or radio, or newspaper are cost efficient and characterized by wide reach. Now, let's examine the characteristics of each of the mass medium.

Television :

Following are the specific characteristics of television :

- It is more impact–full as it is the combination of sound, sight, and motion,

- It has broad reach and mass coverage,

- It is highly intrusive medium,

- It has high absolute cost but cost per thousand is moderate.

Television Characteristics	
Advantages	**Disadvantages**
• Mass Coverage	• Low selectivity
• High Reach	• High absolute cost
• Impact of sight, sound, and motion	• Short message life
• High prestige	• High production cost
• Moderate cost per thousand exposure	• Clutter

Radio :

Following are the specific characteristics of radio :

- It can reach out to remote audiences,

- It is most cost efficient among all mass media,

- Radio can reach mobile population,

- Radio has local market identification.

Radio Characteristics	
Advantages	**Disadvantages**
• Mass Coverage • Local coverage • Low cost • High frequency • Low production cost • Well segmented audience	• Audio only • Clutter • Fleeting message

News Paper :

Following are the specific characteristics of newspaper :

 • Newspaper is a better option to provide detailed information,

 • A publication have different editions for different areas, so there is a geographic flexibility in newspaper,

 • Newspaper have different sections, so there is opportunity of targeting special interest groups,

 • Newspaper is vehicle for coupon delivery.

Newspaper Characteristics	
Advantages	**Disadvantages**
• High coverage • Low cost • Short lead time for placing ads • Ads can be placed in interest • Timely or current ads • Can be used for coupons	• Short life • Only visual • Clutter • Poor reproduction quality sections • Selective reader exposure • Low attention getting capability

Magazine :

Following are the specific characteristics of magazine :

 • There are magazines for sports, corporate, business, women. children, etc., so we can say magazines have specific audience selectivity, as they are specialized,

 • Magazines have longer life,

- Magazines provide them opportunity for message scrutiny, and geographic and demographic flexibility.

Magazines Characteristics	
Advantages	**Disadvantages**
• High coverage	• Only visual
• Segmentation potential	• Long lead time for ad placement
• High information content	• Lack of flexibility
• Longer life	
• Compatible editorial environment	
• Multiple readers	
• Quality reproduction	

Outdoor :

Following are specific characteristics of outdoor media :

- Outdoor media is easily noticeable, and it provides 24 hours coverage,
- Outdoor is location specific media, it has local market presence,
- Outdoor media is Cost efficient medium,

It can be good reminder media.

Outdoor Characteristics	
Advantages	**Disadvantages**
• 24 hour coverage	• Short exposure time requires short ads
• Location specific	• Poor image
• High resolution	• Local restrictions
• Easily noticed	
• Cost efficient medium	

16.5. The Future of Role of Media

- Traditional media include printed materials (books, magazines, and newspapers), broadcast communications (television and radio), film, and music. New media include all forms of

communication in the digital world, including electronic video games, the Internet, and social media. The Internet has added a social aspect to video gaming that has bridged the generation gap and opened up a whole new audience for video game companies, including senior citizens and families. The prevalence of the Internet in modern daily life affects us in nearly every way, from how we receive our news, to the way we do business, conduct research, contact friends and relatives, apply for jobs, and even how we watch television.

- **New media frequently trump traditional media for three main reasons :** They are more immediate, are often free, and can reach a wider number of people. Modern media delivery has numerous advantages, including the speed at which content is delivered, the widespread reach of the Internet, and the low cost–most online content is free. The sheer amount of information available online has caused many critics to claim the information overload is bad for people's health; however, studies have not substantiated this theory. Online media delivery enables a wide range of voices and perspectives to be heard via blogs and social networking sites. These sites are also changing the way knowledge is consumed : from a one–way system (for example, through passively reading newspaper articles) to a dynamic process that involves an entire online community.

  Modern media delivery also has several disadvantages. Not all web pages are reliable sources of information; many are subject to user error (for example, on sites such as Wikipedia) or bias (for example, on partisan political blogs). The Internet also has economic disadvantages; it widens the digital divide between those who have access to the technology and those who do not (usually older people, people of lower economic means or educational status, or people in developing countries with poor infrastructure), and causes problems for traditional media, which are finding it difficult to profit from digital technology.

Let Us Sum Up

In this Unit, you have learned about the following:

The present day is the day of Media awareness. The Media plays a crucial role. It can make an organization's image or it can break the image of an organization. Dealing with the Media has become necessitated in the current time. Therefore corporate communication also incorporates the Media relation as one of the important component. The way it is dealt with and managed holds a lot of relevance and importance in the present circumstances.

Check Your Progress-2

Choose the Correct Answer :

1. Satellite Instructional Television Experiment (SITE) is considered to be one of the biggest communication experiments in education and rural development.

    (a) techno–social
    (b) socio–cultural
    (c) demo–social
    (d) agro–social

2. The of Doordarshan came to an end and there were multiple channels, giving the Indian viewer a choice of programs it had never been exposed to before.

    (a) Duopoly
    (b) Supremacy
    (c) Solo presence
    (d) Monopoly

3. Corporate communications must maintain an excellent to ensure the Organization's continuous growth in future.

    (a) Reputation
    (b) Image
    (c) Policy
    (d) practice

4. Crisis communication is a very   task.

    (a) Adventurous
    (b) Challenging
    (c) thoughtful
    (d) presentable

5. There are two types of media for communication – mass media and

   (a) Social media
   (b) Dialectical media
   (c) Interpersonal media
   (d) Multi media

Glossary

Trump:	an excellent person, a fine fellow
Customization:	to build or alter according to personal preferences or specifications
Extravagant:	extreme, wild, excessive, unrestrained
Leap frogging:	jumping over some obstacle, to overtake, to progress
Pies:	a whole of a wealth or resource, to be divided in parts, to reduce to confusion, to jumble

Answer to Check Your Progress-2

a-True

b-True

c-True

d-True

e-False

Answer to Check Your Progress-2

1. (a)

2. (d)

3. (a)

4. (b)

5. (c)

Case Study

 Role of mass media Mass media plays an effective role in the present society. It informs, instructs, entertains, and performs an important role towards ushering social change. The role of mass media can be studied : as an agent of social change; as a reflector of dominant values; and as a reinforce for strengthening dominant values.

In the Indian context, media generally reflects and reinforces the dominant values. A study of TV commercials substantiates this. Advertising in the contemporary period has emerged as a powerful means. By indirectly projecting the social norms regarding the expected behavior of women, TV commercials have acted as effective agents of reproducing patriarchal values. Patriarchal values are over–emphasized through 'glamorization' and 'naturalization' of domestic roles of women; glorification of the essential image of mother, representation of women in public life in soft roles and subordinate jobs, popularizing the image of women as sex objects; objects of beauty etc. A recent spot survey of TV commercials corroborates the above observations. Recognizing the potential of TV commercials in social life, it is imperative to initiate the process of social change through it for which some directions are suggested in the paper.

1. What role is played by mass media in the recent time ?

2. Describe the potential of TV commercials in social life. Is it really leading to the process of social change ?

Suggested Readings

1. Corporate communication (Principles and practice) Author : Jaishree Jethwaney Publication : Oxford University Press

2. Corporate Communications Author : Paul A Argenti Publication : New York : McGraw–Hill Higher Education (2013)

Unit-17
Management of Corporate Reputation

STRUCTURE

Overview

Objectives

17.1. Introduction

17.2. Corporate Reputation: An Idea

17.3. Need for Corporate Reputation Management

     17.3.1. Importance of corporate reputation

17.4. Building a good Corporate Reputation

17.5. Corporate Reputation Management Process

17.6. Case studies: An Insight into real world

Let Us Sum Up

Check Your Progress

Glossary

Answers to Check Your Progress

Suggested Readings

Overview

In this Unit, the Introduction, Corporate Reputation : An Idea, Need for Corporate Reputation Management, Importance of corporate reputation, Building a good Corporate Reputation, Corporate Reputation Management Process and Case studies : An Insight into real world has been clearly explained.

Objectives

After completion of this Unit, you will be able to:

- Understand the concept of corporate reputation.
- Develop the understanding about the need of corporate reputation and importance of it.
- Know how to build a good corporate reputation.

17.1. Introduction

The Unit will explain the concept of corporate reputation. It has elaborately discussed the need for corporate reputation in the present marketing scenario of an organization. Corporate follow a specific process to manage its reputation is also explained in the Unit. The entire

explanation is through the case study of real world situation. The chapter has incorporated the ways to build the good corporate reputation.

17.2. Corporate Reputation: An Idea

When it comes to an organization's success and benefits, one of the most import things that come to mind is the corporate reputation.

There is no doubt about the fact that if a company wants to be successful in the first place then it will need a great reputation and that is the corporate reputation.

Having a good reputation would mean that the company is performing well and is able to provide the customers with what they need. So, there is no doubt about the fact that corporate reputation tends to be one of the most important aspects of a growing business.

But why is corporate reputation so important in the first place?

If you are asking yourself this question as well then you are in the right place, my friend.

We are going to answer this question and so many more in this article. Stay tuned and read till the end if you don't want to miss out on the important bits and pieces.

By now we are pretty sure that you want to know what exactly corporate reputation is. Well, worry not as we are going to answer this question right here.

To define corporate reputation, we can say that it is basically the overall estimation of the company or any organization that is held by the stakeholders of the internal and the external market.

In simpler words, corporate reputation is the impression that significant people have about your business. The company's past actions and future predictions are the factors that govern the corporate reputation. So, it seems quite inevitable that Corporate Reputation is a very

important part of the businesses that decide what kinds of perceptions your audiences and prospects are going to have about your brand, its history, and its potential to survive in future.

Now that you know the definition of corporate reputation, we are going to have a little talk about the value of it as well. You see, corporate reputation is really important for any company or organization.

Corporate Reputation: Under corporate reputation management, there is a constant cycle, a loop of the different ways in which a consumer will interact with your brand. We've got the main touch points for customer interactions with a brand, which are public relations, advertising, media coverage, website, and online reviews and social media.

Organizational Reputation: Reputation is describe as a core intangible resource and represents the affective or emotional evaluation of a firm as part of the social construction process, at a point in time, and over time.

17.3. Need for Corporate Reputation Management

A damaged corporate reputation won't self–correct. In fact, it will often spread like a virus because people tend to gravitate towards negative stories.

For example, if your search results contain a negative review, consumers will be more likely to leave one themselves. Similarly, if journalists find an unfavourable news story about your brand, they might write another one and link to the first. As a result of users clicking on and linking to your negative content, Google will rank it higher in the SERPs.

Corporate Reputation Statistics:

- 25% of a company's market value is derived from its reputation.

- Four negative search results can cost you 70 percent of your potential business.

- 69% of job–seekers won't apply to companies with online reputation issues.

- 41% of companies have reported loss of revenue from a reputation– related event.

1. Negative online reviews:

Review sites often rank near the top of Google for branded search queries. That's bad news if you haven't actively solicited positive reviews from happy customers and employees. In fact, you may need to earn as

many as twelve positive customer reviews to offset a single negative review.

One–star reviews from employees on sites like Glassdoor and indeed are even more problematic. Not only could those complaints influence customer decision making, but they may also scare away top talent.

2. Negative articles about companies or executives:

Fortune 1000 corporations and high–level executives are no stranger to bad press. Missed revenue goals, product recalls and scandals involving business leaders can all spark negative news articles. Even worse, if your company is well–known to the general public, bad news could go viral.

You'll need a carefully–mapped strategic approach to push top–tier news sites off page one. But online corporate reputation management of this scale isn't something you should tackle alone. Instead, you'll need help from a professional online reputation management service

3. Social media backlash:

Highly–engaged social media followers are an incredible brand asset. But be warned; they can quickly turn on you if you post something at odds with their beliefs.

Angry followers aren't the only pitfall you need to avoid. Trolls are constantly on the lookout for any type of social media blunder to exploit. Don't assume you can solve the problem by simply deleting negative comments and blocking followers, because doing so will only make things worse. You'll need to handle those situations very delicately.

4. Corporate crisis & issues management:

Corporate reputation consulting services also help to mitigate reputational damage in the event of a crisis. A robust online presence can hold back bad press, but that's not all. When you control more digital assets you can deliver key messaging more accurately.

5. Lack of a strong online presence:

Most businesses don't grow into successful corporations unless they take care of their customers and employees along the way. However, there's a big difference between a great company and a great online reputation. Let me explain:

Perhaps you offer competitive salaries, desirable benefits and interesting perks. Your employees love their jobs, but they don't write employer reviews so nobody knows how great your company is. Further, if one

rogue individual writes a negative review, people may assume that it represents your entire employee base.

Here's another example: You provide B2B services for global companies, and customers recognize you as the industry leader. Unfortunately, your industry rarely receives media coverage apart from a few unread press releases. As a result, one negative news article could infiltrate your search landscape.

When your company is underrepresented online, it's vulnerable to reputational damage from unfavourable search results. Our corporate reputation management services will strengthen your brand's online presence while protecting it from future incidents.

17.3.1 Importance of corporate reputation

Your online reputation touches virtually every aspect of your business, and it directly affects your company's market value. Let's look at some of the areas that are hardest hit by reputation issues.

1. Hiring and retention:

A Harvard Business Review study in 2016 found that having a bad reputation costs businesses at least 10% more per new hire. In other words, you'll need to pay more in employee wages to hire the same people as your competitors. And sometimes that isn't even enough. In fact, 69 percent of job seekers said they would simply refuse an offer from a company with reputation issues.

What's more, with the advent of employee review sites like LinkedIn and Glassdoor, it's easier than ever for your star employees to see how your business stacks up against the competition. If competitors have a good reputation and their search results are packed with positivity, you could lose key talent. Remember, the grass always looks greener on the other side of the fence.

When it comes to talent management, negative Glassdoor reviews and unfavourable search results can cost you in the form of higher salaries, additional training, costly employee turnovers and inexperienced staff, resulting in poor business performance.

2. External stakeholder groups:

Large corporations rely on external stakeholders like private investment firms to fuel their growth. In turn, key stakeholders expect increased financial performance that will result in higher stock prices boosting their ROI (Rate of Interest).

It's a symbiotic relationship in which one hand washes the other. However, this delicate balance can be thrown out of whack by a tarnished company reputation. As sales and stock prices plummet and profitability fades away, investors will begin to question your corporate governance. Before long, they'll pull their investments and move on to more lucrative growth opportunities.

The same goes for strategic partnerships with other businesses and celebrity endorsements. If you don't make a concerted effort to improve the issue, others will begin to distance themselves from your company.

3. Customer retention and lead generation:

Customers expect to have a great experience if they spend money with you. And if they don't, they need to trust that you'll make it right. In fact, peace of mind is what transforms a one–time purchase into a lifetime customer.

Furthermore, if trust is this important for simple transactions, imagine how much it impacts industries like financial services, insurance, or B2B lead generation where customers spend hundreds of thousands of dollars. It's not just about lead gen. Loyal customers could depart if they sense that your business is on the decline.

Trust is critically dependent upon a positive corporate reputation. Negative reviews or complaints clogging up the first page of your brand's search results drive away qualified, conversion–ready leads.

Check Your Progress-1

True/False

    a. Social media is not the mainstay of customer communications.

    b. Customers expect to have a great experience if they spend money with you.

    c. Corporate reputation is not the impression that significant people have about your business

    d. Corporate reputation consulting services also help to mitigate reputational damage in the event of a crisis.

    e. A damaged corporate reputation won't self–correct.

17.4. Building a Good Corporate Reputation

Company stakeholders erroneously think their businesses have a good corporate reputation if their search results are free of negativity.

Unfortunately, that exposes brands to significant reputational risk. A strong reputation actually means building a digital fortress around your search landscape that's capable of holding back the floodwaters of bad press.

In order to construct your fortress, you need to do extensive reputation research and map out a sophisticated strategy to shore up your weak points.

1. Own multiple web properties to control your narrative:

Owning one website for your business is a great first step, but you'll need more than that to gain brand equity in the SERP. The more web properties you control, the more real estate you can occupy in the search landscape. It's not just about protecting your brand, either. You'll also be better equipped to keep competitors out of your branded search results.

2. Craft a strong, engaging social media presence:

Social media is the mainstay of customer communications. People will turn to your corporate Facebook page to learn about product updates far more often than they would send a letter to your P.O. Box. So, it is crucial to maintain an active presence across multiple social media platforms. This also allows you to handle customer complaints before they boil over into a crisis.

3. Publish and optimize content:

Identify all of your branded keywords and create engaging content around them. Need to rank for reviews of your products or services? How about competitor comparisons? Remember, someone is going to write about those things, so you may as well control the narrative.

Write your content with SEO (Search Engine Optimization) strategy in mind, but don't be robotic. Stuffing keywords into a 500–word blog post won't fool Google, and you'll sink to the bottom of the search results.

Reputation marketing is all about putting your best foot forward so key stakeholders discover an accurate and favourable brand story in your search engine results.

4. Assess reputation risk and prepare for crises:

We cannot predict the future. Viral news cycles happen quickly and can cause devastating financial damage to brands.

However, you can assess your company's reputational risk and develop a strategy to manage a crisis. At a minimum, you should have a

thorough Public Relations (PR) plan at the ready including a designated spokesperson.

5. Issue timely, topical press releases:

Press releases and other corporate communications are an excellent way to let the general public know about positive company news. Think beyond sales pitches and new product releases, though. You should also talk about philanthropy and corporate social responsibility. The media loves stories about brands that care, and so do your customers!

But don't just pump out stories without a clear strategy. Learn how to write a press release from a reputation management expert. With the right optimization, you'll get much more visibility out of each one, while reducing the risk of inadvertently causing more reputation issues.

6. Manage your CEO's reputation:

A survey done by Weber Sandwich estimated that 44% of a company's market value is attributable to the chief executive officer's reputation. And there are countless real–world examples to back that data up. Read our post about CEO reputation management for specific examples and best practices.

7. Corporate reputation management takes time – start today:

Corporate reputation management takes a team of experts and a proven process powered by the right technology to achieve lasting results. Even large companies simply don't have the dedicated resources or expertise to effectively tackle this gargantuan, ever–evolving task.

That's why some of the most admired companies, including private investment firms managing multi–billion dollar portfolios, hire us to repair their reputations.

Fortunately, business leaders are beginning to recognize reputation as an incredibly valuable intangible asset. They understand that it gives them a competitive advantage and allows them to capture market share. More importantly, strategic management of brand image reduces risk.

However, not all reputation management companies operate with integrity. We never use cheap, temporary tactics that could hurt your business in the long run. We use expertise, experience, and a diligent, hand–tailored ORM approach that fits your brand's needs.

8. Corporate reputation management strategy

A good reputation doesn't exist in a bubble. It takes a carefully– mapped process and continuous action to protect your reputation from danger.

Our strategies are custom–built for each client, but we often draw from the following tactics to address search issues.

17.5. Corporate Reputation Management Process

- **Expand your social media presence –** We'll claim untapped networks and social media accounts and optimize your profiles to rank for branded search queries.

- **Publish positive content –** We'll amplify your corporate social responsibility initiatives and ensure online publishers are talking about your good corporate citizenship. We'll also publish and promote positive news about company culture, growth and hiring.

- **Build brand expertise, authority and trust –** We can leverage company leaders and senior executives to bolster your online presence through earned media mentions and thought leadership articles.

- **Continuously monitor online mentions –** We'll discover and address negative content immediately. Finding harmful search results quickly will keep them from securing a foothold on page one of Google as well as other search engines.

- **Leverage SEO to boost positive content –** corporate brand management won't be successful unless it's underpinned by search engine optimization. The bigger your brand's reputation issue is, the more critical SEO becomes.

Case Studies: An Insight into Real World

1. Global Internet Company:

Business issue: The eighth year of this global study gauging opinions of the corporate brand within the context of reputational threats and opportunities.

Our solution: The research covered key reputation metrics in addition to qualitative questions around brand positioning, strengths and weaknesses, industry and societal issues. This is the eighth year of measurement among these key opinion formers for the company.

Impact: The research is seen as a critical plank in the strategic planning process. It informs the company's policy and message development strategy as well as guiding its key influencer engagement activities.

2. Global oil and Gas Company

Business issue: Research across eight markets that provides a focus for the client's global reputation management.

Solution: Includes Key Driver Analysis to identify priority issues and the definition and monitoring of Key Performance Indicators (KPIs). One of these KPIs is a composite "Trust Index" based on responses to selected attribute statements. Local communications teams have a high degree of autonomy – our role is instrumental in convincing them of the value of this research.

Impact: Research is helping to drive change throughout the organization by empowering local management teams with robust, relevant, strategically focused insights.

3. Global consumer Products Company

Business issue: We are working with a global consumer products company providing international reputation research and consultancy to support a strategic review of its brand architecture. This program represents a fundamental change for the company as it begins to endorse its product brands.

Solution: We are a strategic partner in the transformation process and collaborate with communications and business leaders across the organization.

Impact: Corporate brand featured in advertising for the first time. This generated external awareness and internal support for the realignment of the corporate brand.

Concluding Note: corporate reputation is one of the most important things that businesses should focus on. With the help of proper corporate reputation, the company can increase its value by a large margin.

Effective Corporate Reputation Management has been the prime reason for the success and sustainable grown of some of the top businesses around the world. Ensuring positive, constructive and productive online repute is going to be the key of your success.

Let us sum up

In this Unit, you have learned about the following:

The management of corporate reputation is, "an opinion of stakeholders about corporate behaviour that leads these stakeholders to value– generating behaviours towards their organization".

What is an adequate approach to measuring and managing reputation ?. and Experts debate whether stakeholders' opinions should be viewed as a set of perceptions, impressions, associations, images. It is entire Panorama of all the things to be incorporated. In the present time it is of an outmost importance.

Check Your Progress-2

Choose the Correct Answer:

1. Corporate reputation is the impression that_____people have about your business.

    (a) Important
    (b) Dignified
    (c) Elite
    (d) Significant

2. Fortune 1000 corporations and high–level executives are no stranger to_____.

    (a) Good press
    (b) Bad press
    (c) Dull press
    (d) Dumb press

3. Company stakeholder's__think their businesses have a good corporate reputation if their search results are free of negativity.

    (a) Erroneously
    (b) Seriously
    (c) Orthodoxy
    (d) None of the above

4. It is crucial to maintain an_____presence across multiple social media platforms.

    (a) passive
    (b) active
    (c) dormant
    (d) seething

5. A good reputation doesn't exist in a_____.

    (a) Rubble
    (b) marble
    (c) bubble
    (d) pebble

Glossary

Robust:	strong, vigour, rough
Endorsement:	a support, a backing, to write one's signature on the back of the check
Devastating:	destroying, razing or ruining
Fortress:	a large and permanent fortification, a palace, a placeof defense or security
Threat:	an indication of danger, a menace
Intangible:	incapable of being perceived by the senses , incorporeal
SERP:	Search Engine Research Page
SEO:	Search Engine Optimization

Answers to Check Your Progress-1

a-False

b-True

c-False

d-True

e-True

Answers to Check Your Progress-2

1. (d)

2. (b)

3. (a)

4. (b)

5. (c)

Case Study :

Cadbury Worm–Infested Bars (2003)

Crisis Management : "Plan for the worst; hope for the best" Despite the best planning and foresight, organizations inevitably find themselves in a crisis from time to time.

In a story that would make any chocolate–lover reel in horror, two bars of Cadbury's Dairy Milk bought in Mumbai, India, were found to be infested with worms.

Cadbury were not quick out the blocks to deal with this one and they denied any chance of contamination happening in the manufacturing stage, clashing with the FDA and the media as a result.

Soon realizing the scale of the issue, the company pulled all its advertising and ran an educational PR project for the media. Publications were kept up to date with the improvements to production and they even changed their packaging.

Cadbury's did face a huge plummet in sales initially after the incident, but thanks to aggressive advertising, they were almost back to pre–crisis levels after 8 weeks and the company reclaimed its throne at the top of India's chocolate industry.

1. How did Cadbury try to manage the crisis it faced ?

2. Was the decision taken by Cadbury a right move ? Explain

Suggested Readings

1. Corporate communication (Principles and practice) Author : Jaishree Jethwaney Publication : Oxford University Press

2. Corporate Communications Author : Paul A Argenti Publication : New York : McGraw–Hill Higher Education (2013)

Unit-18
Corporate Governance and Corporate Social Responsibility

STRUCTURE

Overview

In this unit, the Introduction, Corporate Governance and Corporate Social Responsibility: An idea, Meaning of Corporate Governance, the Business Need for Corporate Social Responsibility, Importance of Corporate Social Responsibility, the Practice of Corporate Social Responsibility (CSR) around the World, Corporate Governance Basics and the Top five Corporate Governance Best Practices has been clearly explained.

Objectives

After completion of this Unit, you will be able:

- To understand the concepts of corporate governance and corporate social responsibility.

- To understand the business need of CSR and its importance.

- To visualize the basics of Corporate Governance and its best practices.

18.1. Introduction

The Unit is the inclusion of the meaning of the concept of corporate governance and the practice of corporate social responsibility. It has briefed about the need of the Corporate Governance and has explained, what is the importance of corporate social responsibility in the recent time as well as what is the social responsibility of an organization towards an employee? It has focus on the practice of CSR around the world. It has also explained the basics of corporate governance.

18.2. Corporate Governance and Corporate Social Responsibility: An Idea

Corporate Governance and Corporate Social Responsibility (CSR) focus on the ethical practices in the business and the responsiveness of an organisation to its stakeholders and the environment in which it operates. Corporate Governance and CSR results into better image of an organisation and directly affects the performance of an organisation.

The terms corporate governance and corporate social responsibility sound similar, but there is a very important difference between them. Both processes are important for corporations, industries and society at large. Both can have a positive or a negative impact on corporations and societies.

Corporate culture is becoming a hot topic on Wall Street, and for good reason. Culture has a major impact on employee retention. Corporate identity and image say a lot about what a corporation values and thus drastically affect its branding. The path to corporate profitability often rests with corporate social responsibility, which entails paying more attention to the issues that matter most to employees, customers and whole communities.

18.2.1 Meaning of Corporate Governance

Corporate governance is a term that refers to the rules, practices and processes that govern corporations. Board directors and managers are the major players in corporate governance, but employees, vendors and other stakeholders also have a stake in corporate governance. Compliance requirements, regulations and laws ensure that corporations are fair to their shareholders, consumers and employees. Corporate governance also provides a process for corporations to compete fairly within their industries.

Corporations and industries differ in many ways. Size, assets, ownership and other issues make it impossible to enact exact rules and laws for every situation that corporations face. Corporate best practices evolved as a standard of basic principles for corporations to strive for to demonstrate that they're governing themselves well, and that they're operating with honesty, integrity and accountability.

Despite the difference between corporate governance and corporate social responsibility, corporate social responsibility holds a prominent place for many corporations under the umbrella of good corporate governance. Corporate social responsibility isn't a requirement, or even an expectation, for corporate boards. Yet, many corporate boards find that it's in the corporation's best interests to become involved with corporate social responsibility on some level. Corporations may demonstrate their support by investing in financial resources, promoting social messages and, in some cases, becoming bold activists.

Meaning of Corporate Social Responsibility

If you mention any major headline, you're bound to find a host of opinions on both sides of the issue. Major headlines often have an impact on employees in one or more ways. To mention a few, sexual harassment in the workplace, diversity, global and political issues, environmental issues, natural disasters, human rights, and data privacy and protection are big societal issues.

Several incidents have brought workplace harassment and inequality onto the agenda items in boardrooms across the nation. Susan Fowler, a software engineer for Uber, blew the whistle on sexual harassment at the company with an essay that ousted the CEO. The Me Too movement started in 2006 and went viral after allegations of sexual harassment against film producer Harvey Weinstein surfaced in 2017. Supreme Court candidate Brett Cavanaugh is under fire, as several victims have alleged that he committed sexual assault against them when he was young. The Pew Research Centre did a survey this year that showed that employees feel that 50% of men get away with sexual harassment in the workplace. About 46% of employees feel that society has a tendency not to believe female accusers.

These incidents have prompted corporations to have zero tolerance policies for sexual harassment and enhance their internal reporting policies. The issue is also motivating corporations to review whether they afford women equal opportunities for employment.

The headlines have also given fair attention to diversity beyond gender lines. Corporations have responded by giving a larger voice to their employees regardless of culture, language, age, sexual orientation, disability and background. This effort demonstrates that the corporation values a wide range of identities and perspectives.

CEOs of successful enterprises have shown that they aren't afraid to take a stance on national issues that affect their employees. The CEOs of Apple and Face book took a public stance on the Trump immigration ban. Corporations have also taken public stances on issues such as public lands legislation, transgender people in the military and white supremacy. NPR and other media reported that CEOs pressured the President with concerns about withdrawing from the Paris Agreement.

Recent times show a trend toward corporations taking more focused action on social policies where they feel they can make a positive impact. They're devoting more resources toward proactive initiatives.

Natural disasters have had a major impact on corporations. As a result, some corporations are shifting their efforts away from recovery and more toward prevention, mitigation and climate resilience. To that end, corporations are relying on innovative technology and re–inventing business models with the goal of managing critical and unpredictable changes related to the climate.

Consumer expectations for quality products have increased in recent years, forcing corporations to set higher standards for their suppliers. Consumers have also demonstrated loyalty to corporations that commit to human rights and environmental concerns within global supply chains. In addition to assessing quality products and value–based pricing, consumers are devoted to environmental performance such as water conservation and human rights issues such as human trafficking.

Date breaches have also been a social concern, and that trend shows no indication of slowing down. Corporate boards still need to prioritize privacy and data protection and pursue it as heavily as when media reports of date breaches were new. Corporations are putting more of their financial and human resources into protecting personally identifiable information, as they should.

Board Portals Support Similarities and the Difference between Corporate Governance and Corporate Social Responsibility.

Diligent Corporation recognizes the complexity and weight of corporate board decisions. The duties and responsibilities of boards motivated Diligent to create Governance Cloud, a suite of software solutions that

support good corporate governance, which gives them the time and resources to focus on corporate social responsibility. The tools within Governance Cloud provide the high level of security that boards need for secure communications, board evaluations, board books and minutes.

The digital tools that comprise Governance Cloud motivate board directors to ask better questions to gain insight about their normal board duties, as well as to think beyond that and factor in how the corporation positively affects the greater community, the nation and the world. Only Diligent offers a fully integrated suite of software solutions that supports corporate governance and corporate social responsibility.

CSR and Corporate Governance: Two Sides of the Same Coin

Corporate governance is essential for a well functioning economy and the practice of good corporate governance is the lubricant that greases the machine of the corporate world. The point here is that companies that practice good corporate governance are also those that are socially and environmentally responsible.

Being a good corporate citizen means that companies have to be internally well governed and externally responsible. In other words, CSR and corporate governance are two sides of the same coin. The implication here is that unless corporate practice good governance they are unlikely to have a social conscience and hence the first step towards CSR is through practicing the art of effective corporate governance.

The role of the board of directors and the management is especially critical since they are the final arbiters of the actions of the companies. The buck stops with them and hence they have to ensure that the companies that they represent are run effectively and at the same time take into account the social and the environmental concerns. It is not without basis that companies like Dow Chemicals and Pfizer are routinely accused of malfeasance and unethical behaviour since they have outstanding liabilities as a result of their past actions. On the other hand, companies like Unilever and Infosys are often held up as examples of the way in which effective corporate governance can be practiced. The choice for other companies is clear: either they set their own house in order and comply with social and environmental norms or they run the risk of a sullied image among the investors and the consumers at large.

The next aspect is that the employees and the stakeholders including the shareholders have an important function to perform as far as the twin objectives of good corporate governance and the practice of CSR are

concerned. Since effective corporate governance means that internal democracy and external responsibility go hand in hand, all the stakeholders have a duty towards the company to persuade the management to follow ethical and social norms of doing business. This is a manifestation of what has been called shareholder activism and stakeholder involvement which means that the entire stakeholder and the shareholders can exercise power over the actions of the board and the management to steer them towards the practice of good corporate governance and CSR.

Finally, the pressure groups and the consumers at large can vote with their wallets and their unrelenting focus on the actions of the corporates to bring about effective corporate governance. As the cliché goes, charity begins at home and hence corporates need to ensure that their internal governance models are robust before they embark on CSR. In conclusion, there is a mass awakening of sorts that is happening with society at large waking up to the need for corporates to be ethical and socially responsible and conscious. Hence, no corporate can afford to ignore the telltale signs of consumer and stakeholder focus on these aspects.

Check Your Progress-1

True/False

a. Corporate social responsibility allows organizations to do their bit for the society, environment, and customers as well as stake holders.

b. The role of the board of directors and the management is especially critical since they are the final arbiters of the actions of the companies.

c. Corporate culture is not becoming a hot topic on Wall Street, and for good reason.

d. Corporate governance is a term that refers to the rules, practices and processes that govern corporations.

e. Only Diligent offers a fully integrated suite of software solutions that supports corporate governance and corporate social responsibility.

18.3. The Business Need for Corporate Social Responsibility

Corporate Social Responsibility or CSR makes for eminent business sense as well when one considers the knock–on effect that social and environmental responsibility brings to the businesses. For instance, corporations exist in a symbiotic relationship with their environments (the term environment refers to all the components of the external

environment and not to ecological environment alone) where their exchange with the larger environment determines to a large extent how well they do in their profit seeking endeavours.

When one considers the fact that the RBV or the Resource Based View of the firm is all about how well the firm exists in harmony with its external environment and how this exchange of inputs and outputs with the environment determines the quality of its operations, it can be inferred that socially responsible business practices are indeed in the interest of the firm and the argument against imposing hidden social taxes on the firms by undertaking socially responsible business practices might not hold good in the current business landscape.

Indeed, the world since the days of Friedman has changed so much that socially responsible business practices ought to be the norm rather the exception and the various readings surveyed for this paper do seem to indicate that it is high time for businesses to engage in responsible behaviour.

However, there is a tendency to treat CSR as yet another cost of business and hence be business like about the practice. So, mainstreaming the idea might not bring the desirable effect unless the media, the businesses, and the citizens themselves understand what is at stake and behave accordingly. Paying lip service or corporatizing the idea of CSR might not be the intended outcome of the proponents and the advocacy groups that promote this idea. Rather, a change in the mindset and attitude is what these groups have in mind when they push for socially responsible practices.

It has been mentioned elsewhere that CSR as a concept and as a paradigm ought to be woven into the DNA of the corporations and when the very fabric resonates with the threads of social responsibility; the goals of conscious capitalism and compassionate corporations would be realized.

Hence, a cautionary finger wagging is due for those who believe that since the concept of CSR has been mainstreamed, they can relax in the knowledge that corporations would do the rest. Given the history of profit seeking and mercantilist behaviour where fads and ideas come and go but the very nature of the corporations mutates rather than undergoes a fundamental change, we still have some distance to cover before the goals of the idea of CSR are achieved. Further, we should not end up in a situation where the imperatives of the 21st Century force corporations to change their behaviour. Instead, a voluntary mindset change is something that is better suited given the vast resources that corporations

have and which they deploy to resist change and thwart those that push for legislation that aims to do so.

18.3.1. Importance of Corporate Social Responsibility:

Corporate social responsibility allows organizations to do their bit for the society, environment, and customers as well as stake holders.

Let us go through the importance of corporate social responsibility.

The term corporate social responsibility gives a chance to all the employees of an organization to contribute towards the society, environment, and country and so on. We all live for ourselves but trust me living for others and doing something for them is a different feeling altogether.

Bringing a smile to people's life just because your organization has pledged to educate the poor children of a particular village not only gives a sense of inner satisfaction but also pride and contentment. One should never forget the importance of society and environment in our lives. It is indeed high time when we also start thinking about people around us who are less privileged and fortunate than us. Corporate social responsibility gives an opportunity to organizations to work towards the betterment of the society and make it a better place to live.

Corporate social responsibility goes a long way in creating a positive word of mouth for the organization on the whole. Doing something for your society, stake holders, customers would not only take your business to a higher level but also ensure long term growth and success. Corporate social responsibility plays a crucial role in making your brand popular not only among your competitors but also media, other organizations and most importantly people who are your direct customers.

People develop a positive feeling for a brand which takes the initiative of educating poor children, planting more trees for a greener environment, bringing electricity to a village, providing employment to people and so on. You really do not have to invest much in corporate social responsibility activities. Do not undertake CSR activities only to gain publicity but because you believe in the cause. There are many organizations which tap remote villages, some of which are even unheard as an initiative of corporate social responsibility.

Corporate social responsibility also gives employees a feeling of unparalleled happiness. Believe me, employees take pride in educating poor people or children who cannot afford to go to regular schools and

receive formal education. CSR activities strengthen the bond among employees. People develop a habit of working together as a single unit to help others.

In fact they start enjoying work together and also become good friends in due course of time. They also develop a sense of loyalty and attachment towards their organization which is at least thinking for the society. Who does not like to work with an organization where management is kind enough to take out time for the society and contribute in their own small way? Ask yourselves, when is the last time you did something for your society, customers, stake holders or environment? Corporate social responsibility also goes a long way in building a positive image of the brand. Trust me, your brand becomes a "common man's brand". People start believing in the brand and nothing can help you more than your customers trusting you and your brand. Positive word of mouth eventually helps to generate more revenues for the organization.

In today's scenario of cut throat competition, everyone is so occupied in chasing targets and handling the pressure at workplace that we actually forget that there is a world around us as well. Have you ever thought about those who can't even afford proper meal twice a day? If you can take some time out of your busy schedule, please try to visit a village once.

Corporate Governance and Corporate SocialResponsibility

You would be surprised to see how people manage their lives there. Corporate social responsibility in a way also plays a crucial role in the progress of the society, which would at the end of the day benefit us only.

Social Responsibilities of Organization towards Employees:

What is an organization without its employees? It is nothing. Employees are said to be the true assets of an organization. Even the best of technology or best of infrastructure would not be of much use if employees do not perform up to the mark and are not satisfied with their current profiles.

As they say, "charity always begins at home". The first and the foremost responsibility of an organization towards its employees is to ensure that they are happy and satisfied with their jobs. It is unethical to treat employees as mere machines and expect them to work continuously for eight to nine hours at a stretch just because they are being paid. Do not treat your staff as labours. Management needs to ensure that individuals associated with their organization are actually enjoying what they are

doing and also growing with time. Job profiles ought to be delegated equally as per expertise, knowledge and educational qualification of individuals so that no one is overburdened. Provide healthy working conditions to your employees. Assign proper workstations or cubicles for them to work comfortably and eventually deliver their level best. Everyone needs some amount of privacy and make sure your employees get the same; else soon they would be frustrated with their job and look for better opportunities.

Sit with your employees from time to time and try to find out whether they are happy with their job or not and if at all they are facing any problems in the system? It is the responsibility of the management to look after the safety of its employees. Ensure your office building is resistant to fire and earthquake. You can't play with the lives of so many individuals. Till the time an employee is on official duty, it becomes the responsibility of the organization to assist him/her in case of a medical emergency or other serious concern. If one of your engineers gets hurt at your site, it is your responsibility to immediately take him to the hospital and provide basic medical assistance.

Crisis can come anytime. So if an employee asks for some advance from his/her salary, please do not say a blunt 'NO'. Analyze the whole situation and find out how serious the whole issue is? He/she might need some money to treat his/her ailing father. It would be really inhuman to deny help during such circumstances. I don't think there should be much of a problem in this; after all, he is asking money from his own salary only.

God forbid, if any of your employees dies, make sure you extend your sympathies and support to his/her family members to cope up with such an irreparable loss. Whenever your employees need your help, make sure you are there with them. A feeling of loyalty towards the organization comes only when the management treats all its employees as part of one big family and takes good care of them.

Stand by each other not only during happy times but also sad moments. Remember; the fun is to enjoy not only the happiness but the challenges together.

Encourage employees to praise and appreciate each other. Give them ample opportunities to show their talent. Provide them an environment where they can hone their skills with time. Problems arise when management puts a full stop on the growth of employees. Ask them to interchange roles, so that everyone gets to work on something new. Timely appraisals are important. It is the responsibility of the

management to ensure that employees who are working really hard and showing progress are suitably rewarded. Incentives, cash prizes, bonuses go a long way in not only motivating the employees but also creating a healthy and positive ambience at the workplace.

18.4. The Practice of Corporate Social Responsibility (CSR) Around the World

The last article dealt with how Corporate Social Responsibility (CSR) evolved from its early beginnings in the 1950's to a full–fledged business imperative by the second decade of the 21st century. If we turn our gaze to the geographical evolution of the concept i.e. the way in which businesses in different regions across the world adopted and implemented the idea, we find that there is no uniformity in the timeline nor there is a consensus on what actually constitutes CSR among businesses in different parts of the world. For instance, CSR as a concept found its feet more in Europe than in the US though the latter was responsible for its early initiation into business literature.

The fact that the "green consciousness" and the "green movement" secured major gains in Europe meant that companies and firms in the continent were more amenable towards CSR than their counterparts in the US. However, in recent years, there has been a "leveling off" with the body polity in the US recognizing the need for businesses to be held accountable and hence shaking off the long inertia that enveloped them during the time Europe was making rapid strides in implementing CSR.

This has led to the mainstreaming of the idea of CSR to the extent that we have reached a point (in the West) where CSR is a business imperative in the same way taking care of the workforce is. The policies and programs that have been launched by many firms routinely include their commitment towards CSR and their affirmation of the need to be socially responsible.

However, the other continents like Asia and Latin America were lagging behind for a long time in even recognizing that businesses have a social responsibility. Though this might seem primitive or Luddite to say that businesses need have absolutely no responsibility towards society, the fact that many firms and businesses in these regions practiced a variety of capitalism that was unique to those countries and which included a certain inbuilt social conscience.

Hence, while it cannot be said that these regions and countries were left behind totally, the concept as it is perceived in the West was not being practiced here. Many commentators in these countries initially dismissed

the idea of CSR as an imperialist construct and something that is a luxury much in the same way that early adopters in US and Europe faced these accusations. However, in recent decades, countries like India and Brazil have indeed taken the lead in making businesses adopt policies that are socially responsible, environmentally conscious, compassionate in their human dimensions and thrifty in their use of natural resources.

The United Nations has had a significant role to play in universal acceptance of the idea of CSR with their promotion of the "Global Compact" to which various countries are signatories. This global compact binds the signatories to universally accepted principles of social responsibility which the businesses in those countries ought to follow and which is tracked for implementation

Many believe that only public companies or large, established companies with many shareholders need to be concerned about, or can benefit from, implementing corporate governance practices. The reality is that all companies – big and small, private and public, early stage or established – compete in an environment where good governance is a business imperative. One size doesn't fit all, but right–sized governance practices will positively impact the performance and long–term viability of every company.

This belief that corporate governance "doesn't apply" comes from a view that it's only theoretical and doesn't impact the bottom line or performance, is costly to implement, is "bureaucratic" (and slows decision– making), it can't be tailored to a company's size and stage of development – or all of these. But in reality, all companies compete in an environment where good governance is a business imperative in relation to things like :

- Raising capital;

- Securing debt;

- Attracting and maintaining talented, qualified directors;

- Meeting the demands and expectations of sophisticated shareholders; and

- Preparing for potential acquisition / exit or next phase of growth.

18.5. Corporate Governance Basics

"Corporate governance" doesn't have a single accepted definition. Broadly, the term describes the processes, practices and structures through which a company manages its business and affairs and works to meet its financial, operational and strategic objectives and achieve long–term sustainability.

Law: Corporate governance is generally a matter of law based on corporate legislation, securities laws and policies, and decisions of the courts and securities regulators. Generally, directors owe a duty of loyalty to the companies they serve, and have a fiduciary duty to act honestly, in good faith and in the company's best interests. Corporate governance is also shaped by other sources, like stock exchanges, the media, shareholders and interest groups. Corporate governance practices help directors meet their duties and the expectations of them.

Relevant Factors: The objective of corporate governance is to promote strong, viable competitive corporations accountable to stakeholders. But one size doesn't fit every company, and there's no uniform, comprehensive set of policies or practices: the "right" ones depend on several factors, including:

- The nature of the business;
- The company's size and stage of development;
- Availability of resources;
- Shareholder expectations; and
- Legal and regulatory requirements.

Benefits: Proponents of corporate governance say there's a direct correlation between good corporate governance practices and long–term shareholder value. Some of the key benefits are:
- High performance Boards of Directors;
- Accountable management and strong internal controls;
- Increased shareholder engagement;
- Better managed risk; and
- Effectively monitored and measured performance.

18.6. Top five Corporate Governance Best Practices

Right–sized governance practices will positively impact long–term corporate performance – but companies must design and implement those that both comply with legal requirements and meet their particular needs. Here are the top 5 corporate governance best practices that

every Board of Directors can engage – and that will benefit every company.

1. **Build a strong,** qualified board of directors and evaluate performance: Boards should be comprised of directors who are knowledgeable and have expertise relevant to the business and are qualified and competent, and have strong ethics and integrity, diverse backgrounds and skill sets, and sufficient time to commit to their duties. How do you build – and keep – such a Board?

2. **Define roles and responsibilities:** Establish clear lines of accountability among the Board, Chair, CEO, Executive Officers and management.

3. **Emphasize integrity and ethical dealing:** Not only must directors declare conflicts of interest and refrain from voting on matters in which they have an interest, but a general culture of integrity in business dealing and of respect and compliance with laws and policies without fear of recrimination is critical. To create and cultivate this culture.

4. **Evaluate performance and make principled compensation decisions:** The Board should: Set directors' fees that will attract suitable candidates, but won't create an appearance of conflict in a director's independence or discharge of her duties. Establish measurable performance targets for executive officers and establish a Compensation Committee comprised of independent directors to develop and oversee executive compensation plans.

5. **Engage in effective risk management:** Companies should regularly identify and assess the risks they face, including financial, operational, reputational, environmental, industry–related, and legal risks.

Let Us Sum Up

In this Unit, you have learned about the following:

The corporate governance and corporate social responsibility is of outmost importance in the present time. Corporate social responsibility as social regulation, have responsibilities toward stakeholders beyond shareholders. Finally, the pressure groups and the consumers at large can vote with their wallets and their unrelenting focus on the actions of the corporate to bring about effective corporate governance. As the cliché goes, charity begins at home and hence corporate need to ensure that their internal governance models are robust before they embark on

CSR. In conclusion, there is a mass awakening of sorts that is happening with society at large waking up to the need for corporate to be ethical and socially responsible and conscious. Hence, no corporate can afford to ignore the telltale signs of consumer and stakeholder focus on these aspects.

Check Your Progress-2

Choose the Correct Answer:

1. Corporate Governance and Corporate Social Responsibility (CSR) focus on the _____ in the business.

    (a) Ethical practices
    (b) Real practices
    (c) Practical practices
    (d) Logical practices

2. CEOs of successful enterprises have shown that they aren't afraid to take a stance on national issues that affect their employees.

    (a) local issues
    (b) Social issues
    (c) Demographic issues
    (d) National issues

3. The full form of CSR is

    (a) Co operative social role
    (b) Corporate Social Responsibility
    (c) Corporate specific role
    (d) Cooperative specific responsibility

4. The fact that the "green consciousness" and the "green movement"secured major gains in____.

    (a) USSR
    (b) US
    (c) Europe
    (d) Australia

5. ____ Governance practices will positively impact long–termcorporate performance.

    (a) Right–sized
    (b) True ones
    (c) Evaluated ones
    (d) None of the above

Glossary

Cliché: a stereotype, a saying

Embark: to start, begin to engage, to enlist

Compensation: a recompense or reward for service, set–off

Consciousness: the state of being aware, witfulness

Uniformity: sameness, alike and lacking variety

Relevant: directly related, current, pertinent to a topic

Check Your Progress-1

a-True

b-True

c-False

d-True

e-True

Check Your Progress-2

1. (a)

2. (d)

3. (b)

4. (c)

5. (a)

Case Study

LEGO – Build the Change

It is Hard to believe that this initiative has its roots in a letter to the company from a nine–year–old child. But it's true. A couple of years ago, LEGO received a letter that said:

"When I grow up, I want my kids to grow up in a healthy world."

And as it turns out, it wasn't the only time young people shared their ideas for improving the world.

In response, the company launched 'Build the Change initiative' –a series of events held around the globe, giving children a voice to tackle various challenges they face. Lego wants these events to be a place where kids can creatively explore and collaborate on solving problems. Eachevent has a theme, i.e. "build your school, neighborhood, etc." and

as LEGO says, its goal is to : 'emphasize those children's ideas and creations are the inspiration for the future'.

Good CSR should be aligned with company values and the brand, LEGO does an excellent job of keeping all three strong.

1. Do you agree that the practice of LEGO was a good move?

2. What is the main crux of the case? Explain.

Suggested Readings

1. Corporate communication (Principles and practice) Author : Jaishree Jethwaney Publication : Oxford University Press

2. Corporate Communications Author : Paul A Argenti Publication : New York : McGraw–Hill Higher Education (2013)

3. Global Perspectives on Corporate Governance and CSR Author : Guler Aras and David Crowther Publication : Routledge (2009)

4. A Handbook on Corporate Governance and Social Responsibility Author : Guler Aras and David Crowther Publication : Routledge (2010)

Annexure: Case Studies

Case Study- 1

Final year students enrolled in the Interactive Multimedia course at Edith Cowan University are required to develop skills and expertise in managing the design and development of client web sites. The unit "Project Management Methodologies" used teams of four or five students to utilize their specialist skills to meet a "real need" for an industry client. Team roles include programmers, graphic designers and project managers. There were 82 students (20 teams) completing this unit. The aim was to have students experience project management issues that occur when dealing with "real" clients in "real" projects and was heavily focused on teamwork and problem solving.

The environment was based on the learning principles of authenticity, self-regulation, and reflection. Features included student contracts, journals (for self/peer assessment & reflection), "Conference Centre" for problem solving, bulletin boards, time management tools, syllabus and assessment materials, lecture notes, legal/QA templates, relevant URL's, web sites and assignments developed by previous students and a student details database. Within this setting, two teams were selected for investigation. One team was highly successful in developing a quality product and collaborated in a highly successful manner. Another team, experienced severe team problems, which caused it to become dysfunctional and had to be split. Data was collected on both teams from focus groups sessions, interviews and questionnaires that were recorded and transcribed for analysis.

Write the key attributes for communication in a successful team?

Case Study- 2

Barry is a 27-year-old who is a foodservice manager at a casual dining restaurant. Barry is responsible for supervising and managing all employees in the back of the house. Employees working in the back of the house range in age from 16 years old to 55 years old. In addition, the employees come from diverse cultural and ethnic backgrounds. For many, English is not their primary language. Barry is Food Safe certified and tries his best to keep up with food safety issues in the kitchen, but he admits it's not easy.

Employees receive "on the job training" about food safety basics (for example, appropriate hygiene and handwashing, time/temperature, and cleaning and sanitizing). But with high turnover of employees, training is often rushed, and some new employees are put right into the job without

training if it is a busy day. Eventually, most employees get some kind of food safety training. The owners of the restaurant are supportive of Barry in his food safety efforts because they know if a food safety outbreak were ever linked to their restaurant; it would likely put them out of business. Still, the owners note there are additional costs for training and making sure food is handled safely.

One day Barry comes to work and is rather upset even before he steps into the restaurant. Things haven't been going well at home and he was lucky to rummage through some of the dirty laundry and find a relatively clean outfit to wear for work. He admits he needs a haircut and a good hand scrubbing, especially after working on his car last evening. When he walks into the kitchen, he notices several trays of uncooked meat sitting out in the kitchen area. It appears these have been sitting at room temperature for quite some time. Barry is frustrated and doesn't know what to do. He feels like he is beating his head against a brick wall when it comes to getting employees to practice food safety. Barry has taken many efforts to get employees to be safe in how they handle food. He has huge signs posted all over the kitchen with these words: KEEP HOT FOOD HOT AND COLD FOOD COLD and WASH YOUR HANDS ALWAYS AND OFTEN. All employees are given a thermometer when they start so that they can temp food. Hand sinks, soap, and paper towels are available for employees so that they are encouraged to wash their hands frequently.

Questions:

1. Write the communication challenges and barriers Barry faces?

2. Prepare a solution for Barry in addressing each of these challenges and barriers

Case Study- 3

As a dealer in footwear having 50 branches in Tamil Nadu & Karnataka, create an enquiry for large number of pairs of chappals of different sizes.

Case Study- 4

Rao & Sons require a large quantity of handloom shirts and lungis to execute a foreign contract. They write to National Handloom House Ltd, Chennai for quotation. Create a letter of enquiry.

Case Study-5

In one patient who had numerous vegetations, it In one patient who had numerous vegetations, it was demonstrated that the echocardiogram correctly predicted a large vegetation (15 mm) attached to the right

coronary cusp but failed to detect three 4- to 5-mm lesions found during the time that surgery was being performed on the remaining two cusps, whereas in another patient, the echocardiogram correctly predicted lesions the echocardiogram correctly predicted lesions on all 3 cusps, and herein we will describe these three cases.

Questions:

1. Rewrite the above sentences in a message to simpler ones?

2. Write the changes in the message after revising the same?

Case Study- 6

Based on the recent issues reported in the clutch unit Mahindra's Bolero vehicle, write a communication to all the Car Dealers of Mahindra vehicles and ask them to contact their customers and recall all the Bolero vehicles (sold after Jan'2021) for free replacement of clutch unit.

Case Study- 7

Create an email from Mr. Robinson to Sultan Chand Publisher enquired about the availability of Business Communication Book in their stores with addition of price of the book and days taken to dispatch the book if available.

Case Study- 8

The Sports Era Supplier has dispatched wrong goods (Order No. 232/12/009) to Mrs. Jenifer. Write a complaint E-mail about the wrong supply of Goods from Mrs. Jenifer's side insisting the correct supply of goods within a week with replacement of wrong ones.

Case Study- 9

There has been a remarkable fall in sales in the business of Smell well Cosmetics Limited. As a Secretary, you have been asked to investigate the causes of decline namely decline in the quality of products, severe competition, poor advertisement, publicity policy and offer suggestions for arresting the decline. Create a report to be submitted to the Board of Directors.

Case Study- 10

ABC Papers Limited directed the manager to find suitable premises for the company in and around Trivandrum with two- storied compartment with approximately 4500 sqft built in area with well- lighted, airy and imposing appearance. Write a business report from manager's side to the Board of Directors, containing the proposed premises for the new office.

Case Study -11

ABC Pharmaceutical Company is planning to launch an Anti-Cancer drug in the market and they are planning to launch it by conducting a conference with eminent oncologist (Doctors who treats cancer). Send a communication to the entire eminent oncologist to participate in the launch conference meeting and also ask the doctors to acknowledge with number of participants, from which location they are travelling, do they need accommodation and travel arrangements. Also get their willingness to conduct any presentation on modern oncology treatment methods

Case Study- 12

Mr. Krishna was ordered by his immediate boss to organize a meeting for all levels of sales head. What are his responsibilities? Does the previous MOM helps him to go ahead through excellence?

Case Study-13

Ms. Maya needs to present a presentation about a new product to the new wholesale buyer. What are the information's she needs to collect and present? And how she should be prepared for the presentation?

Case Study-14

As part of annual year celebration organized by your organization and as a HR manager sends an official correspondence to all the employees inviting them for a grand dinner and also invite the employees to participate in the dance party.

Case Study -15

Based on the recent issues reported in the clutch unit Mahindra's Bolero vehicle, Send a communication to all the Car Dealer's of Mahindra vehicles and ask them to contact their customers and recall all the Bolero vehicles (sold after Jan'2016) for free replacement of clutch unit.

Case Study- 16

The section head of customer relations office at XYZ Company has decided to send inspirational quotes to his employees repeatedly throughout the day to keep them motivated. He was inspired by a workshop he had attended earlier on the same theme.

To maintain good customer relations, the employees are expected to promptly respond to customers' queries and address their complaints through emails, phones, and social media feeds. This could be very stressful, given that currently the number of complaints has exponentially increased due to Covid19 situation and the closure and restrictions imposed by the government. Muna, having a great record in

meeting deadlines, has also been greatly affected by this situation because even she is not able to keep up with increase in inquiries and complaints made by the customers. The inbox is constantly full, the phone keeps ringing and social media notifications keep on popping.

Muna, along with her colleagues and after consulting the section head, has decided earlier to follow a more organized and strategic approach in finishing her work. Each hour, they will respond to the 5 earliest emails, 5 phone calls and 10 social media feeds. The employees were relieved by this decision because they usually receive only customers' emails in their inboxes and no filtration is required.

However, the manager's new approach to motivate the employees has led them to be more stressed than relieved. They started receiving countless inspirational emails from him throughout the day that they had to filter through their inbox to find customers emails; this affected their working pace. Added to that, the company couldn't pay its internet bills as frequently leading to slow connection with nonstop customers' complaints for delayed responses. Muna couldn't bear this anymore and she blow at the weekly staff meeting threating to resign unless the situation is alleviated.

Answer the following questions:

1. What led to communication failure in this case? Explain in details.
2. How could the section head have achieved his goal without disrupting the employees? Give examples.
3. Are Muna and the section head emotionally intelligent people? Explain your views.

Case Study -17

Assuming yourself to be the Controller, Software Corporations, prepare an appreciation letter for Mr.Sumil who has been working in your company as a software Engineer.

Case Study- 18

Assume that as the cultural secretary you are organizing a flute recitation programme in your College/ University. Draft an e-mail informing all the teachers, students and staff members of your institute about the event and inviting them to attend the programme .

Case Study -19

Assuming yourself to be the purchase officer of the Budding Brains Incorporations, New Delhi ,prepare a memo to be written to the Section

Heads of your organization informing them about the new procedure they should follow for sending the departmental requisition

Case Study -20

Leigh Randell as supervisor of in-flight services at the Atlanta base of Omega Airlines, a successful regional air carrier with routes throughout the South and Southwest. In addition to Atlanta, it has bases in six major cities.

Randell's job involves supervision of all in-flight services and personnel at the Atlanta base. She has been with the airline for seven years and in her present job for two years. While preferring flying to a permanent ground position, she decided to try the management position. In her job, she reports directly to Kent Davis, vice president of in-flight services.

During the past year, Randell has observed what she believes is a great deal of duplication of effort between flight attendants and passenger service personnel in the terminal with respect to paperwork procedures for boarding passengers. This, she believes, has resulted in unnecessary delays in departures of many flights-especially through flights (those that don't originate or terminate in Atlanta).

Since most Omega through flights stop in Atlanta, Randell believes that such delayed departures are probably not a major problem at Omega's other bases or at smaller airports. Thus, she has decided to try to coordinate the efforts of flight attendances and passenger service personnel with a simpler, more efficient boarding procedure, thereby reducing ground time and increasing passenger satisfaction through closer adherence to departure times.

In this respect, she has, on three occasions during the past two months, written memos to Tom Ballard, Omega's passenger services representative at the Atlanta base. Each time, Randell has requested information regarding specific procedures, time, and costs for boarding passengers on through flights. She has received no reply from Tom Ballard. His job involves supervision of all passenger service personnel. He has been with Omega for five years, having joined its management training program immediately upon graduating from a college. He reports directly to Alan Brock, vice president of passenger services at the Atlanta base.

Last week, Leigh wrote the following memo to Kent Davis: QUOTE--For several months, I have been trying to develop a new method for facilitating the boarding of passengers on through flights by more closely coordinating efforts of In-Flight Services and Passenger

Services. The results would be a reduction in clerical work, cost and ground time and closer adherence to departure times for through flights: "Unfortunately, I have received no co-operation at all in my efforts from the passenger service representative.

I have made three written requests for information, each of which has been ignored. Needless to say, this has been frustrating to me. While I realize that my beliefs may not always be correct, in this instance I am only trying to initiate something that will be beneficial for everyone involved: Passenger Services, In-Flight Services, and, most important, Omega Airlines. I would like to meet you to discuss this matter and the possibility of me being transferred back to flight duty.—UNQUOTE.

Kent Davis summoned Alan Brock and Tom Ballard to a hastily called conference. Tom Ballard was mildly asked why he had not furnished the information that Randell has requested.

"Too busy", he said. "Her questions were out of sight. There was no time for me to answer this sort of request. I've got a job to do. Besides, I don't report to her".

"But Tom, you don't understand," Kent Davis said. "All Leigh Randell is trying to do is improve the present system of boarding passengers on through flights. She has taken the initiative to work on something that might benefit everyone".

Tom Ballard thought for a moment. "No," he replied, "it didn't look like that to me. You know I've also had ideas on how to improve the system for quite some time. Anyway, she's going about it all wrong."

Now analyze the above and answer the following questions:

Q1. What barriers to effective communication do you detect in this case?

Q2. Is anyone "wrong" in this situation? By what other means could Randell have requested the information from Tom Ballard? What do you think of Tom Ballard's reaction? Why?

Q3. While communicating information vertically up or down the organization does not present a major problem, why are horizontal and diagonal communications more difficult to attain?

Q4. What would you recommend that the management of Omega Airlines do to remedy this situation?

Q5.   How would your recommendations improve communications in this organization?

Model End Semester Examination Question Paper

Master of Business Administration (MBA)
Course Code: **DCMBA-16**
Course Title: **Business Communication and Soft Skills**

Max. Marks: 70   Time: 3 hours

PART – A (10x2 =20 Marks)
Answer any TEN questions out of TWELVE questions
[All questions carry equal marks]

1. List the characteristics of Communication
2. Examine the role of prewriting in business messages
3. List the four basic sentence structures
4. Justify the importance of References in a Report
5. Predict the importance of interview
6. Outline the body language to be followed in business organization
7. Explain the role of brainstorming in business decision.
8. Outline the importance of Group discussion
9. Categorize different leadership styles
10. Comment on ABC Analysis
11. Summarize the Advantages and Disadvantages of E - Meeting
12. Elaborate the significance of Business letters

PART – B (5X8=40 Marks)
Answer any FIVE questions out of SEVEN questions
[All questions carry equal marks]

13. Discuss the characteristics of nonverbal skills.
14. Discuss PAIBOC technique in detail.
15. Explain the layout of a report
16. Explain the art of conducting and giving interviews
17. Explain the values and ethics in business communication
18. Summarize the different ways to improve interpersonal skills
19. Draw a sketch showing the general layout of a business letter

PART - C (1x10=10 Marks)
CASE STUDY (Covering the Whole Course)

20. Final year students enrolled in the Interactive Multimedia course at Edith Cowan University are required to develop skills and expertise in managing the design and development of client web sites. The unit "Project Management Methodologies" used teams of four or five students to utilize their specialist skills to meet a "real need" for an industry client. Team roles include programmers, graphic designers and project managers. There were 82 students (20 teams) completing this unit. The aim was to have students experience project management issues that occur when dealing with "real" clients in "real" projects and was heavily

focused on teamwork and problem solving. The environment was based on the learning principles of authenticity, self-regulation, and reflection. Features included student contracts, journals (for self/peer assessment & reflection), "Conference Centre" for problem solving, bulletin boards, time management tools, syllabus and assessment materials, lecture notes, legal/QA templates, relevant URL's, web sites and assignments developed by previous students and a student details database. Within this setting, two teams were selected for investigation. One team was highly successful in developing a quality product and collaborated in a highly successful manner. Another team, experienced severe team problems, which caused it to become dysfunctional and had to be split. Data was collected on both teams from focus groups sessions, interviews and questionnaires that were recorded and transcribed for analysis.

1. **Write the key attributes for communication in a successful team?**

BCSS

ORIGINALITY REPORT

9% SIMILARITY INDEX

9% INTERNET SOURCES

1% PUBLICATIONS

6% STUDENT PAPERS

PRIMARY SOURCES

1	pubhtml5.com Internet Source	3%
2	osou.ac.in Internet Source	2%
3	hmhub.me Internet Source	1%
4	sist.sathyabama.ac.in Internet Source	1%
5	www.coursehero.com Internet Source	<1%
6	egyanagar.osou.ac.in Internet Source	<1%
7	tnou.ac.in Internet Source	<1%
8	Submitted to Victorian Institute of Technology Student Paper	<1%
9	ebin.pub Internet Source	<1%

259

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Open and Distance Learning (ODL) students of Vels Institute of Science, Technology and Advanced Studies(VISTAS) are advised to use the SWAYAM PRABHA (A good initiative of Ministry of Education, Government of India) as part of supplementary learning materials in addition to the Self Learning Materials(SLM) supplied to the students.

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SWAYAM Prabha Channels Information

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Channels 01 – 10 & 40 are managed by **CEC, New Delhi.**	
1	Language and Literature
2	History, Culture & Philosophy
3	Social & Behavioral Sciences
4	Education and Home Science
5	Information, Communication and Management Studies
6	Law and Legal Studies
7	Economics and Commerce
8	Physical and Earth Sciences
9	Life Sciences
10	Applied Sciences
40	Arts/Literature, Social Science, Management and other Professional Courses, Natural and Applied Science
Channels 11 to 16 are Managed by **IGNOU, New Delhi**	
11	Social Sciences & Humanities
12	Basic and Applied Sciences
13	Professional Education
14	State Open Universities and Gyandarshan
15	Capacity Building and Teacher Education
16	Skill and Vocational Education
Channels 17 to 20 are managed by **IIT Bombay**	
17	Biotechnology and Biochemical Engineering
18	Electronics and Communication Engineering
19	Electrical Engineering
20	Physics

Channels 21 to 22 are managed by **IIT Delhi**	
21	Textile Engineering
22	IIT PAL (JEE competition assistance)
	Channels 23 is managed by **IIT Gandhinagar**
23	Civil Engineering
Channels 24 to 28 are managed by **IIT Kanpur**	
24	Aeronautical Engineering
25	Humanities and Social Sciences
26	Management, Law, Economics; Business Analytics, Communication, Cooperative Management
27	Mechanical Engineering, Engineering Design, Manufacturing E & T and allied subjects
28	Visual communications, Graphic design, Media technology
	Channels 29 to 30 are managed by **IIT Kharagpur**
29	Architecture & Interior Design.
30	Computer Sciences Engineering / IT & Related Branches
Channels 31 to 35 are managed by **IIT Madras**	
31	Instrumentation, Control and Biomedical and Engineering
32	Bridge Courses, Impact Series
33	Chemical Engineering, Nanotechnology, Environmental and Atmospheric Sciences
34	Health Sciences
35	Metallurgical and Material Science Engineering, Mining and Ocean Engineering
36	Skills and Logistics (IT - Enabled Sector, Banking, Financial and Insurance sector Skills Logistics, Supply Chain Management and Transportation, Life skills)
Channels 37 to 38 are managed by **IIT Tirupati**	
37	Chemistry, Biochemistry and Food Processing Engineering
38	Mathematics
Channels 39 is managed by **University of Hyderabad and National Sanskrit University**	
39	Performing Arts (Indian Classical Music and Dances), Theatre Arts, Film making and Painting

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