

UNIT - I

Communication

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Objectives:

After studying this unit you should be able to understand

- (1) Meaning of communication
- (2) Types of communication
- (3) Effective communication
- (4) Managerial communication
- (5) Verbal, Non verbal, Written communication
- (6) Medium of communication
- (7) Feed back
- (8) Barriers to communication

1.0 Introduction:

Many discoveries of science have earned this century the title of ultra modern era. Among the breathtaking improvements in the field of Industry, Technology, Oil, Aviation etc. the most useful and the most modern are found in the field of communication so much so that the world has been converted into a small globe where time and distance have been annihilated.

Communication has seen very, very slow development from the days of the Stone Age up to the nineteenth century. The invention of printing hastened the growth of written communication and the invention of the telephone hastened oral communication and thereafter, the growth of communication has become phenomenal, sometimes even hard to believe.

In the field of Business Management, communication plays a vital role. If we analyse the success story of many companies, we can find that a well-organized communication system is one of the root causes of its success story. As the forces of communication are becoming more and more modernized, it is necessary to make a study of it, to equip ourselves to be the managers of business. The field of business is very closely associated with the customers with whom we have to interact every day. The success of a business manager is directly proportionate to his success in communication, as a communicator as well as a receiver of communication.

Even in our daily life we find many failures and bungling just because the right communication does not reach the right person at the right time. A miscarriage in communication leads to untold sufferings to a number of people. All of us have the better experience of wasting time and physical pain just because the right communication did not reach us at the right time. The proverb “A stitch in time saves nine” can be altered in “A communication in time saves many things”.

1.2 The Meaning of Communication:

a) The Need for Communication

A normal human compulsorily needs some kind of communication with some other person or thing. If a person does not communicate anything to anybody he is an abnormal human being and needs psychological counseling or treatment. Apart from this basic need, there are various other needs for communication.

(i) Need for Inclusion.

Everyman is a member in society, in a family, group...etc. He needs good relations with them, a sense of belonging. There is the need for social gathering, family or friends get together etc. We may belong to organizations, associations and there is the need to communicate.

(ii) Need for Control

With regard to power and influence there is a compulsion for communication. Without any communication, you cannot control anything in the world. Controlling people, workers, and friends also requires the right type of communication.

(iii) Human Need for Recognition, Affection

In business, recognition and affection take the shape of partnership, friendship and mutual help to tide over difficulties. It is very difficult not to control one's own self-expression.

1.3 Communication Defined

Various authors and specialists have given various definitions.

- i) “Communication is an exchange of facts, ideas, opinions or emotions by two or more persons” -- W. H. Newman & C. F. Gummer.
- ii) “Communication may be broadly defined as the process of meaningful, interaction among human beings. More especially, it is the process by meanings are perceived and understanding is reached among human beings” -- D.E. Mcmefarland.
- iii) Communication is any behaviour that results in an exchange of meaning
-- The American Management Association.
- iv) “Communication is something so simple and difficult that we can never put it in simple words”, says, T.S. Mathews.

Managerial Communication

Running an organization is not an easy affair these days, since it is a concerted effort by all in a company. Concerted action is needed to make things go smoothly. From the top boss and

other subordinate to mini bosses all must be familiar with the importance of good, relevant and right business communication. It includes formation of ideas, transmitting this to others and understanding by the receiver, followed by expected action.

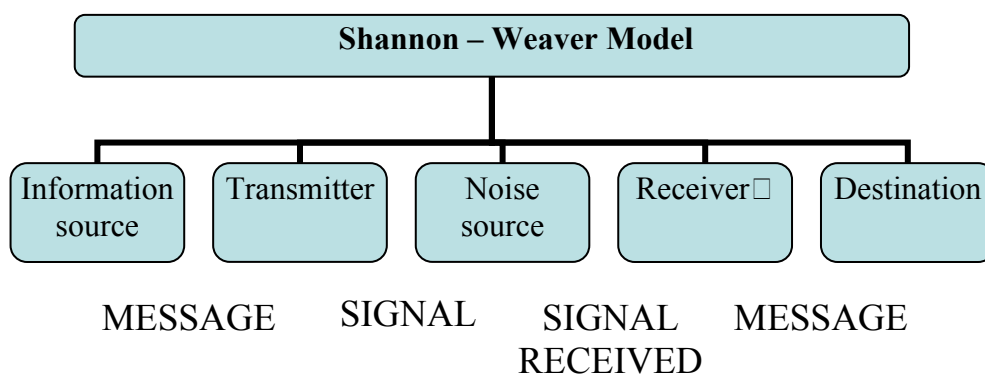
There is always a danger of the message being mutilated by the physical and human intermediaries. It will not be out of place here to mention the children’s game of “passing on the information”. When the news is passed on from one child to the next, after five or six children, the news gets twisted and the opposite information is given by the last child. This is a simple and concrete proof that faultless communication is not that much easy. Great care is essential for passing on the communication.

The response from the receiver, the feed back, is the real proof that good communication has taken place.

The Process of Communication

The following diagram illustrates the process of communication.

Shannon – Weaver model



Information Source:

The communication process starts in the mind of the communicator. If it is a company, the source is the Board, or Individual officials.

Transmitter:

One, who passes on the message, carries it. The message is encoded through symbols. Language itself is a tool of encoding the message.

Receiver:

The message is aimed at him, the target; the receiver has to decode it.

Destination:

That is the end point of the message only here the process comes to an end.

Message:

Information passed on is called the message. The message acts as a stimulus and the reaction is the response.

Noise:

Any outside interference in this process is called noise. If the noise is beyond a certain level, the message will be spoilt.

If the message is not understood at 100%, there is no communication. Under normal circumstances, there should be a relevant corresponding response. The best example is the example of “Tower of Babel”. In the process of building the Tower, owing to some curse by god, each one spoke a different language and there was absolute break down of understanding

and hence the corresponding response was not there. Hence, there was no communication and building the tower stopped.

Dynamic Process

The following tabular column illustrates communication as a Dynamic Process.

Source	Encoder	Message	Channel	Decoder	Receiver
Ideas Needs Intentions ⇒ Information Purpose	Motor skills Muscle system ⇒ Sensory skills	Code Set of symbols	Medium Carrier Channel Sensory skills	Motor skills Muscle system Purpose	Ideas Needs Intentions Information

This dynamic process can be briefly summarized:

Stage one: Conceiving the Message

The sender first of all decides to send the message. There is a possibility of the message being sent involuntarily or on a sudden impulse.

Stage two: Encoding the Message

Here some code has to be used. Any human language is a code. For example the telegraphic code. Within this human language you have the following choices to make.

Spoken word

Written word

Number

Non-verbal - like pictures, diagrams, signs and gestures.

Stage three: Selecting the Communication Medium

It is telephonic, telegraphic, wireless, postal letter, e-mail, Internet, typed letter, etc.

Stage Four: Decoding the Message

The message has to be understood exactly in the way the sender wants it to be understood. For the sender's code must be understood in the same way by the receiver. Here there is the question of age, education, cultural level of the sender and receiver.

Stage Five:

The message should be understood correctly.

Stage Six: Giving Feedback

The response of the receiver according to the sender is the feedback. This gives the sure proof that the message has been conveyed and carried out correctly.

1.5 The importance of feedback

S.No.	Purpose	Method	Way of interacting/ checking while giving the feedback
1)	Seek clarification When you want to clarify want facts, to explore further	Ask how, what, when Then restate what you thought, you need.	What specifically do you mean by---? What I understand from
2)	Check the feeling To show you are listening, to let the person know you understand, how he or she feels.	Reflect the person's feeling and put it in your own words matching with the receiver's feelings.	You is ----You feel that you were not treated properly. It seems that you got angry with your boss
3)	Check the accuracy Check your own listening accuracy. Tell the receiver that you grasp it right.	Restate the receiver's ideas Emphasize the ideas.	As I understand the problem is---- Do I understand you correctly?

1.6 Choosing the Media of Communication

Forms of Communication

One-way, two-way communication

In one-way communication, there is no feedback. The roles of the sender and receiver are fixed and these two people are not interdependent as in two-way communication. Since there is no feedback from the other end, the speaker, sender has to guess it. The receiver also is on his own since he cannot communicate. There is no room for any kind of check. For example: Newsreader in T.V. Military officer's commands.

Two-way communication is direct give and take method. There is better sharing and understanding. It takes more time. Conversation, interview and telephonic talk, etc.

1.7 Verbal, Non-verbal Communication

When we use any language (with words) it is called verbal communication signs, symbols, gestures... can communicate. Non-verbal communication is very powerful. Similarly non-verbal message stays longer. In verbal communication we can reveal or hide the message and lot of insincerity can be hidden in where as in non verbal communication it is difficult to hide the message.

Oral Communication and written communication

Both of them use language. These are more direct and specific.

Oral communication gives ample opportunities for clarification feedback, commitment etc.

Written communication is used very much.

Merits of written and Oral Communication

Written communication is a permanent record and can be referred to at convenience. It can be repeatedly read, re-read and modified to our satisfaction. There is not much loss of message. There is no possibility of missing any part of knowledge.

It is accepted as a legal document. Even oral messages are confirmed through writing at a later date.

There is no possibility of contravening a written order through misunderstanding. Written message can be reached by anybody through out the word. Besides it is the cheapest method of communication.

Written communication, if written with care.

Limitations:

It is expensive; there is a possibility of postal departmental mishap. Quick clarification is not possible if there is a doubt, it cannot be clarified immediately. It takes lot of our time.

Oral Communication: Merits

1) Within an organization, it saves lot of time. Speech is more powerful. We can add shades of meaning through tone, rhyme, intonation and rhythm stress. Sometimes the real meaning is found only in tone.

Some times the real meaning is found only in tone.

For Eg. You are ready. - 1.

You are ready. + 2.

Statement 1 with a falling tone is a statement. The same statement 2 with a rising tone becomes a question. Thus with a change of stress, we can add special meaning to utterance.

Immediate feed back is possible through oral communication. It takes less time than written communication.

Limitation:

If the receiver and sender are far away, direct oral communication is not possible. But now it is possible. Lengthy messages are difficult to transmit orally and mistakes, omissions may creep in more easily in oral communication. Responsibilities cannot be assigned orally. There is greater possibility of misunderstanding the oral message.

1.8 Essentials of oral Communication

Pronunciation

This part of Oral communication is actually the villain of the piece. Wrong pronunciation alters the meaning. More than that regional variation in pronunciation are difficult to overcome and Shaw's 'Pygmalion' is a proof of this. Clear and correct proper pronunciation is half the success of oral communication.

Precision

The instructions, if any, should be precise and concise. Take a look at the following guidelines "meet me sometime next week." Instead, "Meet me on 22nd December, at 8. A.M."

Conviction

This cannot be measured in writing. From your tone. You can be convincing. For example 'I like you' said in a level tone is not like 'I like you'. This cannot be done artificially.

Arrangement of ideas

'First things first' should be the order of your arguments. In oral conversation jumbling of ideas will easily occur. This confusion will weaken the central idea.

Choice of vocabulary:

Careful choice of words does the trick in oral conversation. Hard and pompous, technical terms and jargon are to be meticulously avoided at all times. In this category we can include clichés and meaningless words.

Clichés are commonplace words, which have lost their meaning by constant over use. For example, "so to say", "I'm sorry" 'most thankful' 'very kind of you', etc.

Natural tone:

Unless the occasion demands an unusual tone, you are expected to speak in normal tone. It must be very natural, very smooth and of even tone. Of course slight raising and lowering the tone is essential but it should be unobtrusive and smooth.

Register

Register refers to the difference in language arising out of social, cultural and educational reasons. The listener will understand things better if he is already tuned to the register. There are 7C's for oral communication i.e., candid, clear, complete, concise, concrete, correct and courteous.

Visual communications

It includes facial expressions, gestures, tables, charts, graphs, diagrams, tables and charts, diagrams, pictures, posters and slides etc.

Audiovisual communication

If includes television, cinema, educational films, documentaries, live video recordings, etc.

Check Your Progress

When does full Communication take Place?

What is coding and decoding?

Merits and defects of oral Communication

Merits and defects of written Communication

What is the importance of feed back

1.9 What is effective communication?

There are many basic essentials for effective communication. Effective communication is defined as “The meaning generated by one person gets smoothly transmitted to another with the minimum of interference or distortion”. For this both persons or groups must make an effort.

Self- awareness

Everyone should know himself. Aristotle’s dictum “Know Thyself” is fully applicable here because thoroughly knowing yourself you cannot communicate effectively. Let your thinking be sharp, clear and free. The mind is the starting point of all communication. Without a clear mind, you cannot communicate clearly. There will be no distortion arising from self. Knowledge of self is the crux of peace and equilibrium, which are essential for effective communication. A disturbed mind cannot communicate well and clearly. Similarly self-awareness helps receptivity and interaction.

Capacities:

The communicator must know his subject thoroughly, supported by experience and expertise. The starter must draw the attention of everybody, maintain control, hop from one point to the other gently, get over negatives, and emphasize positives.

Credibility:

The communicator must be very careful in all his statements since the spoken word cannot be rectified. There must be sincerity in his statement.

Content:

The content must be clearly stated in unambiguous terms with the style commensurate with it. Style is a kind of clothing that covers the content.

Context:

Words and sentences do not appear as isolated units of expression. We must be aware of how the receiver will receive it. The reaction of others must be observed, coming closer, going far away, withdrawing, going against us, disagreeing. Each person’s idea about another person’s view provides a context.

Channel:

The proper channel must be chosen for communication. A wrong choice will spoil and interfere with communication.

Consistency and clarity:

Clarity is half the success of communication. In spoken communication clarification can be demanded on the spot. The reader does not have this chance. Clarity of thought leads to clarity of communication and expression.

Simple words:

Bombastic expressions, pompous vocabulary, expressions hard to understand, circumlocutions words, archaic words and constructions involved, sentences are to be avoided meticulously.

Pompous (to be avoided) - **simple** (to be used)

Genuflexion

Kneel

Ghastly

frightening

Diction

words

Mellifluous

sweet

Fetch

go and bring

Concrete:

Words should not be vague or double edged. Let there be not too much of generalization. Words should create visual picture.

Vague :

Meet me sometime to-morrow

Write a small para.

Are you educated?

I am all right.

Concrete :

Meet me on Sunday at 2 p.m

Write 10 lines

Do you have a degree?

I keep good health.

Sentence construction:

It has become a bad habit now to use passive construction, which is normal only in science writing.

1) Passive (To be avoided)

It was taken for granted

Let there be no taking

You will be rewarded

It is hoped that

hereafter you will be better.

Active (to be used)

we assumed.

be silent

we will reward you

we hope that you

will be better

2) Avoid too many infinitives

It is my duty to tell you

I am very sorry to tell you

I tell you duty fully

I tell you with sorrow

3) Avoid jargon, Cliché

Jargon is peculiar language specific to trade groups. Only those who are in that field can understand this.

We beg you, we beseech, letter rogatory, per diem, defacto, de jure, per se, ad infinitum, adumbrate,

Formal

Kindly oblige by. sanctioning it

Jumbo sized pastry

It is with great pleasure.

I beg of you

I have enclosed herewith

Prostrating before you

ordinary

Pease sanction it.

Cake of big size

With joy, I inform you

I request you

I am sending.

obeying you.

Ambiguity:

Ambiguous expressions have double disadvantages. They are not understood and they are wrongly understood.

Ambiguous

He passed away from me.

He told me that.

He was not right

He is only businessman

Only the loves me

wrong meaning

He passed away

He told me that

He himself (only)was right

There is no other businessman.

He loves me only.

Wrong punctuation:

go. Slow work in progress,

go slow. Work in progress.

Completeness:

Incomplete communication creates more confusion. It may lead to wrong action, which is dangerous and incurs loss.

Time:

Time as non-verbal sign is misunderstood. Time sense is part of the culture of the peoples in U.S.A. delay is interpreted as disrespect for man. Thus punctuality communicates your character as man. Sticking to deadline, time schedules are part of the broader world of communication.

Space:

Physically placing yourself is a silent communication. Physical distance communicates many things. The physical closeness of a man and a woman communicates many things, their love, affection, and attachment. Keeping oneself too faraway reveals your dislike or indifference. In office design distance between the official and the customer, distance between the boss and the official, distance between employees have been worked out to create maximum efficiency.

1.10 Non Verbal Aspects of communication:

Pictures are very much used for mass communication. A simple drawing, a simple photograph is used to communicate to illiterate people of India. Pictures are easily remembered; easier than a written message.

Maps, charts, diagrams also communicate the area, climate, rainfall, population, etc and by looking at them we can learn so many things. Statistical bar diagrams, bar charts communicate many things. Even + sign or - sign or -: or x signs communicate their process with the help of above symbol.

Colour:

Simple colour can communicate many things. + Sign may be a cross in the church or plus symbol in mathematics. But when it is painted red it becomes Red Cross symbol acknowledged by the whole world.

The simplest example of communication through colour can be shown by the red colour, Red colour stands for danger, caution or stop. Similarly green colour communicates 'go ahead'.

Pleasing colours communicate the pleasant ambience of the place so that the worker may be more efficiency. Similarly if you see black colour, anywhere, it represents sorrow or death. Black piece of cloth fixed on your shoulder shows your protest against something. White stands for peace, purity and prosperity. In chemical business the colour of the container communicates the material inside as in the case of domestic gas cylinder or commercial gas cylinder. Blue coloured kerosene is ration kerosene. By looking at the colour of soap and cosmetics, you can find out the brand.

Media for communication

In modern times many types of media are available for communication.

The conventional media are mail, courier, hand delivery, telegraph, and telex.

Electronic media are, telephone, Cell phone, voice mail, Fax, E-mail, Internet, teleconferencing.

Media for Mass communication

Notice board, Posters, Hoardings and Bill Boards, Newspapers, Magazines, Radio and television, Internet

1.11 How to choose the medium?

It depends on many factors such as the type of receivers, the type of reaction you want, the final result and the cost.

- (i) The audience, their education, culture. etc
- (ii) How quickly do you want the message to go?
- (iii) Need for secrecy certain confidential matters cannot be sent by telegram.
- (iv) Need for accuracy in transmitting the message.
- (v) Reliability of the medium (Postal delay)
- (vi) The sender and the receiver should be familiar with the medium.
- (vii) Feed back mechanism.
- (viii) Availability of copy for record.
- (ix) Nature of the message.
- (x) Cost factor.

These are the ten guidelines for choosing the right medium for the right job.

1.12 Essentials of Effective communication

Speaking and writing effectively

Credibility:

The speaker's words must carry sincerity and weight. Everything must be kept in such a way that interaction is clear and precise. If so the hearer is ready to receive him, to believe him. In spoken language you have to be extremely careful in making a statement because once a mistake is made it cannot be wiped off physically. A writer can strike off what he has inked. The writer can write, rewrite, revise, and change what he has written.

Capability:

The speaker or writer must know his subject well and his idea must have the backing of experience and expertise. The initiator must keep theme always focused and must effortlessly move from point to point. Negatives must be removed and positives should be emphasized with facts, samples, examples, opinions and feelings.

Content

The initiator must be clear about what he proposes to say. It must be said directly and unambiguously. Style and content must be equal. A good style is like good dress, which gives a good impression of the person. This creates a very good impression and impact.

Context:

Language, words, sentences and ideas cannot operate in a vacuum. You need a particular context in which all these are based. All the words and sentences and ideas must be directly related to the context. This includes the perception of the initiator how the receiver will receive it. We can observe their physical and mental reaction from their words, closeness, their reply, interest etc. Our own behaviour too may become a stimulus for their response.

1.13 Channels:

In organizations like firms and corporate etc. a member of a working group carries on communication with other members of the group or with other groups. This communication cuts across other hierarchical positions. He makes use of formal and informal channels of communication.

Consistency:

Steadfastness, in thought and words is very important. Meanings of words must be explained. Repetition as augmentation can be used. A good speaker mentions what he wants to say, what he is going to say and then what he has just now said. Consistency is very important.

Clarity:

Preciseness has and non-ambiguity are called clarity. Only then the message will be conveyed without distortion. The sender and the receiver will have no difficulty. The transfer of the message will be very smooth and correct.

Can Silence be a mode of communication?

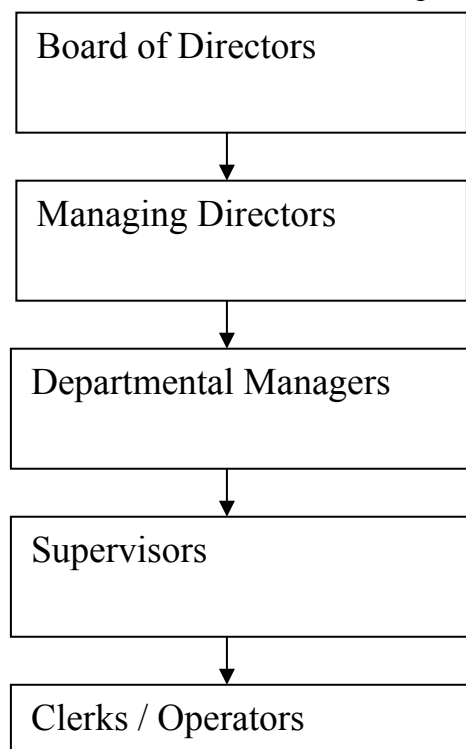
Is it possible to communicate with silence? Yes it is possible depending upon the context. “Silence means acceptance” is a proverb in Tamil. At crucial times tolerance is more meaningful than speech. A silent funeral is more poignant than a noisy funeral. “Silence is more eloquent than words’. The simplest example is the acceptance of love between two lovers. A mere shake of the head followed by silence, a twinkle of the eye followed by silence is a sure way of identifying love.

Silence in front of a bigwig may be due to fear or respect. You make a request to your superior and his silence may mean refusal or consideration. Even in a fiery speech, a measured pause, silence, has a telling effect on the audience. This is a technique adopted by political orators. Pause is a prelude to suspense, anticipation.

Types of communications

In Firms and Corporate:

Organizational, hierarchical patterns are essentials for any organization to function effectively. It may start with Board of Directors and end up with the clerical staff or even in the lower rung.



There are two types of communications, internal and external. It may have to transfer business with others, other firms, etc.

Formal, informal communication:

Formal communication is other wise called official communication, and it is determined by hierarchy, authority and accountability. Hence it is closely associated with organizations and

such other formal settings. Departmental meetings, conferences, circulars, company News bulletins, special interviews, and special publications fall under this category. It has uniformity in content and it is precise, and to the point. Informal communication is about general matters within a family, friends, peer groups, tea time conversation among workers etc. In formal communication has no strict rule about anything grapevines, rumours, gossiping are informative communication which does not have any specific rule or law.

Interpersonal and Intrapersonal Communication:

Intrapersonal Communication goes within the mind. Careful preparation is necessary for good communication. Interpersonal Communication means between the sender and the receiver. All outward communications are interpersonal communications.

Organizational Communication:

An organisation is a formal and social unit consisting of people with a set of objectives and functions. Everyone in organization has definite roles and function to fulfill. It means sending and receiving communication regarding organizational objectives, deadlines, rules and systems.

Organizational factors of context:

1) Task characteristics:

This refers to the nature of work, work-related problems and issues. Members of the organization have different views about their own work in the organization. Their communication is influenced by these. Meeting the customer's leads to further communication.

2) Group characteristics:

These are factors belonging to a group. In the group they expect certain behaviour of a member. Group dynamics has tremendous impact on that group and it influences the communication process of other member who is dominating, who is silent, who argues and who is arrogant, all these are measured as group dynamics. The cohesiveness of the group determines the patterns of communications.

3) Organisational culture:

It is a system of shared meaning. This culture is a set of key characteristics such as individual's initiative, risk tolerance, direction about clear objectives, performance expectations integration/coordination, management support to subordinates, controls, identification with organization, reward system, conflict tolerance/ communication patterns.

Directors of communication

There are various levels of managers in an organization, seniors, junior etc. This structured hierarchy affects the process of communication causing the flow from higher level to lower level.

Downward:

Communications from managers to officers and clerks is called downward communication. This is used for assigning goals, providing job instructions, policies, giving feed back about performance. Etc. The success of it depends on the skills of the superior, his popularity with subordinates and their level of understanding.

Upward :-

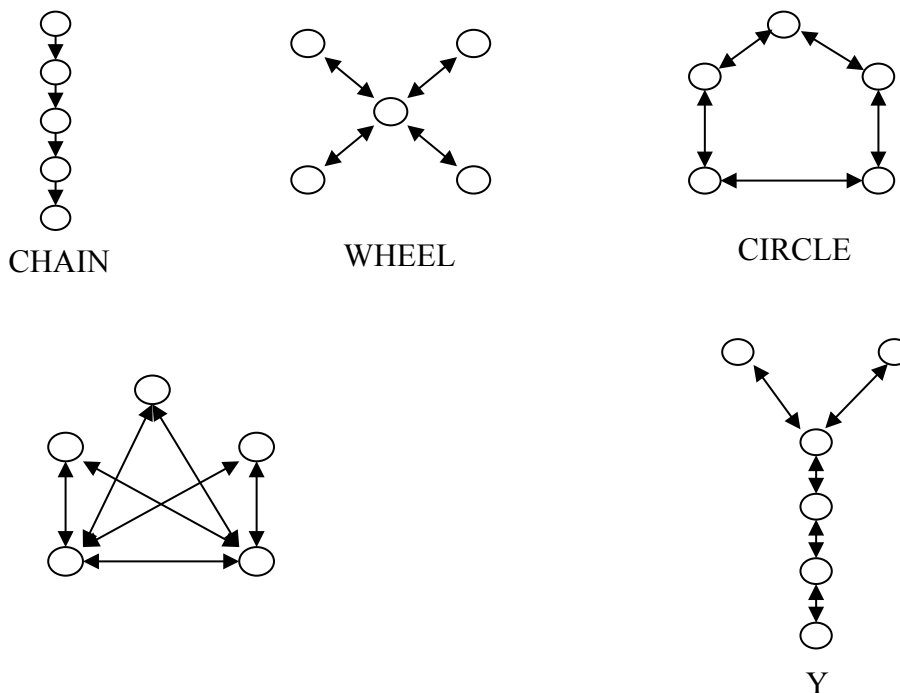
Here the communication goes from lower level to higher level. Status reports about progress of on going plans, compliance of instructions etc. are used for explaining this.

It is very important to get feed back from the subordinates. In a group this gives openness and the members feel involved and share things freely. Coordination work is possible only with this kind of communication. This upward flow includes participation. This creates a good listener.

Lateral :

Between members of various groups in the organization there is communication. This communication saves time, expedites action, and facilitates coordination. The example of field workers and planners proves this. This strengthens the other types of communication.

Channels of communication:



- 1) “chain”, communication moves vertically only upward and downward. This is useful for tasks which have to be completed in a given time, without any deviation.
- 2) In the wheel pattern all information goes through the supervisor and the subordinates do not interact among themselves.
- 3) In circle model members interact with adjoining members but not with others. Three levels of hierarchy are shown. There is interaction between supervisors and subordinates and lateral communication at the lowest level. There is great chance for feed back.
- 4) The all channel pattern is a totally connected ones and allows each one to interact with others. In this all members are equal.
- 5) The channel ‘y’ is a four level hierarchical organization where two subordinates report to one supervisor who has two levels above him.

Grapevine :

This is defined as information or as one that is believed to be information which flows among the various levels of hierarchy. It is free from officials, regular flow patterns along various positions, structures and spreads in every direction.

- (a) Information moves in all directions at the same time.
- b) Information spreads fast. It has no respect for authority and there is no one to command it. Its spread is instantaneous.
- c) It is a primary source of information. Some managers ignore it or speak ill of it. Grapevine is necessary for a manager. They must know it since only then wrong information will get corrected.
- d) grapevine goes beyond the organization. Sometimes, you learn about changes in your office from outsiders.
- e) The best example of grapevine is rumours. It is not possible to eliminate it Rumors disappear when clear information arrives.

The effectiveness of information (grapevine) can be reduced by openness, clear goals which are time bound to give explanations, revealing risks and problems, openly revealing problems.

1.14 Objectives of Different types of communication

The main purpose of any communication is to pass on information or instruction, to get things done. In official business we have specific aim or target to achieve. This must be achieved through effective communication.

Although communication can achieve many things, there are two main objectives.

1) Information :

In modern days information has almost become staple food for all organizations. No business can thrive without proper information. Especially in the field of selling information about marketing and competition is very important even for survival. Any person who is very well informed is the master who can convince anybody with his information. In sanctioning loan, a field officer should have full information about his client.

Persuasion :

In workplace, much communication goes to persuade people. Persuasion means bringing people to your point of view and gets things done. An organization persuades its workers and the workers persuade the customers to their point of view regarding purchase, sales etc. In marketing, you have to make the greatest persuasion to achieve your goals. In business at every stage there is persuasion, starting from loan, payment dues, etc.

Both information's complement each other.

Objectives of downward communication

It flows from senior to junior or supervisors to subordinates. The main objectives are control and motivation.

Control:

Communication regulates and controls the behaviour of the members of an organization. The workers have to understand and follow the rules, regulations, norms of behaviour, duties and responsibilities. Various people have to report about their work and finish the tasks assigned. The seniors should act as role models for juniors and workers and set an example of achieving goals.

When the chief mentions the target for the year, the departments under him begin to plan how to achieve it their departments. In performance appraisal, if there is below par achiever he is asked to improve his performance and guidelines are given. There may be a departmental enquiry about omissions and commissions. Rules are explained and followed. Then every one understands what to do? when? why? and how?

Motivation

If there is motivation it makes your work and achievement easier. Motivation is the impulse. Periodical work assessment rewards and punishments for work or poor work were stimulate the workers.

It has a powerful influence on people if used properly. Effective downward communication couched in appropriate vocabulary works wonders among the milieu in work spot. Better working relationship starts between the members of the team.

There is greater enthusiasm among workers in achieving targets, zest for work. When morale is low, production will be very low.

Performance and motivation are closely linked. The human resources department has taken this job of dealing with employee satisfaction, job enrichment, skill development etc. Well

established firms keep the staff well informed of their policies, aims, plans, prospects, service, conditions, challenges and commitment. For this purpose, there is very good use of notice board, magazines, bulletins, pamphlets etc. On a personal level they deal with employees' family situation, achievements wedding, bereavements. These things create one family atmosphere. Thus control and motivation are the major objectives of downward communication.

Instruction and order

Instruction is the motive of downward communication. How to do the work effectively and profitably? 'The boss' communications does the entire trick. Letter about transfer is an order. Orders have to be obeyed. That is why many of our government's instruction are called G.O. meaning Government order.

Advice and counselling

An officer may find his worker mentally upset. He has to locate him and give him advice, counseling and guidance. Latecomers have to be advised first, but later they have to be warned. Advice is very effective when it is oral, informal and well intentioned.

Counseling needs technical advice. Communication skill of high order is essential for counseling.

Limitations of downward communication

- 1) Delay: If the organization is huge, it takes a long time for communication to reach the last employee. By the time it reaches the last man, it may have lost its relevance or much damage may have been caused.
- 2) Loss of information; Unless the communication is fully written and very clear, it will not be transmitted fully. A part of it will be certainly lost. It has been verified that in a five level organization, only 20% of the communication reaches the last man.

Distortion:

Information is not only lost but gets distorted. Exaggeration under statements, giving twists to facts are part of human nature even though you may be careful, while passing on information, much of it is lost in transit.

Resistance

Downward communication has a touch of authoritarianism, the employees have no participatory role in the communication and hence there is in built resistance.

Objectives of upward Communication

What is sent as downward communication necessitates upward communication just as a lift that goes down has to come up. Only recently the importance of upward communication has been realized.

Grievance redressal and letting out steam

There is so much of energy among employees and so many grievances if there is no mechanism to release these accumulated grievances, it will burst out one day. Therefore in upward communication there will be lot of writing about the defects in the organizations and their own grievances. These should not be taken as nuisance. Only when the employee has the freedom to air his grievance, he gets some relief that at least his complaint goes to the to echelons of authority This gives a chance to get the good will of the workers which is very useful and good for the organization.

Participatory role

Now-a-days there is much talk about the participatory role of workers in any organization. The upward communication is the first step in the participatory role of workers.

Very often they give valuable suggestions for the welfare of the company which indirectly leads to their own welfare.

New schemes and reforms

Normally there will be opposition to basic structural changes where there is free flow of upward Communication, things become easier to handle and upward communication helps the introduction of new proposals and even structural changes.

Industrial/organizational peace and union

Normally in any organization there will be problem from the unions. Where there is upward communion and that too if it is well received it lays the foundation for industrial / organization at peace and smooth relations. In such a situation the gap between the management and the employees will narrow down.

Feed back

Upward communication gives the necessary feedback to the management not only about the progress of the work but also about the good health of the organization. This feedback will be helpful to assess the implementation of their downward communication.

Avenues of upward Communication

Periodical reports

The best way to ensure regular upward communication is to get periodical status quo reports from every department. This report should be the sum total of all the workers' reports.

Suggestion boxes

In every important place in the organization there should be a suggestion box inviting the workers to drop their suggestions in this box. If the problem is common to all, the writer need not even sign his letter. Anonymity of the complainant which is permitted will bring lot of good to the organization. It is like the stethoscope that reads the pulse of the organization.

Get-Togethers

These get-togethers are apparently for socializing and feting. However it has other additional purpose of gathering upward information. In these gatherings even the hidden thoughts of people will come out.

Correspondence

Through direct letter writing, many problems can be solved. The management should be ready to accept these letters in true spirit.

Counselling

Grievances are normally found a plenty in any organization. By appointing counsellors the management gets to know two things, the individual's problem which leads to general problem thereby affecting the general health of the organization. Valuable information can be gathered through these counsellors. This is not to be mistaken for spying on the workers. It is almost like a medical person diagnosing the disease of the patient and offering medicines.

Easy access

The Top brass of an organization should make themselves easy to approach. Anybody can meet the boss and pour out his problems. It will do a lot of good for the organization.

Problems in upward Communication

Upward movement is always difficult anywhere since the downward pull is stronger. The workers may feel difficult to approach the higher ups in spite of the open door policy

First of all workers may feel that their problem may be construed as incompetence. If it is viewed like this, it is not favourable to the employee.

There is more distortion here which is deliberate. Sometimes human defect like anger may endanger it.

Open house policy has another inherent danger. If the worker by passes his immediate boss and goes to the top boss, the lower boss will take it wrong.

1.15 Non Verbal Communication

Communication without words is called non verbal communication, a look, a grunt, laughter, eye movement, lip movement, etc.

Non-Verbal communication encompasses a host of other things, facial expression, gestures, eye contact, tone, volume and speed of speaking etc.

Silence also is a kind of language conveying great meaning and message.

This type of Communication can add to the existing meaning but generally it is quite uncertain.

It may become meaningless or ambiguous if it does not coincide with the verbal communication. Sometimes 90% of the message may come from non verbal matter.

Non verbal communication does not have the same meaning in all contexts, in all social groups. In itself non verbal communication has no meaning but in a particular context it assumes great meaning and also different shades of meanings.

Feelings are fittingly expressed by non verbal communication than by verbal communication. Non-verbal communication is fully not in our control.

It is possible or necessary to learn non verbal communication. Certain things may come naturally or by observing other people. Every culture has its own body language.

Sign Language: Words are replaced by gestures. The deaf communication with signs, fingers, hands etc

Action language : All movements apart from signals.

Other Language: Display of all material things with intention; without intention, machines, human limbs. It depends on the meaning connected with objects.

Relationships between Verbal and non Verbal communication

Substitution : When we nod our head we say “yes” without words. The nod is a substitute for ‘yes’

Complement : We say ‘no’ at the same time shaking the head side by side, the verbal messages is complemented.

Conflict: If we act the opposite of our words, there is conflict. The concert is very good. Saying this he goes out. We can be insecure in our words, but not in our action. Some part of your body will betray you.

Acceptance : Movement of certain bodily parts gives the acceptance signal without words.

1.16 Body Language

It is a recognized non verbal language. It is technically a subject called ‘Kinesics’. The following are included in this, personal appearance, posture, gestures, facial express, eye movements, space, distance, smell and touch. All these can be easily observed. They are all non-verbal symbols. All of them form ‘visible code’. Every movement has a meaning. Nothing is accidental. Body language sometimes may complicate.

Verbal language:

Sometimes they are more meaningful than words. While interpreting body language we must consider cultured and environmental differences. But the body language is very closely connected with context and situation.

Body language and behavior voice and sounds:

Voice and extra sounds belong to non verbal communication. Oral language is always accompanied by voice and sounds. Tone also is included for e.g. a happy go lucky mood can be guessed by the voice and also, sarcastic tone, critical tone, sad tone of the voice give various meanings.

Volume, rave, voice, articulation, pitch and other sounds like grunt, gorge, throat clearing, coughing sighing and spitting.

Gestures :

Perhaps this is the earliest mode of communication by man. Gestures may be part of spoken language or may be totally independent. Nodding the head for 'yes' or shaking the head for 'no'.

Some gestures are automatic, and give emphasis to words. They are all culture bound. They are specific to culture. The normal communication is interpreted by gestures. They may give emphasis to words. When we greet others, the gesture reveals the occasion sadness, joyous, greetings, disapproval, friendship etc.

Fist, clenched together, means aggressiveness, mood to attack. Firm movement of arms may mean nervousness. Even handshake can reveal meanings by firmness, limpness, promptness, hesitance etc.

Certain physical signs have directed verbal meaning, 'V' sign for victory.

Face being the index of the mind, can reveal your thoughts. Moods like, motions, feelings, sadness, happiness are easily revealed by the face.

Restlessness of various bodily limbs indicated indecision, dissatisfaction, anger, contempt, criticism, division, fooling, etc.

Facial Expressions:

Any human emotion can be expressed by the face. Arrogance, humility, calmness, aggression, fear, shyness can be revealed by the face. They can add to and hinder the real message. A harmless innocent smile is quite different from a sneer, a sarcastic smile with relevant looks. A puzzle, a frown, displeasure, surprise can be conveyed by the face.

Posture:

The way in which we walk and talk, the swing of the hand, the steady step, the faltering stop, the angle of the body the sitting posture, all these can reveal firmness, weakness, success, failure, sorrow or joy. Falling back in a crowd lingering at a distance are signs of being not sure.

The majestic posture reveals one's authority and bent back and hanging head reveal defeat.

Body movements:

We are always moving about even within our home. These bodily movements can convey a lot about our attitude. When we are interested we lean forward. Our fast or slow walk reveals some important things like happiness, cheerfulness, sadness, tiredness or dejection.

Eye contact :

Eye can reveal many things like fear, joy, love, sorrow, hatred and other. If your eyes move away from the speaker, it may be you are not interested.

Appearance :

Clothing, hairstyle, cosmetics, neatness reveal the personality of the person. Physical attraction is very important for success in life.

Smell and Touch

Various kinds of smell reveal the personality of man. Similarly the way in which we touchy people reveals many meanings. The way in which we touch, can communicate, love, hatred, hurry, delay, approval, nervousness, enmity, challenge, greetings, acceptance etc.

Communicating skills in conversation

As managers of business you have to discuss, talk a lot to convince potential buyers, clients, suppliers and manufacturers. Most of the business is done orally first and then only it is committed to records. In managerial business communication, regular conversation plays a major role.

1.17 Conversational skills

Smile :

A pleasant smile is more than anything for a good communication. Smile attracts people towards you almost like a magnet.

Modesty :

Modesty in speech is the best thing to pull people towards you. Some always reveal their ego in their conversation.

No arguments :

Arguments are always controversial. It is better not to argue if you want to succeed as a manager. Vehement arguing will undo all the good work you have done earlier.

Positive Note:

You should avoid the use of negative words like no, not, never etc. Even these negative ideas should be given positively.

Putting questions :

Putting questions is the best way to elicit opinions, suggestions etc.

Be sure

Be sure of what you want to say and say that carry.

Be Sincere

Sincerity in speech and action is the secret of success of communication.

1.18 Interpersonal Communication

Communication between two persons or two groups is called interpersonal communication. Everywhere we have to deal with individuals.

The sender and the receiver are the parties involved in this interpersonal communication. First of all we should know the credentials of the other person with whom we are going to transact business i.e. age, sex, qualification, designation, his values, his intellectual level. If he is diametrically opposite to you, it is difficult to transact business. This type of interpersonal communication is called Dyadic communication. You should be able to anticipate many things from the opposite party.

Obstacles for interpersonal communication

Differing personal perception

This arises from personal belief, prejudice and attitudes. Two totally opposed viewpoints can never meet together and there can be no useful interpersonal communication between the two.

Language difference

Ideas are governed by language. If in a language there is no word for democracy, how will the speaker of the language understand? Similarly an atheist will not understand 'soul'. Simple, direct and natural language will overcome this barrier. Whenever technical term is used it must be explained.

Removing distrust

You have to create credibility to overcome this. But it will take a long time. Honesty, justice, and sincerity of a person we create trust in others.

Overcoming emotions

You must control your own emotions in addition to being prepared for other people's emotions. The other person should be in the mood of receiving you?

Overcoming inconsistent verbal and non verbal communication

Consistent is the hallmark of a proper gentleman and communication. If there is no verbal consistency meaning will be lost, if there is no non verbal consistency another aspect of human being is lost. Both verbal and non-verbal behaviour must complement each other.

1.19 BARRIERS TO COMMUNICATION

Most communications do not reach the other end 100%. This may be due to various reasons. It may be the technical fault of transmission. Very rarely there is perfect communication. The default sometimes may be in your own mind, the medium of communication or the receiver. Anything that obstructs communication is called noise. In other words it may be called "barrier" to communication or an obstacle to communication,

(a) wrong choice of medium

The choice of proper medium is very crucial to the success of communication.

Let us take some probable examples.

If you want to apologize for some mistake particularly when the person is nearby, the best in this context is personal communication with the accompanying tone, facial expression and bodily movements.

(b) If you want to congratulate anybody urgently a rightly worded telegram will do. Instead a very long letter does not serve the purpose.

(c) If you have to file your weekly report of business you have to prepare an exhaustive report. Instead, if you speak of it over the phone, the message is lost.

Time & distance

Even though time and distance have shrunk in modern days, many places outside the big cities are still in the old world atmosphere. Communication is not very ideal in non-urban places. The distance between the transmitter and the receiver plays a key role. There is a time gap between shift workers. Even wrong seating may be the cause of poor communication.

Noise

All kinds of disturbances in communication channel are called noise. There are physical disturbances like of running matter, poor writing.

Why do barriers arise?

1. From childhood we are used to certain things. We believe even later that it is the right thing. This childhood impression acts as a barrier for communication.

2. We believe that we are masters of communication and therefore anything outside our experience is termed as barriers. We do not accept the fact that there is room for improvement.
3. All human beings are imperfect and our communication, though apparently good, is really imperfect.

(a) Semantic barriers:

Semantics deal with meaning. There are barriers connected with meaning. One word with a good meaning may be a bad word in another context, another dialect, another locale, another culture, another religion, etc.

(b) Vocabulary

Meaning also depends on the receivers' mood education, culture etc. If unfamiliar or difficult words are used, the problem becomes complicated. Words similar in sound but different in meaning create problems similarly words with double meanings also pose a problem.

(c) Lack of clarity

The communicator should be very in what he says before communicating anything there should be clarity in thought, clarity in vocabulary, and clarity in delivery. "I tell you what you thought I had thought about what you might think about I would say". This sentence is an example of muddled thinking and muddle expression and involved sentence construction.

Psycho-sociological barriers

(a) Inner disturbance:

Where we listen to something sometimes our mind should be at peace. Any lingering doubt within yourself will create 'noise' within you which is a big barrier for communication.

(b) Diversity between verbal and non-verbal message

There should be perfect balance and unison between one's oral message and written message with non-verbal message. For that matter, even mime contributes a lot to communication. It is better to be sincere in your words and corresponding bodily movement to convey the right message. Your action should not be comparable to that of the butcher towards the sacrificial goat. All this action and coaxing, end up in mercilessly butchering the goat.

(c) Selective Perception:

This involves selection, organization, interpretation of data/stimuli, interest, background, attitudes etc. It is a screening mechanism as they do in any check post or customs counter. In such cases there is very strict observance of rules and regulations. In certain jobs they do not allow married people. Hence they will lay down strict conditions.

(d) Poor feedback:

In communication, the best is to have correct feedback and further communication is limit on it. Very often the feed back from the lower rungs may not be correct, or may be exaggerated. This will affect the subsequent communication.

(e) Poor listening:

Good listening is very important for good listening because it is the basis on which the next statement is founded. Are you able to communicate to a particularly deaf person. All your statements are heard wrongly and the corresponding reply is totally off the point. Similarly listening with prejudice will give different colour to colourless statements. Defective listening is a major irritant in the field of communication.

(a) External barriers:

Past experience acts as our guide in very many matters. Depending on the quality of that experience, the present communication is interpreted. Because of past experience we may not like a person and on that basis we are not ready to listen to him now.

(b) Situational context:

The situation is very important for meaning. Sometimes a smile at the right time communicates more than million words. The same may not be the case when the smile is derisive.

c) Defects in the medium:

Our communication suffers badly because of throat trouble, severe cold etc. Similarly telegraph wire problem etc.

d) Organizational defect:

In the organizational setup itself there may be a defect in sending communication. The routing of communication may be defective and hence is suffers.

(a) Look at the following expressions.

He works cheaply

This book is cheap

He is a cheap character.

Bata shoes are not cheap

Success is not got 'cheap'

Every time, the word cheap is used. It has a different meaning. Only if you understand the exact meaning communication is complete.

Connotations and Denotations

Denotations means what it points out connotations is the underlying meaning

e.g. 1. He is black (colour)

He is black (an African)

His action is black (evil)

Do not paint him black (misrepresent)

Put it in black and white (in writing)

Listening skills as part of communication

Communication involves people, minimum of two or two sides. It is all-pervasive. To put it in simple terms, even the cry of a baby communicates something, hunger or pain or discomfort etc. The mother alone is able to understand the communication because she has been listening to it quite often. All human activities are governed by communication, a part of it is fully governed by listening. The better the listening, the better is the understanding.

Listening:

This is defined as the amount of attention we give to some oral communication. Although there may be 'Noises' interfering with it, we have to overcome all the interferences. You may have seen comic shows in which a conversation between one man and another man with defective hearing creates laughter. Partial listening or defective hearing will spoil communication. Without proper listening and thereby assimilating ideas, there can be no communication at all.

Check your progress

1. Give three definitions of communication and explain them
2. Explain the four needs for communication
3. Give a diagrammatic representation of communication with explanation
4. Take a look at communication as a dynamic process. Explain its five stages.
5. What is feed back? Explain its importance
6. What are the various forms of communications?
7. What are the imitations of various forms of communication?
8. What are the essential of oral communication?
9. What are the ingredients of effective communication?
10. Discuss how Jargon, ambiguity, punctuation, time and space affect communication?
11. Describe with example nonverbal communication
12. Write an essay on choosing the medium of communication?
13. Can silence be a form of communication? How?
14. Discuss the essentials of writing effective communication?
15. Discuss the directions of communication?
16. Give a diagrammatic representation of channels of communication?
17. What is grapevine?
18. What are the objectives of different kinds of communication?
19. What are the avenues of upward communication?
20. Write a note on non-verbal communication?
21. What are the barriers to communication?
22. What is body language? How does it communicate?
23. Discuss the psychological barriers to communication?

Summary

This unit has given us an idea of the meaning and importance of Communication. In fact many things are lost because of defective partial and incomplete Communications. There are various types of Communication such as oral, written..etc. Even sign language can communicate in business managerial Communication holds the key to success. Lack of Communication ends up in utter failure. In our daily life, body language too communicates a lot.

We have learnt various obstacles to Communication and have to overcome them.

UNIT - II

Introduction

- 2.1** Objectives
- 2.2** Different types of letters
- 2.3** Different approaches
- 2.4** 4Cs of a business letter
- 2.5** Language of business letter
- 2.6** Structure and Layout

Check Your Progress

- 2.7** Forms of Layout
- 2.8** ‘You’ attitude
- 2.9** How to plan your letters
- 2.10** Different types of business letters
- 2.11** Some model letters
- 2.12** Negative attitude in letters
- 2.13** Application letters

Check your progress

- 2.14** Summary

2.1 Introduction

The importance of letters both in business and personal life cannot be over emphasized. Now letter writing is such a vast expanse of knowledge that only a conscious and industrious effort will make you master of it. In this connection it will not be out of place to deal with the expression ‘A man of letters’. This has nothing to do with the ordinary sense of the word letter’s which means the Alphabets and language symbols. Idiomatically it means an erudite scholarly person. Let us at least become in the ordinary sense of the term people competent to deal with letters.

As a business manager or in any other capacity, you cannot totally avoid letters, although we have to concede that telephone, video conference and other modern gadgets have tried to minimize the importance of letter – writing. Even the e-mail, fax etc are only letters in a different form.

A famous author has stated a plain truth about how he improved his writing skills. “I played the sedulous Ape” he says Apeing i.e imitating, trying to follow by practice is the only way to improve your self in the art of not only writing in general but also writing business letters in particular. Although you may have some knowledge of it, you have to fine tune it with the guidance of experts.

All writing in a particularly format cannot be called letters, although the writer has meant it to be a letter. An apparent letter becomes a real letter only when it achieves the basic purpose for which it is written.

Another very important thing is that letter should be perfect in every aspect if you want to make it effective and useful. In other forms of communication, you have other ingredients such as sound, action bodily gestures, limb movements, words spoken with modulation, rhythm and stress and the immediate context including the hearers' reaction according to which you can

modify your message both in content and delivery. Hence perfecting the art of business is very essential. Business letters appear to be dumb creatures but a successful, affective business letter can work wonders in every possible way.

In these ultra-modern days, many global changes take place leading to chain reaction in all its related fields. Thus with the liberalization and globalization in India, the field of business has become very competitive and which necessitates writing letter to present and prospective customers. Good relations can be maintained with customers through letters.

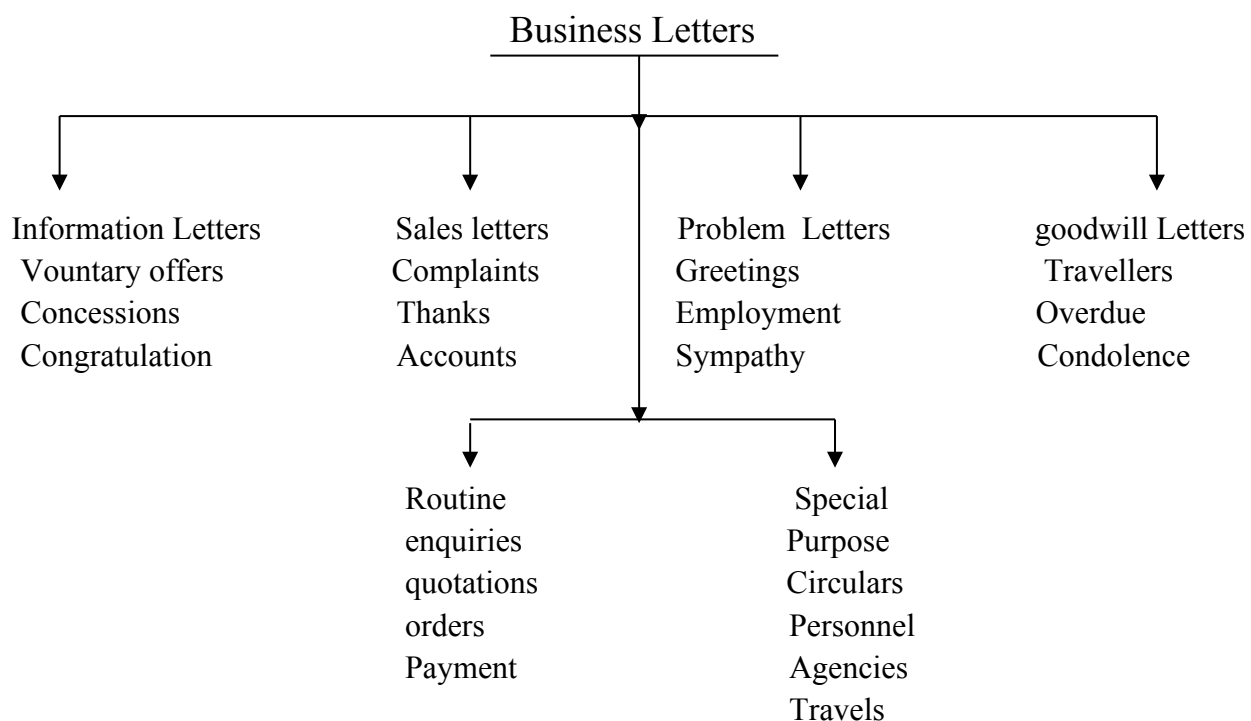
2.2 Objectives

After going through this unit you will understand

- (1) The different types of business letters
- (2) Essentials of a business letter.
- (3) Different approaches in writing letters.
- (4) The language of a business letter its structure and layout.
- (5) 'You' attitude Vs Negative attitude.

2.3 Different Type of Business Letters

Classification of all types of letters is a Herculean task which gets bogged down by overlapping of one form of letter over the other. However, we can take business letters alone and classify in to general categories



Classification of the above categories is according to L.Gartside.

In spite of such classifications an application from or letters to the press etc do not fall under any of the above categories. Even within these categories, we have different approaches. A letter written in an angry, punitive mood will differ from the same letter written in a calm and peaceful mood. Similarly the receiver of the letter also may read between the lines according to his mood and his current relationship with the writer. You have heard of the anecdote of a glass with 50% water. Mr. A says that it is half empty and Mr. B says that it is half full. This is what happens in human relationships and also in business transactions. This clearly proves that the approach shown in a letter is as important as the content it self.

2.4 Basically there are five types of approach in business letters

- (i) The direct approach
- (ii) Indirect approach
- (iii) Persuasive approach
- (iv) The argumentative or reasoning approach
- (v) The rough and tough approach (Rarely to be used)

Of these the last two categories should be used very sparingly since it may some times spoil business. But on certain occasions, the bullying type of letters may become necessary to deal with another bully or a stumbling block to our business as persuasive approach has failed.

- a. Good newsletters, offers of appointment, enquiries orders, promotion, intimation fall under this category (1) direct approach.
- b. (i) Bad news conveying letters like refusal, denial rejection, - fall under category (ii) indirect approach.
- c. Offers of sales, job application-fall under (iii) category of persuasive letters.
- d. When there is a dispute, the letters will contain lot of arguments and reasoning. This falls under category IV argumentative type. It should be highly logical.
- e. Sometimes we have to deal with goondas in business. There is the need for rough and tough letters. All other types will fail in this case.

There is another classification also (1) official and demi official. (2) Inter departmental and intra departmental.

2.5 4 Cs of a business letter:

The four Cs of a business letter are correctness, conciseness, clarity and courtesy. These are very essential qualities of any well written letter. In fact a letter is an ambassador of your organization. In addition to other things, it reveals the personality of the writer and gives a picture of your company. If there are serious mistakes, it is a reflection on you and your company and gives a bad impression to the reader. If the letter is carelessly written in a slovenly manner, it indicates the negligence of the writer and his company. Many more Cs can be added to the list such as complete, coherent, compact, creative, considerate and cheerful.

(a) Correctness:

- i. The letter should be correct in all possible ways. The layout should be correct. There are many types of layout. Outwardly the correct lay out adds to the external appearance of the letter. Just as dress makes a man, the correct layout makes a letter (Externally). The spacing, gaps, positioning of points and paragraphs are part of the physical lay out of the letter.
- ii. The tone of the letter should be correct. To attain this you must, follow a tip. Imagine that you are in the place of the receiver. What vicarious feeling will you have if you receive this letter? What you yourself cannot tolerate as a receiver you should not write. From the tone of your letter, to the last point therein must be dignified and pleasant. It should not be insulting, harshly worded, demanding or sub standard in anything. The correct way of addressing is as important as the content. Care should be taken to maintain decorum and the correct level of formality.

2.6 Correct Language:

This refers to, the absence of grammatical and spelling mistakes. Very often certain wrong expressions, or slang or non standard vocabulary may spoil the whole letter. The simple guideline is to use simple ordinary words to convey the matter. Unnecessary mistake bombastic usage of words will in no way contribute to the success of a business letter. As the face is the

index of the mind, a business letter, through its language, is the index of the company and the writer.

Correct and complete information:

The information conveyed should be complete and correct. Incomplete information will lead to confusion and chaos. Particularly if a business letter contains faulty information it will lead to chain reaction of double faults and triple faults and many more. Some valuable customers we may lose.

Conciseness:

A well drafted business letter should be brief and to the point. Brevity is the soul of wit. Similarly conciseness is the soul of a letter. But it is not to be treated as a telegram. Conciseness means the maximum of ideas in the minimum of words.

The Central point of the letter must appear in the very first line. Thus the time of the reader is saved. The letter should be compact to avoid being unnecessarily lengthy. Certain clichés and hackneyed phrases, for example regret to inform in accordance with' etc. are to be avoided.

Clarity:

Clarity refers to clear thinking and clear presentation. Clear thinking leads to clear writing. What we have to say we have to put specifically and to the point for e.g; "as early as possible", does not have any meaning. On the contrary "within two-days" has more powerful and precise meaning. Similarly a number of expressions, such as "let us meet next year" which are vague must be avoided particularly when you speak of financial matters be precise.

Selection of vocabulary is part of the success of a letter. Unnecessary use of high sounding words is an indicator of artificiality and showing off what little you know. Simplicity of diction is the hallmark of a good business letter. Between two words with the same meaning choose the simpler and more familiar and not unusual or out of the way word. Have look at the pairs of words below and decide which you prefer.

Simple word	difficult word
daily	quotidian
bad name	notorious
Last	finale
round	rotund
sweet	mellifluous
food	victuals
powerful	omnipotent

Courtesy:

They say that we should give respect and get respect. This golden saying can be slightly modified as 'give respect to get respect'. Courtesy can be shown in words and the tone. Even when the occasion is a difficult one, we have to maintain politeness. In the body of the letter you have to sprinkle words in such a way as to pacify even an angry receiver. Words with negative meaning like 'refuse' 'dishonor' 'foolish' 'liar' -etc have to be avoided.

However for the sake of politeness, you need not twist facts or exaggerate anything. The common use of such expressions as "your esteemed presence", "I am indebted to you" "Most honourable Sir" etc, Words of courtesy "Please" "Sorry" request should be used where ever it is necessary. Particularly when you give a negative answer you must be extremely polite.

Language of business letter: The language of a business letter should be very easy, simple, direct, clear and appropriate. In fact, every day English is preferable to high literary idiomatic

English. The receiver of a letter need not be forced to search for a dictionary to understand the content.

Clichés become' meaningless by constant and over use. For example, we use the word 'sorry' for everything to such an extent that no body cares whether you use it or not.

One more thing, particularly for Indians. Indians are very much influenced by their mother tongue. Hence they go beyond the limit in praising anything or in thanking anybody. This exaggeration, both on the positive and negative aspects of anything should be avoided. For example in some meetings 'vote of thanks' takes more time than the main lecture.

Another way of avoiding embarrassment in business letters is to use passive voice. One advantage of passive voice is that it hides the doer of the action and highlights the action only. In business letters what we aim is the action through the doer. In no business letter you will find, " I give a cheque to you", instead you will have "A cheque was given to you. Sentences with winding and involved structure should be avoided. There is nothing wrong in splitting up a long sentence into shorter sentences. A long sentence will not convey the exact meaning to the reader.

The division of paragraphs according to your ideas is very important. Cogent and logical reasoning one leading to the other, one clarifying the other should be arranged in the proper order according to its importance.

Participial endings have become a routine affair in many business letters. Very often we conclude the letter using such expressions as Thanking you, Assuring you of our cooperation, similarly negative statements also are to be avoided.

Negative

positive

We cannot sanction

Sanctioning is beyond our power.

You are telling a lie

Your statement is not true

We can not allow you

It is contrary to our rules

2.7 STRUCTURE AND LAYOUT

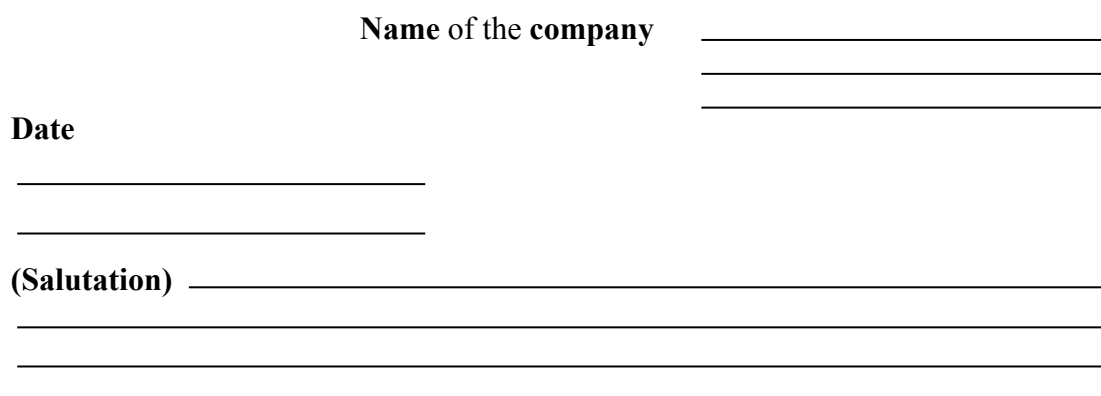
Layout refers to the position of the parts of a letter on a sheet of paper. The position of each part, and neatness of typing are very important. There are different types of layout. This is also called positioning.

Different types of layout

Full Block Form:

This is a modern layout. Every line of the letter is typed at the left margin and punctuation marks are omitted, except within the paragraphs. There is no comma after the salutation and complimentary close. There is no comma at the end of the line in the address. Commas within the line, in the address, are also omitted in recent times. Since every line begins at the margin, it is difficult to distinguish between paragraphs. Therefore between paragraphs, there should be double space.

Diagram for Full Block Form:



Complimentary close
Signature
Typed Name
Designation

Modified Block Form

Name of the company

Tel: _____

Address

Fax: _____

Grams: _____

Ref No : _____

Date _____

Inside Address

Salutation

Complimentary close

Signature

Typed Name

Designation

Semi Indented Form:-

The first line of every Paragraph is indented five spaces away from the margin. The inside address is typed in the block form and there is no punctuation at the end of each line. Since the first line of every paragraph is indented, there is no need to leave space between two paragraphs.

Semi indented form

Name of the company

Tel: _____

Address _____

Fax: _____

Grams: _____

Ref.No: _____

Date _____

 _____ Inside Address

 _____ Salutation

Complimentary close _____
Signature _____
Typed Name _____
Designation _____

Hanging Indentation Form:

The outstanding feature of this form is its paragraphing. The first line of every paragraph begins at the margin; the remaining lines begin five spaces away from the margin. Since the paragraph can be easily distinguished, no double space is required between the paragraphs.

This form is mainly used for sales promotion letters. This is not used in everyday business correspondence.

NOMA FORM:

NOMA stands for National Office Management Association. In this form after the heading and date there is no salutation. The complimentary close is also omitted. The body of the letter begins directly after the inside address and signature is written directly after the last line at the left or right, depending on the layout used.

This is not used in regular correspondence. This is used for sending message to many readers, circulars or sales promotion letters.

In this form, the paragraphs may be in the block form or indented form. The letter may be in the block form, modified block form or semi indented form of lay out.

Structure of a letter:

HEADING (Letter head)

Date

Reference Number

Inside address

Attention line

Salutation

Subject

Body

Complimentary close

Signature

Identification marks

Enclosure

Heading (Letter head.1):-

This refers to the printed name, telephone and fax numbers of the organisation. The name of the organisation is generally centered on the sheet. The address may be written on the right or centered below the name.

----- -----

TEL:- _____ FAX:- _____	-----
----------------------------	-------

TEL: _____ FAX:- _____ GRAMS:- _____	Name Address:- _____ _____ _____ Date:- _____
--	---

The heading is printed in single colour. It should not occupy more than 1/5th of the sheet.

DATE:

The date is typed two spaces below the letterhead, a little to the right of the centre of the sheet. The word date need not be printed on the letterhead. In the full block form layout the date is typed on the left margin.

The date may be written as: 12 December, 2007 or December 12, 2007. There is no full stop after the date. The month must be written in full, not in figures or abbreviation. The year must be written in full in four digits. Either the month or the date may come first.

The use of st, nd, rd or th after the date is old fashioned and it is not in use now.

Reference Number

There are various ways of representing the reference number. Next to the central theme of the letter, the most important part of a letter is the reference number.

It is of immense help in the following ways.

- (1) To have easy access to connected letters.
- (2) Saving time in searching for files.
- (3) To pinpoint the problem to seek quick solution
- (4) To create a habit of file maintenance.

Only if you suffer from the absence of reference number you will understand its importance. In addition to the above advantages, if you have coded reference number, it will add to the secrecy and confidential nature of the matter.

One more advantage is that the reference number itself indicates the sub-department / section where it should be sent for disposal.

In certain cases, the reference number will be helpful for legal solution if any dispute arises.

Some letters have two reference numbers particularly when there is a series of letters on certain matters.

Mr. X and Mr. Y company

Telegrams: SOFT Your reference Our reference:	(Cloth merchant) 10, Rama Street Tiruchy-620 017	Telephone: 100015:
---	--	--------------------

The reference number should be given as it is given by that company. Capital letters, etc should be given as they are given by that company.

Inside Address:

This is the name and address of the receiver or the organization. It is typed two spaces below the date line at the left margin. It should be two spaces above the attention line. If there is

no attention line it should be two spaces above the salutation in the left margin. The names, of persons, firms, streets and roads should be written as indicated in the source. You should not make your own abbreviation in the address it is not good manners to abbreviate name such as Thomas into Tom; Joseph into Joe; Ramakrishnan into R. Krishnan - etc. Misspelling in the address is a serious mistake.

When you use “Messers” before the name of a company there must be a personal name.

In the case of incorporated companies, opinions differ-you cannot write Messer New Life and Company.

The best thing is to address some officer of the company by name or designation

E.g. The Deputy Manager

High Fly Air service

100, G.S.T. Road,

Chennai - 600061

When we address persons, the Indian custom is to write “Sri”, or “Srimathy” or “Kum” etc according to the married status of their person.

Now in the feminine cultural way, a new abbreviation has been coined irrespective of the married status of that person.

Ms. Rani

General Manager

Fashion Apparels

10, Big Bazaar,

Coimbatore 641001

If a person has some other title it should be written as Dr. (Prof) S.Rajan.

In the English Custom they use, Mr. Mrs. Miss. We do not write “To” before the inside address. The address is typed in block form.

Attention line:

When many letters are to be written to a company on a particular problem, we use the attention line to draw the attention of a particular person handling that problem. The attention is typed two spaces below the inside address at the left margin. According to that person salutation must change and agree with the sex and position of person.

Subject line:

Here there are two methods.

(Subject line salutation)

– Salutation Subject line.

This line is meant to strike the-nail on the head i-e to pinpoint the theme of the letter at one stroke. A bad letter is one where the subject is revealed in the last line. In such a letter all other lines are a mere waste of time, money and effort. The subject line is important in the sense that in one glance we decide the urgency of the subject matter to be dealt with. Particularly in a large company which receives a flood of letters every day, the officers cannot waste time in listing the letters according to priority after reading the full text of all the letters.

It is typed two spaces below the last line of the inside address or two spaces below the salutation. It is centered on the sheet except in the Block form, when it is typed at the left margin.

Salutation:

The British English is very particular about the correct salutation in letters. In fact, in some cases, the correct salutation is itself an indication of the knowledge, education, character and qualities of the writer.

Unfortunately Indians are used to high-sounding flattery and hero worship and like exaggeration in salutation. But that era of feudalism and orthodoxy are gone and they are replaced by democratic values and business norms accentuated by human dignity and a quality.

Written salutation is a substitute for personal, oral salutation. It is placed two spaces below the attention line. If there is no attention line it is two places below the inside address.

The normal salutation in business letters is 'Sir' less formal is 'Dear sir'. Everything depends on the relationship between the writer and receiver. If the addressee is a lady you have to write, "Dear Madam". If there is more than one woman, you should write 'Dear Madams' (But this is not much in practice in Indian business letters)

But the word "gentleman" is not used in any salutation. However in the U.S.A., they use "gentleman."

Government department letters which are addressed by name are called Demi official letters. (D.O). The purpose is to draw the attention of the officer to get things done speedily.

1). A model

The Best Company,
100, Gandhi Road
18 Erode – 628002

Attention:

The Chief Engineer

Dear Sirs,

Subject: Periodical overhauling of machines

2) The Everest Construction

8, Plywood Road,
Kollam -665001

Attention: Mr. R. Subbu, Manager

Subject: supply of cement

Dear Sirs,

[It is better to mention the subject.]

The Body:

The sole purpose of any business letter is to get something done and for that the message is conveyed hoping to get a proper and favourable response. This is done by the body of the letter. Hence it is very important to organize the body both in content and language and the sequence of ideas and cogency of arguments and clarity in thought.

In the beginning it must be made of any previous correspondence. Thereafter the main point should be mentioned. Depending on the central idea of the letter, paragraphs must be typed. In the final paragraph, what exactly is the action you want and how you want this to be done must be clearly stated.

Technical aspect of paragraphing:

There are three types of paragraphing in typing. 1) The Block 2) the indented 3) The hanging indentation.

In the block form:

Every line begins at the left margin, with single space between lines. Two spaces are left between paragraphs in order to identify them as separate paragraphs.

In the indented form the first line of every paragraph starts five spaces away from the margin. The remaining lines begin at the margin. Single space is left between the lines. Since the paragraphs are easily visible there is no need for double spacing between paragraphs. Normally a paragraph should have five to eight lines in length.

Complimentary close:

The word 'Compliment' means 'praise' 'honour' and in letter-writing it refers to respectful taking leave. This is a question of good manners or etiquette. Although we may not agree with the receiver, we should be very polite in spite of difference of opinion, if any.

It is typed two spaces below the last line of the letter. The complimentary close must agree with the salutation. There is always a comma after the complimentary close except in the full block form. The Expression "Thanking you is grammatically wrong and hence it must be avoided. "Cordially yours" is not very much in use.

First Line of Inside Address		Salutation	Complimentary Close
a)	The Manager (s)	Sir, Sirs	a) Yours faithfully Yours obediently (by a subordinate) (Typical Indian) Yours respectfully (if he is a bigwig)
b)	Blue star Co Women club	Sirs Madame Mesdames	b)Yours Faithfully
c)	Mr. Krishnan	Dear Mr. Krishnan	Yours Sincerely Yours faithfully

The complimentary close 'yours truly' is slowly being edged out. Never put ' after yours.

Signature:

The signature must always be hand written and in ink. The name of the signatory is typed in brackets three spaces below the complimentary close to leave space for signature. If somebody else has to sign for the writer, then you write 'for' before the designation.

Enclosures:

If anything is attached to the letter, it must be indicated in the enclosure. It is typed two spaces below the identification. It is typed in the abbreviated form.

Encl: 2.

It is important to note that you have to mention whether the enclosures are originals or Xerox copies, attested or unattested.

Postscript:

This Latin word means written afterwards. "When the letter is going to end, you remember something important and you add it as an after thought. Normally in formal letters postscript is not added. It is very important, that whole letter is rewritten including this point. It is typed as

P.S

Postscript also must be signed or initialed. Postscript is used very effectively in sales letters.

Check your Progress

Mention different types of letters what are the different approaches in letter writing?

The importance of correct language in letter writing.

What are the different structures and layouts for different letters.

2.8 Forms of Lay out:

They say that the first impression is the best impression. This is applicable to man as well as his letters. When the letter is perfect, externally impressive, already half the work is done. The letter should be neat and attractive but it should not be pompous and showy.

The forms of layout are:

1) Stationery

2) Typing

3) Margins

4) Punctuation

1) The good quality paper is the first characteristic of a good letter. The good impression it creates is worth the money spent on it. It is better to choose pure white paper than gaudy eye catching multi colour. If at all there is some need to use coloured paper, light tinted ones and pleasing hues must be chosen. The colour of the typewriter ribbon must suit the colour of the paper.

Standard size paper should be used for all business letters 8½"x10", 5"x10", 5 ½" x8 ½", 7 ½"x8 ½" are standard size papers available in the market.

2) Typing:

Most business letters are typed. It saves time, besides giving a nice look to your letter. However neatness is the best criterion to judge typing along with absence of error. Very slight mistake in typing may lead to serious consequences. A reasonable knowledge of English and spelling is essential for any typist along with powers of concentration. Otherwise many grammar mistakes will creep in for. eg. I work hard/I Work hardly.

3) Margin:

This gives additional look to the letter usually one inch margin on the left 1 ½ inch margin are permitted. According to the size of the paper margins should be altered proportionately.

4) Punctuation:

In speech we make pauses. The reason is that we cannot speak without a pause. The corresponding thing in writing is punctuation. Its purpose is to divide the sentence into meaningful groups so that the reader understands the message as he should.

Sometimes it gives more meaning. A classic Example of how a wrong punctuation can totally alter the meaning is given below.

a) My wife, who is in Bombay, is sick.

b) My wife who is in Bombay, is sick.

Sentence (a) means my wife is in Bombay now. She is sick. Sentence (b) means, among my many wives, my Bombay wife is sick. There is entire change of meaning. The full stop, semicolon, colon, question mark, and apostrophe are the usual punctuation marks. In direct speech we can include the inverted comma also. But inverted commas are not much used in

business correspondence except when you actually quote somebody's words or a quotation from a book. The correct use of capital letters is very important.

Full stop:

This is used at the end of a sentence; or after a short form of words. Co. or Ltd. In modern writing there is no full stop after short forms. When we use acronyms, the full stop is not used. UNO: WHO.

Comma;

- (a) This has many uses. This separates the words in a series e.g. love, kindness, sympathy and sacrifice are great virtues.
- (b) In a letter it is written after the salutation (Sir,) and the complimentary close. (Yours faithfully,) except in the full form of layout.
- (c) When we write a date in a sentence, comma, before and after the year. On August 12, 2007, this took place.
- (d) Phrases, clauses or words that tell you more about a verb or a noun take a Comma.
 - (i) He stood firm, inspite of pressure.
 - (ii) He is a man of the heart, not of the brain.
 - (iii) If a comma can convey the meaning better it has to be used.

Colon:

To indicate that something is following the sentence. All of them stood up: Mr. x, Mr. y

Semi colon:

Indicates a pause longer than a comma; but shorted than a full stop.

Apostrophe in possessive case, verb + not, (contraction) A boy's school don't, you're in business letter we do not use such contraction. Inanimate things do not take'. It is wrong to write, 'table's leg'. But there are exceptions Moon's beauty, a day's time.

Question mark: This is rarely used in business letters.

Business letters;

2.9 The 'You' Attitude

Everyone gives importance to his 'self his 'ego' and that is why the pronoun 'I' is called the first person. If 'I' is not 'I' but changed into 'you' then that is a great metamorphosis. It 'you' remains as 'you' well and good.

When we talk of business 'I' becomes a non entity only the 'you' the customer becomes the primary character. Without customers what is the need for your business? Hence in all business, and business letters, the attitude towards you counts more than anything else. It must be remembered that this attitude is not simply the outcome of using the word 'you'. It should really come from the conviction that the customer (you) is the supreme person who is going to decide the success of your business.

You must show your concern and interest in the customer's needs, desires, expectation, ideas, opinions, comments, satisfaction, dissatisfaction, fault finding, praise, abuse, suggestion, and many more things.

You can show all these through your letters. May be, you have to teach him (about your business) and learn from him too, the nuances and niceties of human relationship, particularly, handling the customer through business letters.

Apart from individual customers belonging to the public, there are corporate customers, companies, firms, government departments which correspond with you on many matters.

In addition, there may be correspondence within your Company to various departments, different managers and board members etc...

The general tenor of all business letters should be gentleness, with apt and soft vocabulary relevant to the topic of the letter. The next important thing is the presentation of facts, precisely and bluntly but in a suave sweet manner so that the receiver himself is not aware of what is going on. Even a defect of the customer should be camouflaged as a positive virtue. Every letter that you write is a progress report of your business.

The Negative Aspects of Business Letters:

We have already mentioned the positive side of business as 4Cs. But now we have to weed out the negative aspects of business letters. The first negative aspect is beating around the bush. This means that without straight away plunging into the central point, you go on telling stories unnecessarily.

The next is the use of technical jargon. The common man is not aware of technicalities of vocabulary. For example, in banking they use terms such 'hawala' 'hundi' 'call money', etc. Similarly the field of stock market has many technical words, 'the bull', 'the bear' ... etc.

Similarly as in speech we have circumlocution in writing. We have tautology and unclear expression. For e.g. "You are advised to send the needed document without fail in a fortnight" This can be simplified as, "kindly send document within 15 days (or before 20 August, 2006). Particularly when you mention time limit, be precise. Customers cannot remember a fortnight, which is very vague.

The use of high-sounding words should be avoided as much as possible. For e.g. 'The **diurnal quota** of **victuals** is below **par**, in **bulk** and taste". This can be rewritten as "The daily food ration is not enough and not tasty". Obviously, the second sentence is quite simple and conveys the meaning much better than the first one.

Certain phrases and sentences have become permanent stock in the vocabulary and construction of business letter. For e.g. "Your esteemed letter of the 12th instant is to hand".

"I received your letter dated 12 January, 2005".

"With heart full of thanks, I adore you for promoting our business in your Metro, Karur".

"I thank you very much for promoting our business in Karur".

2.10 How to Plan Your Letters

- 1) Regularity is the spice of life. You must give due importance to letters by allotting the right time to it. Neither hurrying up, nor utter leisurely handling is the right way to tackle the problem of letters.

As responsible manager, you cannot act like the postman whose duty is to deliver the letter and he has nothing to do with its contents. As man in charge of a particular department, you are not supposed to poke your nose into letters of other departments. However, it is your duty to give due respect to all letters addressed to you. In this context, you must remember that any letter is not a lifeless sheet of paper with unnecessary scribbling. Every letter represents the writer, the writer's alter ego, representing his joy's, sorrows, pain, bitterness, aspirations.

It does not mean that you will have to scribble out something in haste in order to be efficient. A careful, studied and just answer to the letter will clinch the issue even without your

knowledge. If need be and if the subject warrants, you can take a few days to collect relevant material to prepare the right answer.

2) Assimilating the Contents of Letters before Sending Reply:

First you must assimilate and internalize all the matters in the letter. A patient reading is the first step. You have to approach any letter without pride and prejudice. Read the lines straight and do not read between the lines. In India, there is a very popular notion that all business letters

are very tricky traps set to catch the consumer in a mouse trap. A plain, word to word reading will go a long way in solving even complicated problems since misreading is the cause of many problems.

3.Cogency in Thought and Letter Arrangement:

There is no gainsaying the fact that a cogent thinking is the prime requisite for any sensible writing, including an ordinary letter. Just as a film editor arranges the films in a logical and cogent manner the business manager also must be cogent and logical in his letters. The best way to achieve this is to dissect the letter point by point and arrange then in a sequence, one leading to the other. Here, one point is to be noted with care. The point of view of the writer differs from the point of view of the receiver. Similarly if there is a complaint from the customer, his point of view differs from that of the manager. Therefore in giving priority to points in the letter, give first priority to opposite party's view however silly or wrong it may be.

The Right Mood and Tenor:

Very good things may be easily spoiled by bad handlings. Even mediocre things may shine by excellent handling. In a similar manner, the right mood of the letter is the first requisite for the letter to succeed. The right mood will not come artificially in an instant. You must cultivate a calm, pensive nature, unruffled by any provocation to get this right mood. Some manager's personal life's success or failure should not dictate the mood of his letter. Therefore mood or tone of the letter should emanate from the very depth of your personality and character and it should not come out of any external constraint. Sincerity is included here. If you are truthful, and desirous of rendering justice, the right mood and tone of the letter will be automatic. Particularly rejecting a demand or a request needs very tactful reply. Otherwise your reply will make matters worse. Apart from the content, the right language goes a long way to create the right mood. Instead of saying, "Your request is rejected" you have to say, "We are extremely sorry, being unable to grant your request".

2.11 Different Types of Business Letters:

Business Letters are different according to the purpose of that letter. This difference arises in the format, language and tone.

- 1) Sales Letters
- 2) Letters of Complaint
- 3) Letters of Enquires
- 4) Reply to Enquiry
- 5) Letters to Customer
- 6) Interdepartmental Letters
- 7) Circulars
- 8) Collection Letters
- 9) Claim Letters/Adjustment Letters
- 10) Thanks Giving or Felicitation Letters
- 11) Letter to External Agencies
- 12) Letters to the Press

13) Correspondence with the Government

14) Job Applications

15) Resume

Sales Letters:

They are written to customers and prospective customers about new services, new products, important matters regarding the price, new offers, concessions, discount etc. The purpose is to attract the customer to your side; therefore the tone should be persuasive,

promising, kind and gentle and full of genuine guarantees. Exaggeration should be avoided. Selling through false propaganda will not last long. You must always assume the customer to be prudent and frugal. The main purpose is to make your client buy.

Since sales letters are sent to many, the beginning and the end are general. There is no salutation or complimentary close.

Through sales letters you can contact maximum number of people with minimum expense. A good sales letter must captivate the reader, induce him and convert him into buyer, so that he may convince a few more buyers. The sales letter has the following construction.

- i). Catching the attention
- ii). Arouse his desire (create a want)
- iii). Convince
- iv). Motivate

The layout should be special and colour printing. Language should be of high quality so that the reader is attracted instantly. You have to describe the product in such a way as to arouse his desire. Your testimonials, statistics, diagrams must be so convincing that he is ready to buy. You must expedite the process with time limit, special concessions, prizes, future bonanzas etc. Do not speak of expenses. You insist on not paying money now.

Understatement is more effective than exaggeration. Similarly avoid superlatives because people always eye it with suspicion.

More about Sales Letters

You have to make use of human weakness for anything. Women have a weakness for gold. Men can be attracted through appeal to his manliness, his physical attraction, vanity, social sense etc.

- i) Striking Statement
 - a) Here is the naked truth.
 - b) You are 50. Don't worry. You can look 25. Read this.
 - c) Very reasonable in price.
 - d) Buy now, pay later.
 - e) We refund, if you are not satisfied.

ii) An important Fact

- a). You want to save. Shave with our blade.
- b). Meet 100 I.A.S officers produced by us.
- c). Be a borrower with us, we will be lenders.

iii Giving a Concrete Example

- a) Mr. X used our product. Now his whole family is with us.
- b) Gandhiji was our customer. Why not you?
- c) After slimming, Mrs. A is brimming with life because of our tonic.

iv) Special Offer

- a) Reduced price, now only, then, never.
- b) For every purchase, a new gift.
- c) For our customers only, free medical check up.

v) **The Central Selling Point**

a). Why spend hours cooking. Buy our stove, it reduces cooking time by 50%.

b). Unbreakable tumblers. Sample test will prove it. Come and try to break our tumbler. If you can do it, a reward.

vi) **Appeal to Vanity, Pride**

a) Wear our jewels, grooms will hunt for you.

b) Want to have a rich look with minimum expense, buy our gold covered jewels.

vii) **Putting questions**

a) Are you burdened with ...? Approach us.

b) Why worry about arrangements? We are here.

c) Why fear English? Come to us.

viii) **Trial Offers:**

a) Just phone us. The cooker will be at your door. Use it for 15 days. After your satisfaction, call us up to pay. Otherwise, we are ready to take it back.

ix) **Guarantees**

a) Take our plastic water tank. If it leaks within a year, your money back or a fresh tank.

b) Use our covering jewels. If there is a defect within six months, we return the money.

x) **Certificates by Users:**

a) The Finance Minister's certificate is given here.

b) Ours was the best exhibition. See the prize awarded

c) This is the best material for school uniform -- Mr. X, Headmaster, ABC School, Trichy.

xi) **Conclusion**

The concluding line should not be negative. For e.g.

a) Do not miss this.

b) Never buy it from others

c) Do not regret for this.

2.12 A Sample Sales Letters to Customers:

Dear parent,

The schools are going to reopen for the year 2008-09. As parents you are going to give the best to your children, starting from her school bag to the lead pencil and eraser.

You need not go around the city making umpteen purchases for your child's school requisites. We are in this field for the last 50 years. Many of our former clients are grandparents now and they come to us for all the requisites of their grand children.

We know that you are hard pressed for time to do this task. We will step in. Just ring up - our man will come to your doorstep and take orders for your child's school requisites. Just give the list and it will be delivered at your doorstep in two hours. Anything you do not want will be taken back by us.

Please ring up 2700001, and we will be there in 15 minutes. Why don't you give a try!
Please do.

Yours faithfully

Joe

Manager, School Shop
(11, New Street, Trichy-1)

Letter of Enquires/Replies

Enquiry is part of business. People want to have something. They do not have full details of it and hence they make enquiries.

There are four types of enquiries:

1. Enquiry by the person on his own initiative.
2. Enquiry based on the company's letter or advertisements.
3. An enquiry made by an old buyer.
4. Enquiry about special offers,

Enquiries should be promptly attended to. Prompt reply will give a good impression of the company. Delay will distort the picture of the company. There cannot be a uniform reply to all enquiries

First enquiry replies should give all information about prize, terms, sales and discount.

All information should be positive so that business ends up in getting more clients. Such a letter takes the place of a salesman. The conditions after sales, repairs, and periodic service should all be mentioned.

Joe & Co

Cloth merchants

11th Old Street

Karur-1

Dear Mr. Raj,

We received your letter dt.08/10/05. Thanks. You have raised a doubt whether the uniform cloth for the school gown of the students will be available to your students at concessional rate as was done last year.

We assure you that the same cloth is available in bulk. If you purchase 100 meters you will be given 30% discount provided you send the money in advance.

It there is any defect in the cloth, you can reduce payment for one metre. I would like to raise another question whether you have facility to stitch 1000 gowns in one week. If you need our help in stitching we are ready to help you.

Kindly send me your reply in a week.

Yours faithfully,

Joe

(Manager)

To

Mr. Raj

Secretary, S.S. High school

Salem-2

Quotations:

A letter of quotations is an offer of sale in response to an enquiry. It mentions details about price. Mode of payment, details about work execution, quality of the work, certification of the work. Since many contractors will compete with one another to get this job done, the quotation must be realistic yet competitive.

Claims and Adjustment Letters

Mistakes are natural in any field, particularly in the field of business where lot of goods are handled or goods are damaged, the wrong goods reaches wrong destinations, undue delay, ending in loss, etc.

These letters are some times very controversial, and they have to be handled very carefully since there will be accusations and counter accusations.

The best thing is to approach the problem calmly without prejudice or favour and argue the case logically.

Regarding these claims we must follow a particular guideline. The spirit of tolerance is the secret of success in dealing with these letters. The maintenance of good temper and coolness will go a long way in dissipating anger. If a letter is written in anger, it is better not to post it immediately. Hold it back for sometime and after patient revision, send it.

A claim Letter should have the Following Characteristics:

- i) The thing that has gone wrong
- ii) Inconvenience and loss.
- iii) Request to the man in-charge.
- iv) The adjustment needed

Baku &Co
Crockery Manufactures
Long Street
Muddur-687008.
Clay & Co
(Soft Clay Suppliers)
10, West Road
Salem-8.

Sub: Damage to Porcelain Clay

My Ref: My order dt 8/10/07

Your Ref: Your letter dt 10/10/07

Sir,

Kindly refer to my order dt 8/10/07 for a supply of 10 tonnes of soft white clay. You sent me a reply on 10/10/07. You had dispatched the consignment by private lorry.

I was shocked to see that half the stuff delivered was badly damaged. Kindly take the damaged goods back and send fresh goods or refund that part of my money. I had already dispatched the full money Rs. 10,000 by S.B.I. DD 161718 dt 7/10/07. Kindly settle this before 17.10.07.

Yours faithfully,

Birju
(Manager)

A Letter of Complaint:

Jolly Brothers

11.10.07

Caterers 8, Ram street
Trichy - 620088.

Manager.
BSNL phones
Head post office,
Trichy- 620001

Sub: Excessive phone bill for September, 2007

Ref: Your office bill No 7001 dt 12/10/07.

Sir,

We are **BSNL** customers for more than 25 years. So far our relations have been very smooth and I had no reason to complain. When I received BSNL phone bill 7001, for the month of September 2007, I was surprised to find that you have demanded Rs.50,000 as phone charges. Certainly there is some mistake somewhere. My normal phone charges are around 2500 Rupees only. Either your phone reading meter or the meter reading staff is faulty. Perhaps, after our office hours some intruders must have used it unauthorized. In that case, I request you to give me full list of all the numbers dialed from our phone. Till then kindly keep the phone bill in abeyance or permit me to pay the average amount of Rs.2500 until the final settlement is completed. I don't think it is a deliberate mistake. It can be rectified. Kindly do the needful within a day or two.

Yours faithfully

Julie

Secretary.

Interdepartmental or Letters to Head Quarters

In a large organisation employing thousands of people, there is bound to be letter correspondence on various topics. This is upward Communication. It may be the initiative of the lower branch or it may be a reply to some questions raised by the head quarters.

A local branch of a bank writes to its Head Quarters.

Nice Bank

8. New Bazaar

Trichy 620008

General Manager,
Nice bank.
160, west Andehri
Mumbai – 400007

Sub: Upgradation of this Branch into class I category.

Sir,

Kindly allot some time to consider the case I am presenting in this communication. This branch was started in 1980 with three staff members. Then it was called III Grade Branch. Owing to increase in business this bank was promoted to Grade II in 1990. Thereafter it is stagnating in the same category. The amount of financial transactions and the pressure of work have increased manifold. Therefore, there is justification to promote this branch to Grade I Branch.

I have enclosed all details about the activities of the branch. Kindly do the needful.

Yours faithfully

Jeur

Branch Manager

Certain Guidelines for Letters of Complaint/Replies

- 1) If the tone of the letter is abnormal or extreme, there is no point in giving it tit for tat or paying in his own coins. Your letter must be of even tone to nullify the bad impact.
- 2) If the claim is tall or unrealistic, you need not refuse it outright with a set of sound logical reasoning; you have to prove it to be wrong.
- 3) Establish a continued friendship and assure satisfactory service in future.
- 4) If the claims are correct, do it with pleasure.
- 5) If the company is at fault, admit it magnanimously and offer immediate redressal. Compensate a little more.
- 6) Be grateful to the customer for the error pointed out.
- 7) There is no point in putting the blame on the customer. Write to him a personal letter.
- 8) No question of delay or dragging on.
- 9) Bring back to normalcy your relationship with the customer.
- 10) Make others feel that your regret is genuine.

2.13 Do not take the Following Negative Attitude.

- a) Do not put the blame squarely on the customer.
- b) Do not attribute any ulterior motive to the customer.
- c) Do not pass on the blame to the third party.
- d) Do not take the big brother attitude.
- e) Do not pretend to do a favour.
- f) Do not use harsh or unparliamentary words.
- g) Do not bargain too much with the customer.

2.14 APPLICATION LETTERS

A job application letter, also known as a cover letter, should be sent or uploaded with your resume when applying for jobs. While your resume offers a history of your work experience and an outline of your skills and accomplishments, the job application letter you send to an employer explains why you are qualified for the position and should be selected for an interview.

What to Include in a Job Application Letter?

The information that is included in a job application varies depending on what type of position you're applying for. For example, a cover letter written to apply for a job you've found online will be different than a letter written to apply for a promotion or transfer.

Think of a job application letter as a place to build the case for why you should be interviewed. Highlight your relevant skills, experience, and accomplishments in the letter, but make sure not to duplicate the information available within your resume.

In general, your letter should include:

Contact information

Greeting

Introductory paragraph stating your interest in the job, and including the job title of the position you're applying for

Two or three paragraphs highlighting your qualifications for the position

A final paragraph offering to provide more information and reiterating your interest in the job and the company

Closing Signature

Sample outline for cover Letters

FROM

YOUR NAME

YOUR ADDRESS

YOUR TELEPHONE NO.

YOUR EMAIL

TO

MR EMPLOYER

JOB TITLE COMPANY

AME COMPANY ADDRESS

Dear Mr Employer ,

RE: POSITION TITLE AND POSITION REFERENCE NUMBER (IF APPLICABLE)

Paragraph 1 Explain the basic reason for the letter. What job are you applying for? When and where did you see the position advertised? When applying for a job that has not been advertised, state how you heard about the position.

Paragraph 2 Briefly outline how your technical and transferable skills match the position. Refer to any relevant qualifications you may have and recent or prior employment experience that matches the role you are applying for. Demonstrate confidently that your skills are suitable to the requirements of the company. When applying for a job that has not been advertised, follow these same principles.

Paragraph 3 Outline any further skills related to the position and how they are highly suitable to the role. Any knowledge of the company or business may be mentioned here, if appropriate. Mention you have attached a resume.

Paragraph 4 Mention how your personal skills enhance and support your technical abilities and state that you would highly regard an opportunity to work for the company.

Paragraph 5 State your availability for interview and include your contact number. For unadvertised positions, mention that you will contact them by a certain date to follow up your application.

Yours sincerely

Your signature

TYPE YOUR NAME

All attachments: Resume and Academic Results

WHAT IS THE DIFFERENCE BETWEEN A RESUME AND A CV? WHAT DO THEY TYPICALLY INCLUDE?

A resume may have to be altered for each position that you are applying for so as to emphasize those skills and experiences most relevant to the work. Resumes are usually no more than one page in length. They are often accompanied by cover letters, which provide a permanent written record of the transmittal of the resume (what is being sent, to whom it is being sent, and who sent it).

A typical resume will include the following information:

- *Name and Contact Information:* your residential address might be most appropriate, especially if you do not want your current employer to know that you are looking for another job!
- *Education:* a listing of your degrees or certifications and educational institutions or programs.
- *Work Experience:* names of the companies or organizations that you have worked for, the location of each company, the dates worked, your job title, and duties performed.

In contrast, a CV is a fairly detailed overview of your life's accomplishments, especially those most relevant to the realm of academia. As such, these documents have their greatest utility in the pursuit of a job in academia or research. Because academic researchers are often working on and completing many projects and teaching responsibilities simultaneously, it is wise to think of a CV as a living document that will need to be updated frequently. A typical CV for someone in the beginning stages of his or her graduate school career might only be two or three pages in length, while the number of pages of a more seasoned researcher's CV may run into the double digits. In both CVs and resumes, information within sections is usually organized chronologically.

A typical CV will include the following information:

- *Name and Contact Information:* contact information for your current institution or place of employment may work best, unless you do not want your colleagues to know that you are job-hunting.
- *Areas of Interest:* a listing of your varied academic interests.
- *Education:* a list of your degrees earned or in progress, institutions, and years of graduation. You may also include the titles of your dissertation or thesis here.
- *Grants, Honors and Awards:* a list of grants received, honors bestowed upon you for your work, and awards you may have received for teaching or service.
- *Publications and Presentations:* a list of your published articles and books, as well presentations given at conferences. If there are many of both, you might consider having one section for publications and another for presentations.
- *Employment and Experience:* this section may include separate lists of teaching experiences, laboratory experiences, field experiences, volunteer work, leadership, or other relevant experiences.
- *Scholarly or Professional Memberships:* a listing of the professional organizations of which you are a member. If you have held an office or position in a particular organization, you can either say so here or leave this information for the experience section.
- *References:* a list of persons who write letters of recommendations for you, which includes their contact information.

Differences:

As stated, three major differences between CVs and resumes are the length, the purpose and the layout. A resume is a brief summary of your skills and experience over one or two pages, a CV is more detailed and can stretch well beyond two pages. The resume will be tailored to each position whereas the CV will stay put and any changes will be in the cover letter.

A CV has a clear chronological order listing the whole career of the individual whereas a resume's information can be shuffled around to best suit the applicant. I would say the main difference between a resume and a CV is that a CV is intended to be a full record of your career history and a resume is a brief, targeted list of skills and achievements.

The purpose of the application letter is to persuade an employer to grant you a job interview. Like your resume, your application letter is a summary of your experience, skills, and achievements. However, the letter is written in greater detail and with an eye towards demonstrating your personality. There are two types of application letters: solicited and unsolicited.

Solicited - A solicited letter is sent in response to an employment advertisement. The first requirement of the solicited application letter is that it must mention the job advertisement and refer to the specific job advertised. Your solicited application letter will be competing with many others, so it must be written with care and distinction.

Unsolicited- An unsolicited application letter is one sent to a company you would like to work for, even though you don't know of any particular job vacancies. There are three advantages to this type of application letter:

You may send to any employer you wish at any time · you may define in your letter the type of job you want· with no advertised openings, there will be less competition. The most important thing to remember when sending unsolicited application letters is to address the letter to a specific person and use his or her full name and title. This is much more appealing and likely to get more attention than simply addressing your letter to "Human Resources" or "To whom it may concern."

PRAKASH JHA

CA, CS, B.COM (HONS)

180 M G Road, KOLKATA-700001

PH: - +91 3000000000 / +91 88 30000000

Email: - Prakash@abc.com

OBJECTIVE	Aspire to belong from an organization where Idea grows, skills are developed and knowledge is nourished. A place where I can learn and be empowered to contribute continuously under different challenging scenarios, keeping focus on institutional, global yet socially conscious goal while staying target oriented.																								
PROFESSIONAL QUALIFICATION	<p>> Performance at Examinations conducted by "The Institute of Chartered Accountants of India".</p> <table border="1"><thead><tr><th>Examination (Stage)</th><th>Year</th><th>Percentage (%) of Marks</th></tr></thead><tbody><tr><td>CA Final</td><td>May 2011</td><td>55 %</td></tr><tr><td>CA Intermediate (P.C.C)</td><td>June 2009</td><td>56 %</td></tr><tr><td>CA Foundation (C.P.T)</td><td>November 2006</td><td>74 %</td></tr></tbody></table> <p>> Performance at Examinations conducted by "The Institute of Company Secretaries of India".</p> <table border="1"><thead><tr><th>Examination (Stage)</th><th>Year</th><th>Percentage (%) of Marks</th></tr></thead><tbody><tr><td>CS Final</td><td>June 2010</td><td>55 %</td></tr><tr><td>CS Intermediate</td><td>December 2008</td><td>61 %</td></tr><tr><td>CS Foundation</td><td>December 2007</td><td>70 %</td></tr></tbody></table>	Examination (Stage)	Year	Percentage (%) of Marks	CA Final	May 2011	55 %	CA Intermediate (P.C.C)	June 2009	56 %	CA Foundation (C.P.T)	November 2006	74 %	Examination (Stage)	Year	Percentage (%) of Marks	CS Final	June 2010	55 %	CS Intermediate	December 2008	61 %	CS Foundation	December 2007	70 %
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X	CBSE	2004 with 78%																							
WORK EXPOSURE	<p>◆ Working Experience in "ABC" Company as Financial Analyst since 6 months (September 2011 - present)</p> <ul style="list-style-type: none">• Worked In Project Accounting.• Handled Account Reconciliations.• Assignments related to Escalatable Analysis.• Assisted In Internal Audit related matters.• Conducted BCP Audit & Self Assessment Audit for the Process Team.• Undertook steps for Escalatable Reduction.• Participated In various process related Improvement projects.• Involved In Projection & Estimation of Escalatable Target for FY'12. <p>◆ Working Experience in a Chartered Accountants Firm "XYZ & Co." as an Article Assistant for 3½ Years (December 2006 - May 2010).</p> <p>AUDITING</p> <ul style="list-style-type: none">• Conducted Statutory Audits of several Manufacturing and trading companies. Among them Key Audit engagement includes that of:<ul style="list-style-type: none">✓ ABC Limited.✓ XYZ Company.✓ URL Foundry.✓ Resume Sample Ltd.✓ Resume Monster Ltd																								

www.cv-resumesamples.blogspot.com

CURRICULUM VITAE

Kiran Jain
14/1 N S Road,
10th Floor JBTC Complex
Vadodra, 390001.

Phone no. 9876543210
E-Mail – kiran@gmail.com

OBJECTIVE

To perform, contribute and excel in an environment of continuous learning.

DESIRED INDUSTRY

A job that gives scope for optimizing marketing and communication skills.

PERSONAL PROFILE:

Name	Kiran Jain
Date of birth	22 June 1986
Languages known	English, Hindi, <u>Rajasthani</u> (fluency in speaking)
Area of Interest	<u>Sales and Marketing</u>

ACADEMIC PROFILE:

Year of Passing	Institute/University	Course	Percent/G CPA
2012	Symbiosis Institute of Business Management, Bangalore	MBA	3.42/4
2009	<u>Stani Memorial College, Jaipur</u>	B.Sc. Biotech (Rajasthan University)	72.26%
2005	Modern Public School, <u>Jaipur</u> (Rajasthan Board)	12 th (Rajasthan Board)	64.77%
2002	Demonstration School (RIE), Ajmer	10 th (CBSE)	61.20%

PROFESSIONAL EXPERIENCE :

A) AFSM (Branch) at ICICI Prudential Life Insurance Co. Ltd. – Vadodra (From 11th Dec. 2012 to continued)

- Liaison with bank staff.
- Developing the business and generating leads.
- Working with corporate management to formulate, ensure and maintain effective sales target.
- Monitor portfolio performance.
- Strategies to tap the untapped market for all Line of Products.
- Providing awareness of products through presentation to bank staff and generate leads.
- To track and monitor the market in terms of size, potential, segmentation, monitoring and strategies to keep ahead the competition.

Achievements:

- Achieved six months' targets of Rs 43.00 Lacs in two months only.
- Total No. of policies converted till date is 26 with value of 45.00 lacs.

Rajat Poddar

Email Id: rajat@abc.com

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Address of Communication:

180 M G Road
Kolkata – 700001
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Permanent Address:

At – Kuansh
P.o. – Bhadrak
Dist – Bhadrak
Pin – 756100
Orissa
Phone: xxxxxxxx
Mob – xxxxxxxxxxxx

Personal Information:

Father's Name: S K Poddar
Date of Birth: 26 March, 1983
Sex: Male
Nationality: Indian
Marital Status: Single
Languages: English, Hindi, Bengali & Oriya

Career Objective

A groomed qualified Cost Accountant and Law Graduate, diligent and sincere, looking for an organisation in a fast paced, growth oriented organisation, to carve out a responsible position in fields having financial inclination where I can utilize my skills and concomitantly develop new ones.

Education

Cost Accountant

Final	(Gr – IV) Jun – 2007
Final	(Gr – III) Dec – 2006
Intermediate	(Gr – II) June – 2003
Inter	
mediate	(Gr – I) June – 2002

LL.B.

A Law graduate from ABC University, Bhadrak

B.Com

Graduate in commerce form ABC college, Bhadrak under Utkal University

Higher Secondary (Class XII)

Intermediate in science stream from ABC college of science and Technology

Secondary (Class X)

Schooling form ABC high school, Bhadrak Under B.S.E Orissa

Computer Proficiency

A joint education programme of Eastern India Regional Council of Institute of Cost and Works Accountant of India and Brainware Computer Academy during Jan 2000 to Aug 2000, Kolkata on accounting packages like Tally, Fact, Ex-Gen and Brainline

Expousure

Proficiency in Ms-Dos, Ms – Office, Ms- Windows, Internet working and Orus

Worked on JD-Edward (ERP Package), and SAP (FICO)

Achievements/Awards/Hobbies

Awarded for debate participant award during secondary school competition

Certifcte – “A” examination held under The Authority of Nimistry of Defence, Govt. of India, through unit 2, Orissa Naval Unit NCC, Bhadrak

Interacting with people, Listening music, Tours and Travelling, donating blood.

Check Your Progress

What are the different forms of lay-out give examples

The importance of ‘You’ attitude.

Negative attitude in letter writing planning your letters.

2.14 Summary

This unit clearly brings out the importance of letter-writing in business. Infact half the success lies in good letter writing. Different types of letters are suitable for different types and purpose

of business Appropriate language, mood and tenor are important for a good business letter infact good layout and proper format of business letters are neassary for achieving your aim in writing a business letters.

Questions

- 1) Give a representation of various types of business letters Explain them briefly.
- 2) What are the five types of approach in business letters?
- 3) What are the 4Cs of business letter
- 4) Write a note on the language of business letters.
- 5) What is the layout of business letters?
- 6) Give broad outline of the structure of a business letter?
- 7) Write a note on complimentary close of a letter?
- 8) What are the physical forms of the layout?
- 9) Bring out the importance of punctuation marks in business letter.
- 10) Write an essay on 'You' attitude.
- 11) What are the negative aspects of business letters?
- 12) How will you plan your business letters?
- 13) What are the different types of business letter?
- 14) What are essentials of a sales letter?
- 15) Give a sample sales letter
- 16) How will you answer a letter of complaint?
- 17)What is the difference between a resume and a cv? What do they typically include?

UNIT - III

NON-VERBAL COMMUNICATION

- 3.1 Introduction
- 3.2 Objectives
- 3.3 Meaning of Non-Verbal Communication
- 3.4 Gestures
- 3.5 Relationship between Verbal and Non-Verbal Communication
- 3.6 Paralanguage
- 3.7 Colour as Non- Verbal Communication
- 3.8 Body Language

Check Your Progress

- 3.9 Space as Non verbal Communication
- 3.10 Personality as Non-Verbal Communication
- 3.11 Audience and Non-Verbal Communication
- 3.12 Fine arts and Non-Verbal Communication
- 3.13 Non- Verbal aspect of written Communication
- 3.14 Tables and graphics as Non-Verbal Communication
- 3.15 Other methods of Non-Verbal Communication
- 3.16 Listening: Meaning, Importance
- 3.17 Types of listening
- 3.18 Tips for effective listening
- 3.19 Barriers for listening

Check Your Progress

3.20 Summary

3.1 INTRODUCTION:-

Perhaps you may wonder at the topic 'non-verbal communication' that it is of no consequence. When there are millions and millions communicating through 6000 languages, both spoken and written, where is the need for non- verbal communication?

We have to remember that deaf and dumb people communicate among themselves quite successfully without words. Perhaps, they may have to suffer a little more to learn that language.

When we read the story of the 'Babel Tower' we wonder why they failed. Each one may have spoken a different language creating utter confusion, yet they could have communicated the barest minimum through non-verbal signs or forms and work may have continued without interruption. Linguistics has a separate section dealing with signs and symbols and how they are helpful in building up a language.

Pure verbal language alone, without any movement of the various limbs, arms, eyes...etc will be most meaningless and boring. Half the meaning is lost when words alone are pronounced and that too, without, up and rhythm, tone, voice and volume. Non verbal forms of communication are as important as verbal communication and communicate sometimes more than verbal communication.

In a different context, we have already seen that total silence may be a very powerful language especially when there is a crisis or a crucial moment.

3.2 Objectives

After studying this unit you should know

- a) Meaning and importance of Non-Verbal Communication
- b) Bodily gestures as language.

- c) Colour signs and symbols as language.
- d) Personality as part of non verbal Communications
- e) Non- Verbal Communication through written language
- f) Fine arts, tables, graphs as Communication

3.3 Non-verbal Communication:-

The tone age man communicated through grunts and grumbling sounds. Slowly he began to express through signs basic instincts of man such as hunger and thirst, love, hatred and anger, pleasure and pain, sex, etc. Still later, he began to draw sketches on rocks and caves which still exist showing the slow growth of man.

From our own experience we know that verbal communication is useful; but it is more useful along with non-verbal communication. Even simple non- verbal actions, like smile, laughter, grin, grimace, grudging, etc communicate the exact meaning and emotion and feelings. In fact, these non-verbal forms communicate more than verbal forms.

Non-verbal communication is defined as “all behaviour expressed consciously and unconsciously performed in the presence of another or others and perceived either consciously or unconsciously.” Very often non-verbal form is a supplement to verbal form so that it becomes perfect and communicates more accurately. Similarly, from the other side of the receiver of communication, the receipt of information is more complete and perfect, if it is combined with non-verbal form. You may be surprised to know that even seemingly harmless, innocuous things such as the distance between two persons, twinkling of the eye, dress, colour of the dress, gestures...etc communicate shades of meaning. A research on this aspect of communication has come to the conclusion that 60 to 90 % of the over all effect of verbal communication comes from non-verbal factors.

In this place, it will not be out of place to mention how silent films communicated the message in the early days of the cinema. The best example is the films of Charlie Chaplin. More than the vociferous verbal comedy of to-day’s films, his silence comedy is appreciated today. However man cannot tolerate silence for a very long time. Hence the talkie film replaced the silent film eventually.

The Meaning of Non-Verbal Communication:-

Except non-verbal communication relating to the basic instinct of man like joy, sorrow, pleasure, pain; other non-verbal communication does not have the same meaning in all places. It depends on the social, cultural milieu where non-verbal communication is in practice.

A few simple examples will suffice to prove this point. If two Eskimos rub their noses against each other it is an expression of warm reception. In a cold country, heat is needed and hence this is in practice. It will not be understood in any other country.

Secondly, entering a place of worship with your boots on is a sign of disrespect in eastern countries whereas the same act expresses respect in western countries. Similarly, while presenting shawls to dignitaries, the quality and colour represent the status and rank of the dignitary.

Thirdly, not only society but religion too is responsible for different meanings for non-verbal action. For example, worshipping God bare bodied is a great form of worship in Hindu temples. But the same bare bodied worship means disrespect in Christian churches.

Similarly folded hands in India replace handshake of the west. Particularly in marriages and funeral ceremonies many non-verbal objects convey so many things. Shaven head may be fashion for many and religious sacrifice for many others.

The strength and quality of non-verbal communication depends on individual. There may not be uniformity and hence it may be understood in various ways. However, we cannot completely do away with non-verbal communication in social life.

Source

What is the source of non-verbal communication? Verbal communication is basically learnt from parents, families and later on this is built up through schooling. Certain non-verbal communications are inborn. For example, closing the ears when there is loud noise, or blinking eyes for lightning. These are beyond our control just like crying out of pain. We learn non-verbal language by observing and imitating others. For example the 'V' sign of Churchill with two fingers after the Second World War has now come to mean victory. Even within one culture and one society there are variations in using non-verbal language and in understanding them. Verbal language conveys information, Nonverbal signs, attitudes, perceptions and feeling.

3.4 Gestures:-

We have already stated that Stone Age man must have spoken in gestures only. Now gestures go along with verbal spoken languages. One thing is to be noted here carefully. If a man who can communicate verbally and non-verbally, uses only non-verbal communication, suppressing verbal communication, then there is something abnormal or extraordinary. For example, you want to communicate a secret, without being watched by others.

Gestures emphasize words; slight variations in gesture add shades of meaning. Some gestures may be automatic. Some are unavoidable. For example, any fiery political speaker always raises his hand during his speech.

On the contrary, murmuring sound shows discontent. Gestures also have different meanings in different tables. Thumping on the table may be an encouragement or anger or hitting the table thrice with gravel, means silence, the court is in session.

Some bodily gestures may be universal, the crying of a baby, yawning, breaking the knuckles etc and basic gestures have the same meaning everywhere.

Gesture clusters:

There is a great danger of gestures being misinterpreted and misunderstood. For example scratching the head may mean many things. I do not know the answer. I have forgotten, itching sensation sweating, uncertainty or telling lies. These meanings form a cluster of meaning. It should be understood only in that context.

There is some coordination between non-verbal items and communion. For example for saying 'Yes' we nod our head up and down, for 'no' we move it sideways. In addition, the speed with which we nod our head or move it sideways shows the strength and degree of 'yes' or 'no'. Even animals can be taught such bodily movements and all their language is non-verbal language. Since man also is partly an animal and partly an intellectual, we too definitely have non-verbal language playing a very important role.

Context and Gestures

Every gesture is interpreted in a given context, both linguistic context and non-linguistic context. Particularly in the context of oxymoron, the real meaning is given by the gesture. For example 'wise fool' "Hot ice" "cool fire" assume meaning according to the gesture of the speaker.

3.5 The Relationship between Verbal and Non-verbal Communications

There are four types of relationships between verbal and non-verbal communications.

When we nod our head up and down to mean 'Yes', our head movement substitutes the word 'Yes' this is called **substitution** relationship.

(When we say ‘no’) the same time shake our head sideways, we reinforce our idea and this is called **complementing** relationship.

During an entertainment programme, we rise up with a huff and walk out immediately with the words. “It is a wonderful show”. Our physical movement is the opposite of our words, verbal reaction. Here our action or gesture alone gives the true meaning. Here is a conflict between our gesture and our words. The renowned psychologist Sigmund Freud says, “He that has eyes to see and ears to hear may convince himself that no mortal can keep a secret. If his lips are silent, he chatters with his fingertips; betrayal oozes out of him at every pore”.

Non-verbal behaviour may accentuate relationship. When we say ‘Look at me’, tapping one’s shoulder with a pointed finger, it accentuates the relationship.

Body Language- Visible Code

Body language is one of the most widely accepted forms of non-verbal language. It consists of a number of things like personal appearance, smell, touch, distance, eye movement, space, posture, facial expressions, etc. These are called visible codes. Every movement of the body has its own meaning and no bodily movement is empty or devoid of any significance. Body language sometimes has a double function; adding to the meaning or complicating or confusing the meaning. Very often they carry more meaning than words. One must be very careful in interpreting them. Culture, environment, and other situations may modify the meaning. No one should generalize or overstate its meaning.

There is one danger in these non-verbal moves. The meaning depends on very careful observation. It happens that the observer owing to carelessness misses your best bodily move, distraction or indifference and they may not influence him.

Elements of visible code

3.6 Paralanguage voice and sounds

Non-verbal communication includes voice quality and non-verbal sounds. They too have their own meaning for a grunting sound may indicate displeasure. Even spitting is easily understood as a sign of anger or hatred.

Apart from this the tone of the voice and also the emphasis on stressed syllable add to the verbal communication.

For example: - “Are you ready? Is a question” with rising intonation

But : - “You are ready” is a statement with a falling intonation

The same statement “you are ready”.

This is structurally a statement, but tone wise it is a question.

Thus the tone change can change the meaning. Besides the pause at different places, the speed of delivery, the degree of loudness, high or low pitches have their own impact on the ultimate meaning of verbal communication.

Let us take another very common expression.

Very good

If it is sounded as “**Very good**^” and “Very good^”

Both the expressions are not same in meaning because of the change of tone. Essential meaning does not change, yet the ultimate meaning changes.

“Very good” is unconditional applause and encouragement. Very good this is also applause but there is the element of surprise and the unexpected. Such non-verbal characteristics are called “Para language”. It includes voice, volume, rate, articulation, pitch and other sounds like throat clearing, grunting, and sighing. Etc. A loud voice normally shows urgency while sometimes a soft voice has a calming effect. Speaking fast may betray nervousness or hate.

Facial expressions can show many emotions and feelings, happiness, sorrow, pleasure, shyness, anger can be easily revealed by the face because face is the index of the mind.

In face-to-face communication there is nothing to browbeat the face. In English there is one special word for face. The word “face” simply means the physical features of the face referring to eyes, cheeks, nose and mouth. But to refer to the face inclusive of the feelings expressed by the face, the word ‘Visage’ is used. This itself shows the importance to the non-verbal communication capability of the face. Even if we take the word smile, we have smile, laughter, sneer, and frown. All these are different varieties of non-verbal communication of the face.

Eye – Contact:-

Eyes too have powerful non-verbal communication. The phrase ‘love at first sight’ reveals the eyes to be the best communicator of spontaneous love. All emotions, fear, sorrow, joy, sadness, moroseness, gloominess, cheerfulness and many more non-verbal things can be expressed by our eyes. Conventions of eye contact are specific to cultures. If the eyes slowly turn away it may be shyness or something wrong or unpleasant. Above all a drop of tear from the eyes may communicate a world of meaning such as tear of Joy, tear of helplessness, sorrow of guilt and repentance etc.

Appearance

The Physical appearance counts a lot in the world. It reveals very often, special occasion, celebrations, wealth, and status of the wearer. A particular coloured headgear or uniform clearly reveals someone’s political or religious affiliation. He need not preach his political theory; his dress speaks for him.

Dress, hairstyle, cosmetics, posture etc go to make a man’s appearance. But at the same time we must be aware of the proverb ‘appearance is deceptive’. This kind of non-verbal communication should not be taken on its face value.

Posture

Bodily posture not only tells us of our bodily health but also the temperamental makeup of the man. It refers to the way of standing, sitting or walking. These may convey self-confidence status, interest, success or failure.

Looking down or gaunt, falling back in a crowd, hesitation to come forward, being diffident are the qualities given out by bodily posture.

Body Movements

Rarely does man remain totally immobile. Moves of the body communicate a great deal about our feelings, emotions, reactions, etc. These movements are sometimes conscious and intentional. At other times these movements are involuntary. For example, if we are greatly interested in anything, we automatically bend our body. Even the way in which we walk illustrates our anxiety, fear or sadness.

Smell and Touch

Can smell communicate anything? Various odors and fragrance can convey certain meanings. Some people, who like these odors greatly, have a good impression of the institution or the person who uses it.

Physical human touch also conveys many meanings. Touch can be of different types. It can reveal, love, appeal, encourage, good wishes, greetings. For example, batting somebody on the back is a way of encouraging. Catching hold of the hand tightly or gently can convey different and sometimes opposite meanings. Various cultures interpret touch variously.

Time and Space

Time as non-verbal communication may look rather out of place. But it is true that time can convey meaning according to the culture of the people involved in it. In India perhaps the absence of time may convey the popular belief that the V.I.P. who does not keep time is too big or too busy a V.I.P. and his unpunctuality is never taken as a defect or disrespect.

In fact in India, there is another popular belief prevalent that only juniors will have to keep time and for seniors punctuality is below their dignity. But in U.S.A., punctuality is very much insisted on since correct keeping of time is the outward manifestation of respect for man. Dead lines are kept. If there is delay it gives unfavorable message and very often business is lost.

Continual delay is a sign that someone is not interested in it. But in India continual delay is the normal thing and speedy disposal is a rare occurrence. In addition in India, continual delay is another way of nurturing corruption.

Space

The distance between two persons has its own meaning. Physical location has important meaning. The study of this is called proxemics the less personal the message the greater the distance between people. This is also exactly according to specific cultures.

Distance is Divided into Four Parts

Intimate distance, personal distance, social distance and public distance.

Excepting public distance, the other types have two phases – close phase and far phase. The closest distance is intimate distance, close phase. The farthest distance is the public distance where the distance is 12' or more.

Various office settings, designs and the environment too communicate. If a too long a table or too big a table separates two, the non-verbal communication is very powerful. The artistic background of an office is a very good non-verbal communicator.

Problems in Understanding Non-Verbal Communications

Although non-verbal communication is a powerful tool, it is difficult to understand it easily and fully. Research studies point out this unpleasant truth, that very often the central and the exact meaning of non-verbal communication is lost on the audience. There may be various reasons for it. First of all non-verbal communication itself is not strictly uniform or stereotype. There are countless variations in every type. For example a smile alone can convey a dozen meanings in one context, just two meanings in a different context. The observer understands it depending upon his age, education, sex, knowledge, interest, context, participants, culture, environment, etc. When there are so many variables, the meaning also varies according to the degree and strength of varying types.

A Psychologist says, "People try to read too much in non-verbal communication where it does not exist, at the same time missing much there is".

Certain non-verbal communication from gregariousness or moving about is easy to understand. But subtle things are very much misunderstood.

In recruiting candidates for certain types of jobs, the recruiting authorities study both the verbal and non-verbal communication. Some give more importance to oral answers; others study the quality of non-verbal communication and judge the candidates accordingly. In fact, the main purpose of conducting group discussion as part of recruitment programme is to measure the candidate's ability to communicate verbally and non-verbally.

In particular, managerial communication deals with this aspect rather seriously since managers have to communicate verbally and non-verbally. There are instances when managers control their workers or the crowd with a mere look. Even great film actors are esteemed both for

their verbal delivery and non-verbal acting. A mere look, just twitching of the nerves, moving the facial muscles, convey more meaning than pages of well written dialogues.

Very often misunderstandings arise on very minor things. It is commonly believed that only those with strong eye contact are dominating characters. But the truth is very often the opposite.

Similarly people whose arms do not move much or who have very little eye contact are supposed to be cold.

But this is not at all true

The eye movement is often studied as an indicator of lying. But in fact lying can be found out easily by inconsistent and contradictory verbal usage.

It is very difficult and well nigh impossible to give an exhaustive list of non-verbal communication with guidelines to understand them properly.

3.7 Colour as Non-verbal Communication

Colour is no doubt attractive. The word 'Colourful' has a meaning derived from the word 'colour' - Do colours Communicate? Here we do not mean the colours that communicate through painters. The brush and the colours can give a million meanings. Colour is meaningful and it plays a great role in our life. The word colour has scores of meanings in the English language.

It is useful in dress, housing, decoration. It is a means of communication. It is a way of attraction. But in spite of meaning conveyed by colour, we are not fully conscious or aware of the potentiality of colour in non-verbal communication. Just like air, colour is everywhere omnipresent as an omni communicator. Just look above your head, there are blue or white clouds. Walk along the road, there are green, red, yellow signals ordering you to stop, controlling traffic. It is impossible to live avoiding colour. Very often the colour of an eatable tells you what it is and increases your appetite.

Colour has a psychological effect. Actually while testing a patient for psychical aberration, they conduct a test in which they give different colours to the patient and ask him to record his impression about. For example red colour is shown. One patient says that it is blood, another says it is red rose and another says it is a party colour so on. Thus colour has non-verbal communication depending upon the outlook or the psychological make up of the man, motivation and mental peace are created according to the colour of the work place. Lively and pleasant colours increase production in any field. Black and dark colours are dull and gloomy. Very bright and gaudy colours are disturbing and exciting. Well matched and soft colours have a soothing effect.

Colours are also associated with moods and feelings and particular community or social festivals. One such example is the festival of colours in North India called "Holi" Bright colours smeared on the face of every body is not only a riot of colours, it is a riot of merry making. Black stands for death or anything sad. White colour, otherwise called lily white, stands for purity, chastity, uprightness, and peace, pink stands for youth, red for danger, green for go ahead, yellow for caution. In all cultures colours play an indispensable part.

Colours stand for formal communication. Colour is used as an identifying mark in the field of Chemistry. Drums, pipes, cylinders or containers in particular colours reveal the content inside. Now days the government has adopted colouring of Kerosene, to distinguish between subsidized ration kerosene and open market Kerosene. This has stopped the illegal selling of ration kerosene for a higher price in the open market.

In cosmetic industry the colour of the bottle gives us the clue what it contains and particularly of bottles of wine are identified by their colour and shape. Similarly in many offices,

the various official forms are printed in different colours so that the users, the public may identify them easily. In maps different areas are given standard colours so that we can distinguish between a mountain and plain.

The colours of various teams have become so famous and attractive that spectators wear caps of similar colour to show their support to that particular team. Similarly the flags used by a stationmaster in the railways or a line referee in a foot ball match prove that colours have great amount of non-verbal communication.

Universality of Body Gestures:

Basically body gestures have similarities, or the same meaning when they refer to basic emotions, feelings and fundamental human qualities. It is true that some of them are modified according to cultures and usage by communities. Some social groups may use some body gestures more frequently than others. It is their national characteristic. For example the Japanese never laugh loudly; a gentle smile with slight parting of lips is their way of showing laughter. But the French and the Irish laugh vociferously.

The shrugging of shoulders is a universal way of expressing that one does not understand. It may also mean that one does not know it. It is multi faceted gesture, widening of the gap between hands, open palms upward movement of the shouldered. All gestures are not simple. Some gestures are so complicated that the receiver is very much confused regarding its meaning. What is meaningful in one culture, may be meaningless at another this is also applicable to gestures based on religious practices? Kneeling is a common form of worship in the Christian churches. But it will be meaningless in a Hindu temple. For us Indians, folded hand is a way of showing respect and greetings. In the West it will be meaningless.

The ring 'O' denotes O.K. signal. This became popular in U.S.A in the 19th century. The ring itself represents O in O.K. It is easily understood by all English speaking people in various countries. But it has different meaning in other countries. It may mean zero in France and in Japan it may stand for money.

These days frequent long distance travels have become very common and therefore such continent hoppers should keep themselves will informed of the body gestures and their corresponding meaning in every country. Sometimes a mistake in this field will lead to serious misunderstanding and unpleasant consequence.

3.8 Fake Body Language:-

Normally body language is natural spontaneous reaction to something. If it is unnatural or artificial anybody familiar with it can easily find out that it is artificial or natural. Micro movements of nerves, muscles, eyes will easily reveal the fraud behind it, even without the knowledge of the one who faked it.

Telling lies is a Common fault practiced by many. But if one tries to copy body gestures of telling the truth when he is telling lies, the difference can be easily seen. There may not be coordination between words, action and body gesture.

The liar may smile at you, open out his palms which are all associated with honesty and telling the truth. If one closely observes, he can find micro gestures, minute deviations, slight off the track movements which reveal that he is telling lies. Sometimes, even the tone itself, can reveal the insincerity of the man and the fake gestures. Under normal circumstances, it is very difficult to make fake gestures.

However, deliberately and under artificial circumstances this can be done. For example the model girls in a fashion show are expected to perform Catwalk on the romp. This is certainly soft, gentle walk showing off the curvaceous beauty, the belly spot and the beautiful calf

muscles. This is certainly non-verbal communication of a very high order but deliberately artificial.

There is one point to be noted in telling lies. Human beings have a subconscious mind. The subconscious is under nobody's control. In fact if the subconscious can be controlled it becomes the conscious. Subconscious movements are beyond control but there are some professionals who have perfected the technique of body language in such a way, although they are aware of the artificiality, others are not able to find it out.

Learning Body Language

Everything is learnt through close observation and continuous practice. All though body language is natural and part of human nature; it should be consciously studied like any other subject. The best method to learn body language is to mix with people in functions, meetings and other gatherings. Where there are different types of people, you have to observe their different verbal communication and non-verbal communication. One of the best ways is to observe T.V. Programmes, and then you observe your own body language in imitation of T.V. performers. Next you have to switch off the sound in T.V and observe the body movement. After your guess, you switch on the volume and try to compare your guess compared to that of TV performer.

It is true that verbal communication gives the message when both are combined; the meaning will be much more. Sometimes non-verbal communication is more powerful.

Non-verbal Cues

There are many functions for non-verbal cues. For example, if you stretch both hands wide with palms open, there is a particular meaning is attached to it. When somebody asks "Can you do it?" "Do you understand" the above 'action of the body categorically means "I can't do it" This is a typical body action for helplessness. You can even verbally say 'No' but this non-verbal body action is more powerful than any other form of communication. If communication is to be effective, the best form should be chosen. It may be oral, written or both combined and non-verbal communication. In this case body action, non-verbal communication conveys the maximum. More than words, non-verbal communication can express feelings much better. Research has proved this fact.

Non-verbal cues have one advantage. They can repeat verbal message quite easily. Let us imagine that two people speaking different languages meet at dinner. They want to communicate something about food. In this case verbal communication is not possible. Only through non-verbal communication, body gesture and flicking the tongue, they can exchange ideas. Non-verbal cues can regulate, control verbal interaction. It can give clue when to speak and when to listen. Another very important character is that, the non-verbal cues can contradict verbal message. For example a man may ask people "come to me" He is standing on a platform. But his body actions consist of pointing towards the opposite direction. A powerful speaker thinks that everybody is listening to him very sincerely. But the audience looks around and looks back. This body action is just the opposite. Thus non-verbal communication, some times takes precedence over verbal communication. The most distinctive feature of non-verbal language, even when you don't want any message to be conveyed is that it sends message automatically.

Even when you say nothing verbally, orally, some good or serious message is conveyed with the help of body language. There is a standard set of body action cues which are waiting to be exploited and interpreted. The range of communication through body action is very vast. A discrepancy between the voice, tone and bodily action will reveal that lie is being told.

Concrete Examples for Gestures with Interpretation

- 1) Closing the eyes with slight movement of lips. This indicates that the person is thinking deeply. Perhaps he faces a difficult situation and is trying to find a way out.
- 2) Putting the index finger on closed lips. This indicates that the person either wants silence, or it may also mean that he is thinking of what to do or what to say.
- 3) Sitting bent over a book. Either the person is studying it deeply or he is searching for something in that book.
- 4) Putting one hand on one ear, or putting both hands in both the ears. Putting one hand on one ear reveals his difficulty in hearing the speech and not being able to understand. Putting both hands on both ears means the person does not want to hear anything.
- 5) Catching hold of the hip with both hands. This indicates that the person is very courageous, bold and ready to challenge anybody.
- 6) Both sets of teeth are pursed up tightly and the lips are closed tightly. This is the outward sign of displeasure, determination or terrible anger. This is one of the most used non-verbal language.
- 7) A person touches his forehead with his fingers and passes his fingers over his forehead. This body action communicates that the person is undecided, not knowing what to do, or he has forgotten something and he is trying to recollect it.

Check Your Progress

Define Non-verbal Communication

Can silence or noise Communicate?

The importance of gestures in communication

Explain gesture clusters

Describe the importance of body language

What is para language?

Distance and Communication

3.9 Social Interaction and Space as Non-verbal Communication:-

Already we have mentioned this in passing. One general, normal, and common assumption among the public is the closer the distance between two persons, the greater is the love and attachment between the two. This is the case in most relationships except the case of deliberate betrayal and punishment. Let us take a few examples, the tight hug between the mother and the child is the only case of closeness in space revealing the depth of love and affection. This is 100% true between mother and child. The same may be said of friends except where there is feigned and deliberate mischief. The short space between husband and wife may or may not be a measure of love between the two. The tight embrace between the two sexes is the indicator to the degree of attachment between the two.

A research on distance and attachment between persons has given us an idea of the relationship between the two. If the distance is between 0 to 1½', degree of between the two, the relationship is very close intimate. This is also accompanied by messages in whispers, accompanied by gentle touch and soft stroking. Such a physical closeness is a sure indicator of good non-verbal communication. This is a situation when comfort is given abundantly without anything in return.

A little more distance say 1 ½' to 5' is kept; it is ideal space between friends, colleagues, well-wishers there may be occasional physical touches momentarily as a mark of continuation of the relationship. At this distance talking must be a little louder and eye contact plays an important part.

Now we have to discuss social interaction not based on love, affection or friendship. This type of business or official relationship exists in large numbers. The distance or space for this

kind of relationship is 5 feet to 12 feet. Most business transactions are done in this much of physical distance. Particularly when there is a board or committee, if it is a round table committee meeting all are kept at the same distance which denotes equal importance to all. However in many business meetings, the chairman sits at the far end of the table. Communication becomes business like, rigid, stiff and formal. The distance maintains this business like attitude. Since business is transacted more with written documents, speaking is reduced to clarifications and objections. All such meetings have their own paper work. Because of the space, of 12' talking becomes louder. There is no chance for physical touch.

The final type of social relationship is between the Individual and the public or social group. Here the inter space is more than 12 feet. Because of the long distance speech has to be very loud with amplifiers and mike. Speaker's facial movements cannot be followed.

Non-verbal communication of a speaker (in addition to verbal communication)

A speaker communicates through his speech, full of arguments, logic, examples, and precedents. Yet, his oral verbal communication cannot be complete without the accompaniment of non-verbal communication. Already we have elaborated on the role of non-verbal ingredients such as facial expressions, gestures, tone, voice, pitch, space, loudness, rhythm, intonation...etc.

3.10 Speaker's personality and non-verbal communication:-

The speaker's personality counts a lot in communication. In fact, this personality of the speaker gives the first impression. Personality of the speaker is a combination of many qualities. Weight, height, clothes, grooming the way in which you walk and talk go to make up one's physical personality. Besides one's moral stature, character, intellectual achievements, his success in various fields go to make up one's other side of his personality. Even the way one stands is part of his personality. One very important thing is how you carry your pen, bag, books, umbrella, suitcase etc. All these things should sit lightly on you and should not appear to be a burden spoiling your appearance. Everywhere you should maintain a profile of neatness, orderliness and cleanliness. If you search for something in your suitcase, it gives a bad impression

Confidence:-

A confident look, confident delivery of speech, confidence in everything creates a good impression and produces the right result. Facts and figures should come out confidently, so that the audience is impressed.

Body language:-

Body language of a speaker is as much important as his speech. While standing, you must stand erect, without slanting on one side. Both the feet should be well planted on the ground revealing your confidence. Leaning one side is a kind of weakness. Leaning on the lectern also is a sign of diffidence.

Not much of walking during speech:-

You can move about slightly during a lecture or a speech. Standing like a stone is also to be avoided. Too much of walking distracts and hence, limited movement gives non-verbal communication.

Physical Look:-

Physical look is what appears to everybody. It is your dress, the colour, your shoes, and all the other paraphernalia you carry are part of your physical look. The choice of dress, its colour etc. everything gives non-verbal communication revealing something or other about the speaker.

Confidence as non- verbal communication:-

This can be explained by concrete example. You have witnessed many acrobatic or super human acts of the circus personnel. More than the difficulty of the act, the confidence with which they perform it makes it appear more beautiful. To put in the reverse, nervousness will spoil the speaker's performance and even his verbal communication will be spoilt by the non-verbal communication arising out of nervousness.

3.11 The Audience and Non –verbal communion

The audience imagines that writing or speech of the speaker alone gives them written or verbal communication. But unconsciously they are greatly influenced by non-verbal communication. The speaker himself can learn many things from the non-verbal reaction of the audience, the crowd behaviour, frequent applauses, laughter either sincere and derisive laughter, total silence, or utter chaos are non-verbal communication from which the speaker can learn many things.

The eye contact between the speaker and the listener and vice-versa communicates many things. Such a good eye contact rivets the attention of the audience. Paying attention mutually helps to assimilate both verbal and non-verbal communication.

For listening, ear, eye and the mind should coordinate together. Hence keeping the audience within your eye coverage helps to create non-verbal communication.

Monotonous voice spoils both verbal and non-verbal communication. In this context, we should mention the importance of pause at the right moment and in the right quantity. Many of you are aware of the funeral oration of Mark Anthony in "Julius Caesar". His harangue "Brutus is an honorable man" assumes the opposite meaning because of the pause after the word 'Caesar' and also the tone of his voice.

The attention of the audience is non-verbal communication

Just as calmness of a child communicates the well being of a baby, rapt attention of the audience in non-verbal communication to the speaker and it is encouragement to him. It is also the right feed back based on which, he can build up his speech further. If one point is not clear, then the listener is cut off mentally and the next point may not enter his mind at all. The reaction of the audience is the non-verbal communication out of which he should learn a lesson for the future.

3.12 Non-verbal communication through fine arts

Fine arts with words or without words are excellent non-verbal communicators. We do listen to music; it has no language, yet it communicates. Paintings of great artists speak through colour, lines and curves. Even a cartoon with exaggerated figure is a tool of non-verbal communication. Sincerely huge temples and churches communicate non-verbally the message of god. Take any form of dance there is deep sense of communication. Mime, ballet charade are different forms of fine arts without words. They are the best forms of non-verbal communication of a very high order.

3.13 Non-verbal aspect of written communication

It looks rather strange that written communication itself can have non-verbal communication. First of all calligraphists argue that each one's basic characters is revealed by his handwriting. All though alphabets are the same for every one, the way in which the alphabets are written with a twist here, a flourish there, an added stroke here, a decorative addition here all reveal the artistic tendency of the writer. Steady uniform handwriting reveals a particular inner make up of a man; a hurried handwriting again shows the impatience of the writer. Extraordinary beautiful handwriting reveals his addiction to physical beauty.

Besides these points we may add one or two things more about the written language and non-verbal communication. There are experts who make a linguistic, etymological study of the particular diction of a particular writer. Many scholarly essays have been written on Shakespear's vocabulary. In fact vocabulary gives out the hidden identity of a famous writer. Non-verbal communication includes the particular way an author uses words to bring out shades of meaning which cannot be brought out by cluster of words. I would like to insist on one special quality of the English language. We use 'oxymoron very often and shock others. Oxymoron is the use of opposites side by side'.

Examples: Sweet bitterness, friendly enemy, kind murderer etc. Although each word has it's own meaning, each word being the opposite should neutralize the other leaving practically zero meaning. But the truth these two combine and give a non-verbal communication is difficult to understand. This is an example of written, yet non-verbal communication. In spite of neutralization, these words have a non-verbal meaning.

Paradox

G.K. Chesterton, the master of paradox himself has stated that paradox means truth standing on its head "common sense is uncommon" "great is small and small is great" "Child is the father of man". In all the above paradoxes, the meaning does not directly come from the word. Here the meaning is non-verbal since it comes from some other source.

Graphics

The Stone Age man communicated through graphics his rough painting with charcoal on the rocks and caves. They not only communicate to us the animals pictured there, but also the origin and slow growth of man and his language. Similarly in modern days a new science has arisen, that is graphics.

These graphics of modern days communicate in two different ways.

- (1) Graphics with numerals and words.
- (2) Graphics with pictures only. Those with text may include table etc.

3.14 TABLES & GRAPHICS :-

Tables are arrangement of information in tabular columns or in rows arranged neatly according to topics and the relevant available data. They are not real graphics or pictures but they communicate like pictures.

Tables are generally divided into two categories, general purpose tables and special tables. General purpose table with all the questions and answers taken together, and special purpose tables deal with only one question and its answer at a time. Apart from the titles of tables there are footnotes, source, designation, pervious discussions. A table contains heads, columns and rows of data. Spanner heads are the titles of the column.

Advantages of graphics

This can be easily understood by the illiterate. Besides, they can be easily remembered in terms of pictures. The impact also is immediate.

In a way graphics are better than written language or verbal communication in a number of ways.

Simple graphics can be understood by all without any special training. Written or verbal language may have more than one meaning which is the meaning in which you to take it? You may not know. But simple graphics have only one meaning, hence easy to understand.

Written language or verbal communication sometimes suffers from ambiguity. How are we to understand it? "The Romans the Greeks shall conquer" How are we to take it? It can interpreted

as the Roman shall conquer the Greeks “or” the Greek shall conquer the Romans”. Such ambiguity does not arise in graphics.

In particular, when you look at the tables which tabulate numbers Etc. glaring mistakes and omissions strike the eye. Besides, no one can confuse the observer with his clever use of language.

Flow charts:-

Managers of companies use charts to explain their future plans or the work done so far, the execution so far, the remaining improvements needed over the original programme and plan. All these form part of the information while presenting reports. There is a chart called organization chart which gives us the flow of power and responsibilities from the top boss, Managing Director to the last supervisor or least worker.

There are a numbers of charts representing planning and scheduling activities. Flow chart shows the sequence of activities in a process. In these charts, specific designs and symbols are used. A variation of the flow chart is the decision tree. This clearly illustrates how power flows from top to bottom and how things get done from top to bottom.

Visual graphics:-

This includes a variety of forms. Data generated charted are built with raw data and include bar, pie, line charts and all their variations and combinations. It includes maps, diagrams, drawings, cartoons etc

Bar and column charts:-

These charts compare the differences in quantities with the help of showing different lengths of the bars proportionately. This is meant primarily for comparing quantities changing owing to time and distance.

The bars should be of equal width and arranged standing vertically. At the foot of each bar there must be title or description.

When two or three quantities are mentioned they can be accommodated within one diagram. The width should be equal. Different colours maybe used to distinguish between them. Clustered bar charts may present difficulties.

Pie charts

To refer to subdivisions within the whole, pie charts are used. Each part is represented with proportionate share of the slices. All the slices put together make one whole. Merely by looking at it, we cannot find out the percentage. Hence the percentage should be clearly marked on the sliced. A single slice may be highlighted by pulling out one slice and blowing it up.

Line charts

This is useful in showing changes of information overtime, changes in prices, sales, totals, employment, production over a period of time. All these can be shown well in chart. The information is shown as a continuous line or grid.

Scalter-diagrams

This is another variation of line charts. They use x and y axes to plot pairs of values. The points can reveal positive negative or no relationship. The closer the points are to a straight, the stronger the relationship.

Maps:-

Maps can be used for many purposes. It is not only useful is geography but also in other areas. In showing geographic areas different colours and techniques are used. For example you can see a particular colour representing mountains. The same colour found in the map area of

another country represents the mountains there. Thus there is uniformity through out what is called cartographic representation

Similarly traffic density, population density, can be mapped. Roadways Railways also have their own maps to represent their services.

Other Types of graphics

Photographs also form part of the graphics. Sometimes very difficult theories and principles, management techniques, ultramodern concepts can be presented to layman audience through simple diagrams and pictures

Juxtaposition and Non-verbal Communication:-

Here a word of explanation becomes very necessary. Placing individual diagrams separately may produce a certain concept, and give a certain impression. However placing two or more pictures or diagrams side by side may produce totally unexpected impression. This can be illustrated by a Concrete example. A photograph of nice dishes kept on the dining table was shown to a group of children. They were asked to describe what was found in the photograph the children motioned the names of all the dishes correctly. That photo was removed. Then another photograph which add the figures of a few children in it was shown. Then that exhibit was shown to the school children. It was easily described by them.

Then the two photographs were kept side by side and the school children were asked to give their comment. One child said that the children were looking at the dishes. Another child said that these children in the photograph are hungry and they want to eat those dishes. But being poor, they cannot afford it. When a title was asked for the picture, they chose. **“Hunger Vs Plenty”**

This title is the nonverbal communication arising from the clever juxta position of the two pictures. In a similar manner many new ideas can be communicated non-verbally provided the right pictures are juxtaposed rightly.

3.15 Other methods of non-verbal communication:-

Communication takes place with the help of signs and symbols, mutually agreed upon by the sender and the receiver. Even this is the first step. The final step is mutual understanding of the signs and symbols should lead to the exact understanding of the receiver as it was sent by the sender. It does not stop with it. It should kick start necessary response from the receiver.

We use signs and symbols. All our languages are signs and symbols arranged in a certain order like alphabets sounds, words, sentence etc.

The earliest stone man spoke only through signs. Since he was the early man without agriculture etc, he had to communicate only his basic instincts like hunger and thirst. That is why we find even to day that signs for basic instincts are the same throughout the world. Smell, touch and taste also communicate because sensory perceptions and impressions are part of every body's everyday life. However communication through visual element is the most powerful. That is why the blind people cannot learn fast because they have no visual learning. Our eyes make us learn so many things without external teaching.

Defect of word as communicators:-

Words and language are not very good or perfect communicators words change their meaning frequently. Languages under go changes very fast. Why the same language changes from place to place and from time to time. A bad word becomes a normal word now; and a normal word becomes a bad word. New words join the list and one word has ten meaning in different contexts and environments. You should be highly educated and intelligent to understand meaning from words and language.

Visual Signs:-

Visual Signs are the best in the field of non-verbal communications. Certain visual signs are the same throughout the world. For example green signal meaning to go ahead, red signal meaning to stop.

If you go back to the history of early man you will find that signs and pictures have played a great role in their life. Now a days posters even without any wording bring out information and propaganda in the field of competitive marketing and sales. Cartoons are published everywhere so much that all political bigwigs are easily identified. For example a turban identifies our prime minister, a cigar identifies Churchill etc. Two crossed bones represent death etc.

Many signs on the road have particular meaning. It may differ from country to country. For example the picture of the child with a school bag symbolizes that there is a school nearby and you have to drive slowly and with caution. A white line on the road symbolizes a stop line for all vehicles. Similarly the traffic policeman shows a number of signs with his hands and is understood by all travelers. A red box means it is a postal instrument to collect letters. A red light on top of a car shows that there is a V.I.P. inside. Similarly red cross, blue cross represent various organizations involved in social service mitigating the sufferings of the citizens.

Audio/sound signals the siren hooting at odd hours shows that there is some sudden disaster, accident. At regular hour, it may mean timing, start or stoppage of work. The beating of drums has been in existence from time immemorial. Later on it announced the visit of royal persons, start of war or any religious function etc even to day in army camps, drumbeat is given to make them assemble in one place. The simplest example of sound as non-verbal communication is the sound of the calling bell.

The advantages of sign and sound:-

- i) All people including illiterates can understand it easily
- ii) If used in the field of advertising, it is cheaper, more permanent and reaches the maximum number of people in a short time.
- iii) The expense is much less compared to other forms of communication
- iv) Signs, symbols, pictures, posters, sound etc have a lasting impression on the minds of people
- v) Here again there is economy of words.
- vi) They are more attractive than verbal communication.
- vii) Sound symbols reach the target within seconds and there is corresponding reaction.
- viii) Sounds control activities of man more than words.

Limitations of signs and symbols

- i) Difficult and sophisticated ideas cannot be expressed by signs and symbols.
- ii) Certain signs have to be learnt
- iii) In sign language or pictorial language mistakes cannot be corrected immediately
- iv) Signs may be misunderstood at times.

Check your progress

Personality enriches Non verbal Communication How?

Relationship between audience and non verbal Communication

How does fine arts contribute to Communication

Tables and graphics as non verbal Communication

LISTENING

3.16 Listening: Meaning, Importance Listening is one thing and hearing another. Hearing is the physical process of sound falling on the ear. But listening involves the brain, draws attention to the subject-matter and makes sense of the talk. Hearing is through ears and listening is by mind.

Intelligent listening requires openness of the mind, focus, constant mental classification and association of the message heard, and taking notes-mental or written.-

The process of listening

This process has five stages-sensing, interpreting, evaluating, remembering and responding.

Sensing: Sensing means to get in tune with the speaker, as we tune a radio. The listener is prepared and knows that he has to listen. If the listener is not sensing, one may simply promote listening by asking, “Are you listening?”

Interpreting or evaluating: Listening is meaningful when a person converts the words coming to him into ideas. Into ideas make sense or no sense. The listener keeps what is useful, separates what is useless and keeps a note of what is unclear or incomplete. The speaker may emphasize one thing is listener may consider another thing important.

Remembering: Listening serves a greater purpose if the message is recorded for its useful life. This aids one's memory, one may take notes or create mental pictures, for example when an address is being explained, but written notes may sometimes put the speaker on the alert and halt his communication.

Responding: The listener may respond on the spot by making appropriate remarks:”I see,” or “is it so?” or “Okay.” This reassures the speaker. The listener may ask questions to bring out required information and complete the picture from his point of view. Responding also means to act on the message received and to let the speaker know this.

IMPORTANCE OF LISTENING

Active listening enhances your ability to absorb and pass on the data and information given during the exchange. By developing your skills and techniques to actively listen your communications will offer your listeners greater clarity and empathy.

By paying attention to the other person's responses you will be able to accurately judge their topic knowledge and adjust your communication style appropriately. You also have the opportunity to feed back to the individual that you have comprehended what they are saying to you. This makes them feel valued and willing to contribute further, and ensures the exchange is a two-way process.

In addition, you can encourage another person to make a contribution to your exchange by using a pause or remaining silent. This offers you two advantages. First, it gives you as the listener time to pull your thoughts together, and secondly, people have an innate desire to fill a void, so they begin to speak. The two-way communication active listening encourages also provides you with the opportunities to give reasoned and valid feedback, as well as allowing you to gain clarification of what you believe has been said to.

Firstly, the listener gains information because active listening encourages the speaker to talk about more things in greater depth than he or she would be likely to do in simply responding to directive questions or suggestions. Such depth of discussion often exposes underlying problems, including ones the speaker had not recognized previously. Secondly, the elements of listening orientation (empathy, acceptance, congruence, and concreteness) are likely to increase as the reflective listening process continues. These are the ingredients you need for an open, trusting relationship with your team members. Finally, active listening stimulates and channels motivational energy. As the listener, you accept and encourage the speaker, but you leave the

initiative in their hands. Consequently, your team member will recognize new avenues for action and will begin making plans to pursue them, making themselves more effective and productive.

3.17 TYPES OR APPROACHES TO LISTENING

Listening can be classified from a mere show-off to the wholehearted act.

Pretending to listen: In such listening the listener faces the speaker, across the table or on the phone line, as long as he speaks and then switches off without registering the message. This is mere hearing and not listening.

Selective listening: This is the case when one edits the message as acceptable and not acceptable. In the case of an important message, selective listening leads to partial fulfillment of the instructions.

Superficial listening: This is the case when the listener takes in only the words but not the spirit of the message. Some writers classify this as “attentive listening but this is an ironical term. In the normal sense attentive listening in goods, which in this technical sense, attentive listening means a mere show off of listening. Another such ironical technical term is “precious writing”, which means overuse or inexpert use of decorative words.

Emphatic listening: This term conveys full emphasis on the act of listening and taking in the entire message in word and spirit. The listener takes in the tone, the pause and the body language related to the words. Emphatic listening is necessary to necessary to move from one’s preconceived stand. The listener’s openness makes him ready to be influenced.

Dynamic (mutually creative) listening: Here, listening is a creative process in which the listener contributes to the meaning that is being conveyed. He adds his energy to that of the speaker to generate “synergy”. Collective acts are achieved through dynamic listening. It helps to bring out the best in the speaker.

Intuitive listening: Intuitive, hunch or sixth sense is the power that is above reason. It leads to a direct insight into the truth. For an intuitive listener, a mere hint, an undertone or a silence is enough to read the other person’s mind. Intuitive is nurtured when one listens to high quality music or finds natural or meditative solitude. Deep listeners have the power to develop a hunch about what is said. A good mother knows a child’s mood by intuitive listening.

3.18 TIPS FOR EFFECTIVE LISTENING

In practice, effective listening means getting the entire message spoken. It may be “it may be emphatic listening” or any listening better than it. In business one has to listen in formal as well as informal situation, to get information, opinions etc. The listening style is to be adjusting to the gravity of the occasion.

To be an effective listener is to overcome the barriers to listening. As one’s important grows in organization, the need for proper listening increases. In some position it is unusually high –e.g.: for a PRO or complaints redressal officer. On the other hand, effective listening is a natural ladder to success. Listening is made effective in different ways when,

- (a) You are in a higher position and,
- (b) A lower position or member of a large audience.

Position yourself mentally: Stop talking, but aside your little chores and come to grips with the speaker.

Make the speaker comfortable: Give emotional encouragement to the speaker by the welcome attitude to the message. Show that you want to listen. A smile, an eye contact or an encouraging phrase like ‘please go ahead’ or ‘Tell me all about it ‘may do.

Tune in to the spoken message: Adjust your mental attitude to the subject and message even if it is surprising or new. Be receptive and positive about it. This is empathy-to feel as a speaker feels.

Be patient: The speaker may have a long story to unwind. It may sound overly long. He/she may have a long winding way about it. She/he may not find words quickly, be halting in speech, wandering in the mind. He may be unorganized. The entire situation requires a patient response if the speaker is important to your business.

Do not interrupt: An interruption may break the speaker's chain of thought or annoy him. Sometime you had better listen to it all even if you know it. A show of your knowledge may reduce the speaker's importance.

Concentrate with effort: Some managers have a radio playing in background while holding discussion. The listener must mentally switch out the song etc., and switch in the talk that requires an audio filter in you. With concentration this is possible.

Check your temper: If the listener is rude or angry, the vital input may stop. Differences can be expressed politely; mistakes can be withstood with generosity.

Be soft in expressing criticism: Criticism is disapproval of other person's act or words may be of his whole personality. Most people would welcome criticism if it comes as a suggestion. "That was silly of you" can be replaced by "but you could have done it otherwise still can do it otherwise."

Appreciate and encourage: As an individual listener you may smile or utter words of praise. "Wonderful" or "well done" can be inserted while listening. As a member of mass audience you may cheer the speaker. As a proactive listener you may become the sure leader.

Ask Questions: Questions help you to direct the talk the way you are interested and helps the speaker to organize his message, edit it to the point. Questions can also be a form of encouragement.

Be sincere in your reaction: As a busy and practical manager you do well to express your opinion honestly, without a false gloss to it. People who express themselves honestly (though tactfully) are eventually better liked. Sincerity of course requires self-confidence.

Close on a cordial note: Reconciliation is the aim of all human transaction. Hence, after you have differed and argued, let the conversation end on a pleasant note. In diplomacy this is of paramount importance—to keep the gates open for further. "Let's agree to disagree" can be your motto.

3.19 BARRIERS TO EFFECTIVE LISTENING

It is common, when listening to someone else speak, to be formulating a reply whilst the other person is still talking. However, this means that we are not really listening to all that is being said.

Even good listeners are often guilty of critically evaluating what is being said before fully understanding the message that the speaker is trying to communicate. The result is that assumptions are made and conclusions reached about the speaker's meaning, that might be inaccurate. This and other types of ineffective listening lead to misunderstandings and a breakdown in communication.

Poor hearing: If one's sense of hearing is defective, listening is impaired. On becoming aware of it, one should get medical help.

Listener's chain of thoughts: The mind is almost always active, thinking its own thoughts. These may become rapid and load from time to time, marring one's receptivity.

A too heavy message: Use of jargon or over compression of ideas may make an oral message too heavy for the listener.

Rapid or accented talk: One has this experience when listening for the first time to certain foreign radio stations. While the broadcast is clear to the regular listeners and those at home with the speaker's accent, for others there is a bar to listening.

Listener's self-importance or prejudice: If the listener has put himself above the speaker, there is no receptive attitudes. There is a "know all" air in the listener and little regard for the speaker. Also, if the listener conceives a prejudice against the speaker, or has prejudice on the topic of the message, the listening is hindered.

Misunderstanding about the role of a listener: Some listeners may not be aware of what their role in particular situations. They may think that it is the speaker's responsibility to explain everything properly. They may belittle their own roles as that of a one-way receiver. They may think that the role of speaker gives the other party an overriding importance.

Cultural gap: If the speaker and the listener have different cultural habits, the listening may be incomplete. The listener may assign different importance to a word or phrase than is meant. While orientals are used to an elaborate style of addressing a gathering, westerners are often quite brief about it. But this can be distracting to an easterner.

Preoccupations: Some people listen while eating, drinking or doing handiwork. In such cases the attention is divided. A busy manager, for instance, may try to listen while filing papers or opening the mail. This may be a barrier to listening.

Ego: If the receiver considers himself superior and is not willing to listen, his ego problem acts as a stumbling block in the listening process.

You are prejudiced or biased by race, gender, age, religion, accent, and/or past experiences.

Having a Closed Mind - we all have ideals and values that we believe to be correct and it can be difficult to listen to the views of others that contradict our own opinions. The key to effective listening and interpersonal skills more generally is the ability to have a truly open mind - to understand why others think about things differently to you and use this information to gain a better understanding of the speaker.

Summary:

To sum up, it appears that non verbal Communication is as important as verbal or written Communication. In fact, there is more non verbal Communication than other types of Communication. Body language and gestures play a vital role in Communication. Even signs and symbols, music, songs, paintings, tunes etc.. Communication as much as words and writing. The very personality of the speaker counts a lot and creates non verbal Communication. Babies and dumb persons also communicate without words. Many subjects cannot be taught without tables and charts.

Questions:

- 1) Give a definition non verbal Communication with examples.
- 2) Describe the role of sign, symbol and sound in non verbal Communication?
- 3) How does the personality of a person contribute to non verbal Communication? Explain.
- 4) Write a note on non verbal Communication of written language.
- 5) How does gesture contribute to non verbal Communication
- 6) What is Body Language? Explain
- 7) How does sound or tone contribute to meaning?
- 8) Write a note on eye contact.
- 9) How does space contribute to meaning?
- 10) What are the problems in understanding non-verbal Communication?
- 11) Explain the different types of listening.

- 12) Enumerate the tips for effective listening.
- 13) Explain the various barriers to listening.

UNIT IV REPORT WRITING

4.1 Introduction

4.2 Objectives

4.3 What is a report

4.4 Types of Reports

4.5 F.I.R First Information Report

4.6 Committee Reports

Check Your Progress

4.7 Research Report

4.8 Abstract & Summary

4.9 The Body of research Report

4.10 Short reports – A model short report

4.11 Other types of reports

4.12 Collecting data

Check Your Progress

4.13 Summary

4.1 INTRODUCTION:

English Language was divided into various categories and for a very long time ‘Report Writing’ was not found in it. As business developed rapidly in modern days, only in this century it was added to prose writing under the heading ‘business English.’

The word ‘report’ means to bring back information to one who is not aware of it for various reasons. A report is a means of upward communication in an organization. It may be written by an individual or by a committee. All the enquiry commissions appointed by government do this work officially. Regular periodical report in an organisation is a feedback based on which officials take further action.

The importance of good reports cannot be overemphasized. The future of any organization depends on the various reports it receives. It is obvious that audited accounts which is a financial report, presents the financial health of the organization. Governments run on the basis of various reports they receive from various departments.

To ascertain its importance we can take the simple example of progress report given to every student in a school. In this every thing about the student is mentioned. We cannot avoid reports of different types in our life. Even the life history of a great man called ‘biography’ is a kind of report, but not connected with business. Here we are going to deal with reports closely connected with business.

Before giving a definition, let us gather a few more points about the distinctive features of a report.

First of all it must be aimed at specific point, in business. For e.g. Absenteeism in a factory.

It follows an established pattern

It is not written for all and sundry; it has a target audience. It should satisfy them.

Procedures regarding data collection must be followed. For. E.g. You cannot deal with secret information in the official report

It must confirm, prove or disprove its core subject and in addition it must give suggestions and solutions.

There must be a specific purpose for the report.

A report is not for the sake of Report

A report is not written just like a story or poem to express one's own ideas or feelings. Normally there should be no personal or individualistic element in a report. Of course, a report may carry some of the characteristics of the writer, in language, style and in interpretation of data. But it cannot be found with too much of writer's orientation. In this context it should be mentioned that a good report has neither favour nor prejudice. It should be absolutely impartial not only in giving the fact but also in interpreting them.

4.2 Objectives :

After going through this unit you will understand

- a) Definition of reports, business reports
- b) Different types of business reports.
- c) Classification and arrangement of information
- d) The requisites for the formation of a report
- e) Long and short reports
- f) Research report

4.3 What is a report?

There is no establishment, which does not need a report. Oral reports are not taken into account here, because we are going to study only written reports. Since it is an upward communication, it does not mean that the reporters are under the boss. Report writer may be of any rank and he or the group is the supreme authority for the report. When we say 'report' it presupposes that there is a problem, or something good or bad for study, analysis, interpretation and final actions. The report writers may not have anything to do with the implementation or the execution of the report. A reporter is a reporter, presenter only not an executor.

There have been plenty of reports on many things in Tamil Nadu. For example abolition of common entrance test, caste based reservation of seats in colleges, fee structure in self-financing colleges etc. The government has taken many crucial decisions based on them. Currently Rao report about medical education has created uproar. One advantage of commissioning a report from an outside agency is that it will speak out the truth even if it is not palatable.

There are countless enquiry reports about various things such as the conduct of workers and the boss in a factory, the functioning of various organizations, scandals about financial mismanagement etc. The most important thing in all these enquiries is that it should be impartial thorough, truthful, complete and arrive at some concrete recommendations and conclusion.

Now-a-day, it has become customary to mention the terms of reference for the enquiry commission. Some of the subjects are so vast that the enquiry commission may not have the time and may not be able to gather all relevant facts. The enquiry committee is not supposed to go beyond its mandate, the terms of reference.

Since the work of the report committee is pin pointed, it cannot overdo its job; but its expertise and experience in this field will stand in good stead in preparing an objective report.

The report makers should be well known for integrity, knowledge, experience and expertise in that field. In addition, real honesty and visible honesty, absence of prejudice, the patience to listen, absolute tolerance for opposite views, and hard work are the basic qualities

required for members of report writing committees. When a committee writes a report with qualities it will be a good report with the following qualities, logic, sequence of ideas or points, one leading to the other, truth plainness and openness.

We can tabulate the essentials of a good report as follows.

Fully fact finding

Clarity and Correct arrangement of facts

Clear enough for a layman to understand

Fully supported by documents

No twisting of facts; absolutely honest

In simple language

Cogent thinking in the order of importance

Proper weightage for various facts and priority to various topics according to the facts

Neither too brief not too long

Personal, Individual opinions to be avoided

Practical suggestions and follow up methods

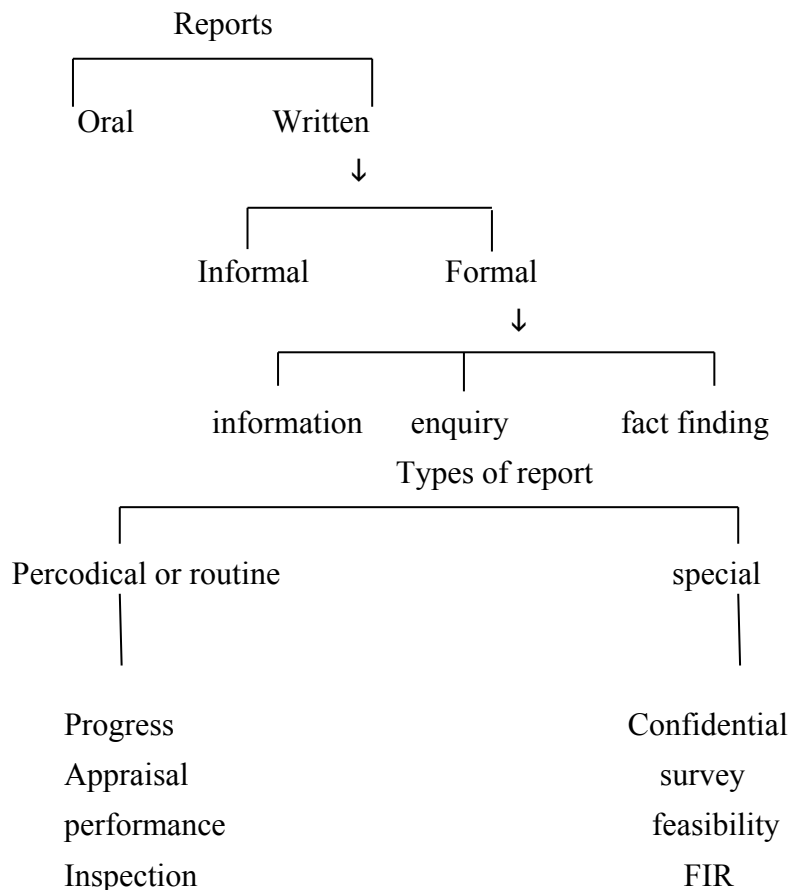
Future to be foreseen in the light of the enquiry

Absolute impartiality

4.4 Types of Reports.

Reports are of various categories. Oral report, if recorded, becomes permanent but it is time consuming for the listener. Besides there is bound to be distortion of speech recording etc.

There are other routine reports, like the officer's inspection report, weekly reports, monthly reports, annual report, etc.



time bound reports
Daily,
based

Investigations,
constitution
weekly, monthly, annual reports

Periodical Reports

Many of the periodical reports are already in the form of printed format, with yes/no questions or points to be ticked off or struck off. The information from these reports is the backbone of any organisation for example, the daily reports of monetary transactions will give the monetary position of the bank on any day. Without such a daily report no bank and function successfully.

Varieties of periodical reports

Progress reports are periodically submitted to the head quarters or chief executive. From that we can gather information regarding work completed or work remaining incomplete. In these reports dates are mentioned for various stages of progress or the delay. For any scheme or a project, there should be a progress if it is to be completed successfully. Time runover or cost runover of projects can be calculated only from this.

The periodical reports contain the following

Title of the project	-----
Work to be completed	-----
Work so far completed	-----
Remaining work	-----
Expenses so far	-----
Future expenses	-----
Is it within the budget	-----
Reasons for cost, time run over	-----
Future correction needed	-----
Final comments	-----

Signature

Inspection Reports:

Inspection reports can be classified from four points of view. The first type of inspection is to judge the working condition of equipment, materials, furniture etc. supplied by a company.

There is also inspection with regard to quality control. The company wants to improve its product for competitive sales.

Inspection by a higher officer whether work is going on correctly as scheduled. For example, school visit by District Educational officer and his inspection report.

Inspection by financial agencies

Many people and Government borrow money for specific projects. The money-lending agency inspects the projects to ascertain whether it is done properly or the money is diverted for other things, whether there is any wastage or corruption.

Laboratory reports about practicals

Students of science have to verify many scientific theories in the laboratory. The student has to choose the equipment, requisites for experiments, record the process and the result. The laboratory report about practical has a standard format.

Title of the Experiment

Date: _____ Place; _____
Time: From _____ To _____
Equipment _____ Brand _____
Other requisites _____
Statement of the problem _____
Method or steps followed _____
Readings _____
Observation _____
Result _____

Signature

Inventory Reports

In any organisation which stocks materials for sale, they take stock periodically and list the remaining stock on that date. Usually many firms do so on the 31st of March every year. The stock situation is one out of which the financial position of the company can be worked out. Besides it will give an idea of stocks moving fast and sluggish moving stocks. This will be good for future guidance. There is a standard stock verifying list for every firm.

POSTAL DEPARTMENT GODOWN TRICHY

STOCK VERIFICATION REPORT

Date: _____ Place: _____
No. of money order forms _____
No. of postcards _____
No. of postal inland covers _____
No. of foreign postal covers _____
No. of Savings Bank Applications _____
No. of Savings withdrawal forms _____
Rs.10 denomination stamps _____
Rs.5 denomination stamps _____
Rs.2 denomination stamps _____
Rs.1 denomination stamps _____
No. of Revenue stamps _____
Etc. _____ Signature _____

Formal and informal reports

Some reports although official may have the outward look and tone of informal reports although the matter is official or formal. For example a superior officer inspects a branch office. It may be classified according to the purpose, periodicity the topic of the visit etc. These reports may have the appearance of the memorandum. Its length also may vary from a few lines to many pages. They may be classified even according to the length of the report. Most of them have similar patterns and qualities.

Information Report

These two types are based on analysis, a problem investigation. In these problems the result of the analysis is the result of data collected; or facts observed in the organization. This presents the situation as it is and not as it should be. It does not contain any interpretation or

recommendation. It depends on the fact that it is exactly what the management wants. It gives only facts in a certain classification and in a certain order of arrangement. It is like a factual report of what is going on in the organization as far as a particular work or area is concerned. Sometimes they are written in a prescribed form.

Special Reports

Confidential reports fall under the category of special reports. Special performance appraisal reports also belong to this category. In this type of work, not only the person's individual personal work is assessed but also his interpersonal relations, achievements, his behavioral patterns, his dealings with his subordinates are all assessed impartially

One concrete example may be taken for this. A certain member wants to go for higher studies at his own expense. Another member also has made a similar request.

Now the manager wants to have a confidential report about these two people. Information is needed regarding the intellectual ability of these two people to go for higher studies. What is the impact on the work here, if they go on long leave? What will be the financial commitment of the Management in this regard? What will be the use of their higher qualification for the management? Will they come back to serve here or will they go to new pastures for higher salary or status? Should there be an execution of any agreement or bond before going to foreign countries for higher studies. If the subject he is going to study useful for this management?

4.5 First information report (FIR)

Whenever there is an accident, natural disaster, like fire, earthquake in an organisation, broad report must be prepared giving a survey of the damage to property etc. The person in charge of the place at that time has the prime duty to report immediately to the authorities concerned. This may be oral statement on the spot and later on it is committed to writing.

The first information report has a crucial role to play in later enquires. In many cases of claims for damage, the first information is the starting point and important document in a court of law here also we have to distinguish between this first information and F.I.R filed in a police station.

In the language of the police department F.I.R means the complaint made by a complainant regarding any crime, particularly those in which he is the affected party. In the parlance of the police department First information is the starting point for the police to act against crimes in the place. It is the document based on which investigation is carried on, case is filed, enquiry is conducted and punishment is given and executed.

Investigation reports

The results of a college in the university examination may go down all of a sudden, in spite of the claim by the students that they did very well. The management feels that this will bring down the good name of the college and this inturn will affect the future admission of the college. Investigation is ordered. This investigation will look into the following points.

A comparative study of the marks received by the students in this paper and other papers.

Their performance in the previous semesters.

A study of the question paper.

The difficulty level of the question.

Method of valuation.

Conclusion.

This investigation report will form the basis for future action, teaching of that subject. The opinion of the particular teacher who handled the subject also counts in this investigation. In addition to this the opinion of the students also should be taken into consideration. The

investigation is not simply to find out truth. Remedies must be suggested and short range and long range solutions also are required.

Feasibility Report

Whenever there is a plan to start a new venture, with a big outlay, the organisation spends quite a lot of money in preparing feasibility report. Every day newspapers carry reports of feasibility for example: Is metro rail necessary for Chennai? If so what type is needed? What is

its essential feature's? What is the budgetary provision? What are the sources of money? Who is to execute it and how? Is it by the government or a private company or a joint venture? Duration of building it up? Time for repayment etc.

Many feasibility reports have been written about improving a road and rail system in India. Now-a-days, they speak of dedicated railway corridors for freight alone. Before spending any money on airport expansion, feasibility report is made on the basis of many questions such as the number of flights per day, the type of aeroplanes, the number of passengers etc.

In all these feasibility reports there will be a study on the facilities available now and the facilities to be created. The most common factor in all these feasible reports is the current facility, its defects, electricity supply, and natural environment inherent defects etc. security, future growth etc.

Annual Confidential Reports

We have already seen confidential reports connected with a particular occasion, scheme, or plan. In any big organization, there is a file about every work, in which the annual record of his work, merits and defects and success, failures are written down by his superiors. This is normally an annual affair but sometimes owing to exigencies, this may be increased to thrice a year or once in two years.

This is just an evaluation of the worker, as a person, as an employee, as one among the group, his relations with the employers. These assessments are useful to give rewards, certificates, promotion etc. It is very difficult to quantify many things in the report for example efficiency, love for work, love for coworkers, his patience, anger etc.

This report is highly subjective. Some organizations give a detailed list of qualities to be ticked off. But here there is one danger. Mere ticking off is not enough. A more detailed description may become necessary for certain matters. It is better to provide the officer with a check list and a framework of relevant materials. These confidential writing officers should give a very comprehensive questionnaire, which will make their work easy.

Various styles of presentation for various reports.

A report may be prepared by a single person or a committee. According to this, the presentation of the report will differ for various reasons such as collecting information, collecting data first hand, collecting secondary data etc. If only one individual is involved it may be written in the form of a letter. But a committee has to submit it in a different format. There may be one major difference between the committee report and the individual report. The committee report is normally formal and highly objective and in a particular format. However the individual's report will be more personal, with a touch of subjectivity.

4.6 Committee reports:

The chairman of the committee is responsible for preparing the report. Normally the chairman divides the work into various assignments and gives it to the care of individual members of the committee. They sit together, discuss each one's allotted work and then include it in the report. All the members of the committee sign the report; but the chairman alone signs

the covering letter. The report is typed only on one side of the white paper with margin on all four sides. All the pages are serially numbered.

Various sections of the committee report

i) The covering letter: This is typed on the letterhead of the organization and addressed to the appointing authority. The date of submission is also typed. The chairman alone signs it. It states the work assigned, gives the list of other members. The letter ends courteously, offering further help in this matter, if required

(a) Title Page Report of committee on the damage by floods in the Cauvery Delta area

(b) The period of the committee 1st January 2005 to 31st March 2005

The title occupies one third of the sheet.

Names of Members

- | | |
|-------------|------------------|
| 1) N. Ramki | Chairman |
| 2) B. Raja | Deputy Chairman |
| 3) S Kirthi | Secretary |
| 4) L. Slow | Deputy Secretary |
| 5) S. Rani | Members |
| 6) Y Yaksh | Member |

c) The month and the year of the report may be included in the title page, right at the bottom of the sheet

d) Table of content: The contents are listed with their page number

e) Acknowledgement: This contains the names of the persons who helped to prepare this report. It thanks them for their cooperation. A sense of gratitude is pervading in this page.

f) The Report: It consists of four parts and is written in the report format and forms the main body.

g) Signature, place and date:

h) Appendix:

i) Bibliography: This contains a list of books used for reference while preparing this report. Bibliography will be useful for further study.

Now we go back to the report

It is not strict that all the subdivisions mentioned above should be found in the report.

All committee reports should be impersonal. The words 'we' 'our' should be avoided. Instead, the word 'committee' should be repeatedly used. There must be frequent use of passive voice. The title should be clear enough to indicate the problem, the location, the time or period of the problem.

For example Report of the committee appointed to study the problem of many failures. In commerce in X College in May 1999 Examination.

J) Terms of Reference

This part deals with who appointed the committee, when it was appointed, list of members, the work allotted to it, tenure of the committee, whether it is authorized to make recommendations.

K) Procedure:

The committee's activities should be recorded. The date and number of meetings, who were the people interviewed by them, the records scrutinized by them etc. should be listed.

L) Findings:

The truths that were unearthed by the committee during the investigation.

M) Recommendations:

These are suggestions given to the appointing authority. These suggestions should help to solve the problem.

N) Signature, place and date

Individual Report:

If the individual report is short it may be written like a letter. But if it is long it should be in the style of the standard format with minor changes. For example. It need not have a covering letter if it is in the letterform but if it is long, covering letter becomes necessary.

It should have different paragraphs

Title should be brief and to the point

It may be written as the subject

Subjects decline in deposits in S.B bank

Terms of reference should be found in the opening lines.

The procedure is mentioned.

The findings are noted down. They are numbered.

Suggestions and recommendations.

In the last paragraph, thanks are given to people who helped in this.

Check your progress

Bring out the importance of report .

What do you understand by reports?

Tabulation of the essentials of a good report.

Varieties of reports.

Feasibility report. Give a detailed example.

4.7 RESEARCH REPORT

In the academic and scientific world, many researches are conducted on specific topics or themes. All these researches are preserved in the form of reports. It is not enough to be good at research only you must be equally talented enough to record the research in a standard form to make it useful for generation. The format of a research report is as follows:

Cover

Frontispiece

Title page

Copyright note

Forwarding letter

Preface

Acknowledgements

Table of contents

List of illustration

Abstract of summary

Introduction

Discussion of the problem/Description

Conclusions-findings

Recommendation

Appendix

List of references

Bibliography

Glossary

Index.

All research reports need not contain all the above points not exactly in the same order. In very short researches, there is no need even for the title page.

Only very long research reports, like a thesis, should contain the above points. The best criterion for including some point is to judge its usefulness in the context of the whole report. In fact, unimportant points are to be excluded so that the report is not bulky or too voluminous which may discourage going through it fully and thoroughly.

The cover:

The cover page gives you the first impression. Hence, it should contain the barest minimum of important information. If the cover page is crowded it will present an ugly exterior look. In that case, the reader's attraction will be pulled away from the main theme.

Frontispiece

This is found in we bound research reports. It is a kind of window display of what is found inside. It should ignite the interest of the reader. Very often, photograph; drawings related to the topic photos, maps, drawings and sketches act as the frontispiece.

Title page

This is the first page on the right-hand side. It may contain the following information as well.

Sub title

Name of the author

The authority for whom the report is written

Project number, if any

Approvals

Distribution list

Sometimes, there may be the need that your report is to be approved or passed by a higher official. You have to mention his name and designation. If your report is meant for many others, you have to mention that copies are marked for them. In many government orders you will see a column 'copy to' and the designation of officers will be mentioned in it. The distribution list gives a far-reaching effect to the report and the importance, and effect of the report can be guessed from it. Besides if a mistake is done in the distribution of the report, it has a permanent negative damaging effect on the organisation and the purpose of preparing the research report will be lost. Therefore due importance is to be given for the proper distribution of the research report.

We can take a concrete example. For example, we can take a research report committee by the agriculture department on the good or bad effect of a new chemical fertilizer, which has, become very popular with the farmers. It so happens that the seeds coming from the plant nurtured by the new fertilizer do not germinate. It is one time seed only, as it happened in the case of Bt cotton. Now a research programme is sanctioned to find out the cause of it and suggest some remedies for it. After the research is over, the results should be communicated to all the agricultural extension centers. This is what that helps lab to land programme. In such a

research report, all the offices that receive it should be marked and it should permeate and percolate to the last farmer through the agricultural extension officers.

Forwarding letter:

In the beginning of the research report, the report writer should write in order to attract the reader towards his topic. This kind of rapport between the two is most essential if any work is to succeed. Normally certain controversial matter or topics alone are researched. In that case one who receives your report may have a set of prejudices, just the opposite of your point of research. For example take the topic of research “Are biochemical manures good or bad for rice, banana... cultivation”

With their previous experience, some officers and agriculturists may have a prejudiced view based on their experience. Thus the research report writer has on himself the onus of eradicating the prejudice.

In this foreword points out the difficulties of undertaking his research.

The preface introduces the report and out it is written by an outsider, normally a great expert in that field. Acknowledgements to those who helped you in preparing this report are a ‘must’. The table of contents is essential for any fairly long reports. It will give a panoramic picture of the whole problem and the project report or it may give a bird’s eye view of the entire gamut of the problem. In fact a good table of contents is normally a sure indicator of what is to be found inside. The matter inside can be summarized into headings or sub headings which touch upon the central theme.

Physical format of the table of contents is also very important.

“Margins of 1.5” “on the left and 1” on all the other sides is an important thing.

‘Table of contents’ must be written in the centre of the Top.

The first heading must be typed 4 spaces below

Two spaces should be left between the headings and one space between the sub headings.

4.8 ABSTRACT AND SUMMARY - Two different things

Many think that these two are almost synonyms. In any research report these two are found to guide the reader. Abstract gives the gist of the problems that need a close study and deep research. A summary gives the gist of the work done regarding the problem.

This is also called synopsis of the research. Now-a-days, universities insist on submitting a synopsis before starting the thesis (report and an abstract before submitting the thesis.) This, itself clearly illustrates that. Abstract, and synopsis are two different things.

The abstract is a concentrated form of the thesis or report. Everything is given in a most condensed form without any illustration or lengthy proof.

4.9 The Body of Research Report

The body of research report is very important. In this mention should be made of where you start, the previous state of the topic of research, your personal research, your fresh contribution, any new invention or discovery and also the future course to be followed.

To put it briefly

Introduction

The problem in brief - its origin - previous works by others – your aim/target – limitations – Physical area of research (if any), primary and secondary data - method of collecting and data - (If it is a commissioned research) - Terms of reference - the materials gathered - their organisation-any special definition, symbols.

Discussion/Description

This occupies the maximum number of pages. If there is any diagram, illustration, tabular columns, pictures, all of them must be numbered and titled.

The topic should be subdivided according to necessity. Inference can be made from the available data, however you have to adduce reasons for it. If the topic permits it, your statement can be put to statistical test and from that, statistically accurate result or conclusion can be given. But you have to wary of one common temptation. You cannot and should not tamper with the data in order to fit in your preconceived notion or the desired result. It is just like starting from the answer to the question in attempting to solve mathematical problems.

Findings:

In any research report, the findings are the plain and straight forward statement of facts as you have observed and gathered. Except in science, when you deal with sociological, human based research, there is very serious danger of personal preference and prejudices trying to distort the view while trying to arrive at conclusions. As already pointed out a glass with 50% water in it can be called, half-empty or half-full. It depends on your personal view, psychological make up and individual character. A true research report even about sociological, art topics, should adopt scientific methods of investigation and analysis.

Recommendations:

Normally commissioned research reports should mention the term of reference. According to the term of reference, the recommendations should be made. A research report must have recommendations, which are within the capacity of the commissioning authority. If there is no specific reference about recommendations, you can make suggestions, optionally; sometimes your recommendations may run counter to the general tone and details of your investigation. As already pointed out, no recommendation should be based on your personal likes and dislike.

Where there is a partisan topic, the investigator is normally a neutral person. However the committee members may have varied views and these should be codified properly.

Appendix.

This means what is added on. All and sundry matters cannot be added as appendix. Relevant matters for and against the topic of investigation may be added to the research report. For example: a very important interview regarding the research topic may be added as appendix, fully or partly according to its necessity for the research. They also add Questionnaires, pictures, specimens, some correspondence etc to the appendix.

References:

As you go on writing the report any quotation, expressed by persons or found in books is added within the text of the report either to prove your point or disprove the opposite point of view. They must be given in the alphabetical order at the end of the report or may be given as footnote on pages. Either a serial number is given to it or an asterisk mark will point it out with the corresponding number in the footnote.

Bibliography

All the books you consulted to write this report must be tabulated both published and unpublished works. It is different from reference. The entries should be in the alphabetical order. This may be prepared partly before the report, partly during the writing of the report or after completing the report. Sometimes specific page numbers even may be mentioned.

It is possible to recommend works for further study and books relevant and useful for that may be cited.

Language

First of all the language of the report depends on the audience or beneficiaries or for whom it is meant. For example if it is a report about an engineering problem or topic meant for engineers, then language of engineering and connected technical terms can be freely used. On the other hand, even if the topic is an engineering topic, if it is meant for the common worker, then technical terms, engineering vocabulary should be carefully avoided.

In short, it is a safer rule that except for highly technical topic and technician audience, the language should be as simple as possible, particularly if the audience is the common man. Suppose, there is an important report about elections, it is meant for every citizen of the land and therefore it must be a common man's language.

Very short reports circulated within a small group should have free use of pronouns like I, you, we etc. Besides the topic is well known and the audience is well known and a touch of familiarity and friendship will go a long way in building up the required change or reform.

But normally the impersonal style is used when the report is meant for the higher ups in the hierarchy of management. As we have already seen bombastic words, high sounding vocabulary, archaic use of words or too modern phraseology, should be avoided. For example instead of putting the date as 15th of March, you should not write 'The ides of March'

<u>High Sounding</u>	<u>Normal Vocabulary</u>
Nomenclature, appellation	name
Irascible	angry
Ostentatious	showy
Nocturnal	nightly
Quotidian	daily
Abnoxious	poisonous, harmful

Successful language in presenting a report is half the success of the report. There are two advantages in this, one it will be understood by the target audience easily and also, there will be also an attraction towards it and it will spread to other areas quickly. For example Kothari Commission report on education has become a monumental task, which created quite a few changes in the academic scenario of the land. Now knowledge commission report is being thrown about for its one sided view of upgrading the elite only without much care for the downtrodden.

4.10 Short reports

For many short reports there are standardized proforma which can give a quick report about the topic of discussion. There are occasions when the occasion demands it. Short reports are preferred for the following reasons.

- a) The organization under investigation is rather too small. Hence the report itself has to be short for obvious reasons.
- b) The topic of the report cannot be treated in a long report. For example: Electricity failure in the factory on 10/12/07
- c) The time limit at disposal is very short. Hence short length becomes more a compulsion than choice For ex: submit a report about loss in production on 11/12/07 before 5 pm on 12/12/07.
- d) For quick results short reports become necessary
- e) Short reports very often form the basis for exhaustive reports at a later date when the problem becomes acute and widespread.
- f) Short reports need not be looked down for their brevity. In fact short reports are more difficult to prepare than longer reports.

- g) Since short reports need just one or two persons, it is easier to form and less expensive.
- h) Sometimes longer reports suffer from very divergent views on crucial matters and sometimes the dissent note may spoil the very purpose and tone of the report.
- i) Unless the term of reference is adhered to, the longer reports will suffer from the defect of being off the tangent and also beating about the bush. In shorter reports, the central theme is always on focus and hence there is no danger of dilution of the theme.
- j) "Too many cooks spoil the broth" is a proverb which can be aptly applied to longer reports which are prepared with a lot of din and fanfare. The shorter reports do not suffer from this defect.
- k) The distinguishing and distinct personality of the short report writer will be revealed in it where as in the longer the personality of the report writers can not be easily seen.
- l) Since short reports deal with only one point or theme, the conclusions are more reliable and practical than what is found in the longer reports.

A model short report

In a short report introduction does not take more than a few sentences. In fact as in epic poems the topic starts immediately after a few lines. Since the report is a short one, both in time and content, this technique has to be adopted.

- a) A report is commandeered by Silver & Co, bus operations
- b) The topic is the cause of frequent accidents involving their buses and the relevant remedies
- c) Mr. Ling, former General Manager of the company is the investigator.
- d) Time limit: Three days (20,21,22 Nov. 2007)

Introduction

Not a day passes without road accidents in Tamil Nadu, and these cause damages to human beings, lives, bus, other properties. It is noted with concern that certain areas are more prone to accidents than others. Besides, some types of buses are more involved in accidents therefore the necessity arises to make a study of it and arrive at useful conclusions and suggestions.

Theme

The theme of the report is to study accidents involving Ding Dong buses from 1.1.97 to 1.12.97.

Aim

The aim is to find out the reasons and suggest remedies.

Methods adopted.

I called for an interview of all the drivers involved in those accidents and some of the passengers who were in the buses at the time of the accidents.

Besides I called the maintenance mechanics of the company and questioned them.

Thirdly I visited the sites of accidents to make a study of the road and safety procedures.

Explanation

In the interview, all the drivers maintain that the brake system in those buses is defective. It seems they have mentioned this to the management. They also mentioned that brake oil is not maintained properly. Only one driver accepted to have over speeded. Others denied it.

The passengers put the blame on the drivers and over crowding.

The motor mechanics maintained that there was shortage of hands for maintenance. I myself drove the buses, and visited the accident spots.

Conclusions

Brake system is defective
Maintenance staff is inadequate.
Lighting should be improved on the road
Overcrowding is another cause.

Recommendation

Brake system is to be altered.
Maintenance staff should be doubled
Road lighting should be improved
Overcrowding should be punished

Types of letters

Circular and sales letters

Any organisation which has workers or members or customers is bound to have the necessity of sending circulars to all of them, regularly, periodically and on important occasion.

Even to maintain regular work in an establishment circulars become essential. The work 'circular' itself is derived from the word 'circle' and circular means to go round. Thus the purpose of a circular is defined by the word itself. Customers or members have to be informed of certain development affecting their welfare positively or negatively; especially matters regarding financial matters.

Let us take for example the circular to be sent by a bank informing its clients the opening of a new branch.

Opening of a new branch of xy bank Trichy 10

Your continued support to our bank has been overwhelming. When Gandhi street branch of our x y bank was started in 2000, there were hardly a hundred clients. In due course, the customer strength increased heavily because of the efficient service of our bank and now it has touched a few thousands. Considering the difficulties of our clients in spending time because of overcrowding in a small branch, the Board of Directors have decided to open a new bank on our x y bank, on 12/12/07 at 11, 8th cross Road, Old Market, Trichy-620 010.

We are immensely happy to announce this and welcome you to make use of this new facility. We have decided to transfer all accounts started after 1.1.96 to this bank. If you find this inconvenient you send a note to us and you can bank with the old branch.

For your convenience and comfort this new branch is fully air-conditioned and fully computerized. We are sure that your continued support will make us grow rapidly. Service is our duty and we are ready to do from 12/12/07 in the new branch

Note; this branch will be open on Sundays also.

Chief Manager.

Trip Reports

Supervisory officers visit all the branches of the factory or the company periodically or whenever necessary. This is not a travelogue. These reports narrate what the travelling officer saw during his trip. He might have achieved something important in his trip. The travelling officer makes use of the direct approach.

In the trip reports, the official should mention the following

- a) Date & time of the visit
- b) The purpose of the visit

- c) Woks inspected
- d) Works completed
- e) Works in progress
- f) Any change in operation
- g) Any interaction with the staff
- h) Anything important from the staff
- i) Personal estimate of things going on
- j) Conclusion and recommendations

Although there is a desire to organize report most writers prefer the following model:

Location, reason for the trip, time and dates of the trip, people accompanying him, brief evaluation and report, findings and recommendations.

Investigative reports

There are various types of investigation reports, investigation of person for any wrong done by individuals. Also there is another type of investigative report regarding untoward incidents, accidents, natural disasters, below par achievement, breaking of rules or contract, etc.

For example: A company has bought 100 computers from a company for half the normal price. The management is happy about the deal but later on there is a complaint that they are all substandard. Now an investigating officer is appointed.

He has to follow the following procedures.

1. Systematic study of the computer system.
2. The paraphernalia, value added systems to a computer
3. The price level of all the computers in the market
4. The state of the 100 computers
5. Defects in the purchased computers
6. Functioning of 100 computers
7. Any possibility of corruption in the deal
8. Findings
9. Suggestions and recommendations

One important point has to be noted in all the reports. Many things in the report should be written with the audience in your mind. All reports clearly indicate for whom it should be written. Especially in a country like India, the intellectual attainment of the audience varies very much depending on the state, caste and status of the people.

If one or two reports are exclusively meant for the boss, then you have to make an approach. If it is meant for menial workers, then you have to follow a different approach. Normally the audience can be divided into the following categories.

Single, individual boss, board of Directors, Branch Executive

Class I officers Superior or inferior

Class II & subordinate employees

To other organization, to other Branches

Regular clients

Member of the public

If the audience is an assorted group, then you have to be very careful in your language and the material of the report. If the audience is a trained group then you can use technical terms. The best via media is to write it as simple as possible.

The effect of a report is measured in terms of the reaction and the result it produces. What is called vicarious experience should be practiced here. This means that you place yourself in the place of the receivers and experience the same feelings and reactions as they are bound to have. This is indeed a difficult task and needs lot of patience. It may be necessary to alter the shape of the reports according to the receivers capability

Collecting Data:

There are various methods of collecting data. Data form the backbone of any research, thesis or report Data can be divided into primary data and secondary data. In this kind of report principal position is taken by the data. In fact if something goes wrong in the data, the whole report will go wrong

Various ways of collecting data

Broad divisions: primary data, secondary data

Primary Data

Going to the spot and collecting data

Interviews with the relevant people

Data collected from schedules or questionnaires

Data collected from official Sources

In financial matters, data Is collected from Accounts books, ledgers, receipts, vouchers etc

Data collected from clients about the performance of some gadgets

Data collected from your notes of the previous year

Telephonic interview helpful for Data

Secondary Data

Books published on this topic

Your own office records of the past.

Library visit yielding necessary data

Data found in similar report

If the matter is a secret, very confidential matters from confidential reports

Internet/e. mail.

A few guidelines for collecting data

First of all any investigator should approach the problem without any personal prejudice and likes and dislikes. Similarly you should not rely too much on any source putting your blind faith in it. There is strong and bad tendency to suit facts and mistakes to our taste.

Answer the following Questions:

- 1) Define report in general
- 2) What are essential characteristics of a report?
- 3) What are the different types of reports?
Write a brief note on each of them.
- 4) Explain the following.
Laboratory Report
First Information Report
Feasibility Report
- 5) Give a concrete example of Confidential Report
- 6) What is meant by Terms of Reference? Give three examples

- 7) Distinguish between Abstract and Summary. Give a concrete example
- 8) What is Feasibility Report? Imagine that you are asked to prepare a Feasibility Report for a 3 Star Hotel Project in your town. Prepare the Feasibility Report
- 9) Describe the different types of data and methods of collecting data
- 10) The importance of 'You' in business reports

Unit – V

Meetings, Seminars and conferences

- 5.1 Introduction
- 5.2 Objectives
- 5.3 Meetings
- 5.4 Preparing the agenda / Procedures
- 5.5 Minutes and Resolutions
- 5.6 Physical arrangements
- 5.7 Seminars and conferences
- 5.8 Panel discussion
- 5.9 How to conduct seminars
- 5.10 A model of a seminar / Conference

Check your Progress

- 5.11 Regulating speech
- 5.12 Group discussion
- 5.13 Group Leaders
- 5.14 Physical barriers
- 5.15 Conflict and Negotiations

Check Your Progress

- 5.16 Summary

5.1 Introduction

Modern methods of management and production, marketing and sales differ widely from the orthodox, feudalistic methods of master – servant relationship. In fact this ultra modern concept of considering the worker as partner in business build up has worked wonders in some industries in countries like Korea and Japan. Such countries have taken giant leap forward in their industrial progress. I was really surprised when I heard from my friend that he saw workers comparing with one another to go to work in the factory in South Korea.

Any organisation has many people and many departments.

Their success depends on their coordination and absolute dedication. Even if everyone does his work perfectly, this does not guarantee any success. Only when there is coordination, it will lead to grand success. Coordination starts with the right group communication.

Another name for group communication is meetings, seminars, conferences, conventions and group discussions.

Already it is our common experience that in certain organizations, there is daily meeting. Hence we should know to participate effectively in meetings.

As the number of persons increases, there is the need for introduce and practise skills in the art of communicating our ideas. In any group communication the two most important skills are speaking and listening.

In addition to the above things there are many things like physical arrangements, agenda, procedures, minutes, resolutions etc. In any seminar, conference or convention, group discussion plays a vital role for their success.

5.2 Objectives

After going through this unit you should be able to understand

- a) Meetings and their purpose
- b) How to conduct meetings
- c) Seminars
- d) Conferences
- e) How to conduct seminars and conference
- f) How to regulate speech
- g) Group discussion / Group dynamics
- h) Problem solving
- i) Conflict / Negotiation

5.3 Meetings:

Meeting in the business sense means that starting from two persons, many more come together to discuss a point in business. It may be a committee meeting, meeting of the board of directors, cabinet meetings, sectional head meetings. Here we speak only of meetings with a business purpose. Hence the discussion or the points are all directed towards a particular end. When this is achieved, it is a successful meeting.

The purpose for such meetings is varied

- a. To give and get new ideas
- b. To overcome a labour problem
- c. To discuss the state of business
- d. To suggest improvements
- e. To instruct something new to a group
- f. To inform members policy change
- g. To resolve quarrels, misunder-standings
- h. Power sharing
- i. To get feedback from workers through supervisor

Person to person interaction is not enough. The success of the meeting is measured from how mach decision is put to use later on. Any good meeting creates space for downward upward and lateral communication. A specialist may offer his expertise to the common man. In many organisations, there is a constitution, which stipulates certain external and internal regulations for a meeting. Some of the rules may be very stiff but they have to be followed. Otherwise, the meeting and the decisions taken can be nullified or challenged by a member.

5.4 Agenda

The agenda for this meeting, and the minutes of the previous meeting should be circulated well in advance. For routine meetings, special invitations are not needed. However for specific special meetings or extraordinary meetings, the agenda and invitation are absolutely necessary.

Preparation of the agenda precedes preparing notice for meetings. Agenda is defined thus. "It is an official list of items of business to be transacted at a specific meeting". This is the way to conduct proper meeting. It minimizes irrelevant discussion, and maintains continuity in the proceeding.

Since every member knows the business to be transacted, they will come prepared for the meeting. The agenda helps the Chairman to control the meeting. The agenda is given in order of merit, importance and urgency. In every meeting, there should be confirmation of the minutes of the previous meeting. The last point should be "any other matter permitted by the chair".

The agenda may be prepared on the following basis.

- i) Minutes of the previous meeting
- ii) Guidelines from the chairman
- iii) Suggestions from members
- iv) Action taken
- v) Correspondence on the subject

Standard items for Agenda:

In every annual general body meeting the following items appear.

Public Limited company Club or association

Director's Report	Secretary is report
Annual report	Annual Accounts
Auditor's report	Appointment of auditors
Appointment of Auditors	Subscription
Declaration of dividend	Election of office bearers
Election of Directors	

5.5 Minutes & Resolutions

It is the official record of business transacted and decisions taken in the last meeting. It is legally required since many litigations are resolved on the basis of the minutes. Since it is signed by the chairman, it has got an official flavour.

The style of the minutes should be objective and impersonal. It should be true and matter of fact a calm, brief and to the point. It should be prepared with great care.

Minutes are written exactly in the order the agenda is given. Sometimes, out of necessity or for lack of time, the agenda may be changed or the order of the agenda may be changed.

Resolutions:

Important resolutions are taken in the meeting and it should be recorded in the order it is taken. The proposer, the seconded should be mentioned. If there is voting on any resolution, votes also have to be mentioned.

Minutes should contain the following:

Name of the organisation.

Date, time, venue of the meeting.

Number to the meeting.

Name of the chairman and the secretary

Members present

Members absent

Special invitees

Record of transactions

Signature – Chairman | secretary

Practical Hints;

As the discussions go on,

- I. Record or summarize the entire proceedings
- II. Record the names of all speakers.
- III. Decisions should be separated from any other suggestions
- IV. Dates, Numbers to be mentioned.

Chairmanship

Chairing a meeting requires tact, patience, sense of humor and thorough knowledge of human behaviour to make them discuss rightly. The Chairman should conduct the meeting in such a way that others reach his point of view automatically. Starting the meeting right in time is very necessary to prove your seriousness. If there is no punctuality, the meeting will appear to be informal.

Although there is the agenda the chairman should highlight the important point in the agenda of the meeting. Your introduction itself should clinch the issue.

How to conduct meetings:

As the discussion goes on, you have to use your ingenuity to make all members take part in the discussion. Now and then there may be long silence. The chairman should break the ice and restart the discussion. You may ask for comments and opinions regarding some new point mentioned by the members. Equal opportunity should be provided to all. Even if you disagree do not openly disagree. The dictum “We agree to disagree” should be applied in many places. Summarizing the proceedings now and then is good.

There may be problems about problem - participants, the commentator, the monopolizer and the reticent. The commentator, with his aside comments, can distract and split the group. Abrupt interruptions will channelize the discussion. Then the commentator will be badly caught on the wrong foot. Too much of talking in a meeting will spoil the whole direction of the proceedings. Interruption and polite comment will do the trick. On the opposite side there may be dumb creatures unwilling to talk. Their silence at times may be dangerous in the long run because we do not know what he is going to support or reject. Their silence cannot be ignored. You should try to draw them out from their secluded nutshell. It may happen that the silent man considers others useless, wasteful chatter boxes.

If an inconvenient question is targeted at you, either you face it boldly or deflect it in such away as to reach another person. Even if a provocative, unanswerable question is aimed at you, you can tactfully tackle it? It is a good question we shall take it up in the end.

Towards the end of the meeting, you have to show your authority and summarize the decisions briskly and briefly. The final conclusion will reveal the success of the meeting.

The Chairman’s function can be summarized.

- i) Planning the meeting, making arrangements.
- ii) Initiate discussion, direct and control the situation
- iii) Help in arriving at conclusion.
- iv) Formulating panel for implementation.

Participant’s behaviour

You may be a chairman in one meeting. In another meeting you may be a participant. Thus we have many roles to play. The participant’s role is very important for the success of a

meeting. Before the meeting every one should go through the problem or agenda. All though you may have your opinion, it is better that it gets polished in due course. Others points of view should be given equal importance. Only if you are good listeners you can read the minds of others. Even if you do not like the person, you must give due weight to his views.

Maintaining decorum and discipline in a meeting is everybody's business. It is better to follow turns. There is no question of personal reference. Unnecessary controversies have to be avoided. Discussion will always end up with good result. Wisdom emerges when opinions clash.

It is better to take down short notes of the proceedings. This will help you to remember these points.

- i) Pertinent materials must be kept
- ii) Write legibly
- iii) Change the wording if necessary
- iv) Omit irrelevant information.

5.6 Physical arrangements

We have already seen that physical closeness has its own advantage. The best seating arrangement is a round table. Where it is not possible we should make use of other types of seating accommodation.

In the other types of seating arrangements you must make people sit according to their value or according to their relationship with the chairman. When there is the necessity to allow outsiders for the sake of business they should be given a place near the chairman.

Sitting sufficiently close to each other develops the necessary feeling of friendship. Then interaction and result become quite easy. Similarly supply of essentials like water, tea must be arranged.

The guidelines for a successful meeting:

- i) A detailed agenda.
- ii) Convenient room with seating arrangements.
- iii) Timing is very important
- iv) Set time limit for each point
- v) Set out a clear objective
- vi) Close the meeting on a pleasant note

Pattern of communication in organisation

In these modern days, effective and fast communication is half the secret of success. Enlightened managements realize that communication is essentially interactive in nature, demanding the interchange of roles of the sender and receiver and therefore lay emphasis on upward communication. These functions are as follows.

Internal:

To generate and disseminate information

To direct and instruct employees

To maintain and improve morale

To cultivate a sense of belonging

External

To sell and obtain goods and services

To liase with other organisations

To create good will

Within the organisation members need the following type of information. Information of immediate concern such as working procedure, skill for the job, method of training available for advancement.

Working environment related information such as rules for safety, facilities for clubs, societies, union, canteen etc.

Information about personal benefits such as pay and allowances, health, insurance, holidays etc.

Information about the organisation as a whole work in other departments and other sections, dependence on other departments.

On many such matters the management may have exclusive meeting with other managers, or they may have a joint meeting with workers. Joint meeting with the workers is the modern panacea for all industrial and labour front.

The managements of 'The Hindu' and TVS have never had labour unrest because of their relationship with the workers with whom the management has frequent meetings.

Meeting with the workers:

We have already seen the characteristics of 'Board of Directors' Meeting. Now we shall see the inner contours of meeting with the labourers.

No master- servant relationship:

It is true that the proprietor is the master and the worker is the servant. Yes, he is the servant but not at all a servitor. The highhanded attitude of the master will be detrimental to the welfare of both. Whenever there is a meeting between the masters and the workers it should be highly democratic, with no trace of the pay-master attitude and the paid servant attitude. Every thing is done on equal footing.

Parleys

These meetings are aimed at working out a viable solution for the aggrieved under dog. The grievance of the aggrieved should be looked into with all sympathy. The aim of such meetings is to find out the golden mean between two extremes.

Now-a-days the governments act as the intermediary between warring factions.

A few models

There are a few guidelines and models for writing the minutes of a meeting.

Model I

Meeting of the Board of Directors

Organisation : Glossy Glass Company
Date : 1-12-05, 10 A.M.
Place : Central office, Mumbai
Members present
Mr. Chari - Chairman
Mr. Das - Vice Chairman
Miss. Guru - Managing Director
Mr. Sen. - Dy. managing director
Mr. Tony - Secretary.

Special invitee: Mr. Sax-Scientist

The main agenda; unbreakable glass.

Minutes

- I) The chairman of Glossy Glass Company explained to the members the new invention of non breakable glass. He raised two questions should we manufacture it? Yes or No give reasons.
- II) There was unanimity that we should not produce it. If such a glass is produced, our business will shrink.
- III) The vice chairman asked the scientist to explain this invention. He gave a good explanation.
- IV) The chairman argued that we would be trailing behind other companies
- V) Since it is non-breakable glass, mini size glass for children to protect them from injuries. For adults we shall make the conventional glass.
- VI) The situation will be revived after one year.

5.7 Seminars and conferences

The expression seminar or conference is very often heard in academic circles. Now days it has become a daily affair in the word of professions and business. In this busy world of action and business there is the need for maximum utilization of available materials. Deep thinking and planning by a group is considered essential for growth.

Such group meetings are given different names according to the purpose and participation. They are called, seminar, symposium, panel discussion conference and convention. Among these seminars and conferences are the most important and they including within themselves all other varieties.

A SEMINAR is the discussion in a small group in which the result of original research or advanced study is presented through oral or written reports. It may also be organized for cross-fertilization of ideas. Generally one person presents a paper incorporating his findings and ideas and there is a serious discussion on that paper. All the members in the seminar are knowledgeable and well qualified people. Each one looks at the topic from his own point of view and judges it on that basis. If there is any doubt specific questions are put. The aim of the seminar is to propagate new ideas, share knowledge with others and get the well-considered opinion of others. In the university circles, seminar has a slightly different meaning. It is a discussion under the watchful eye of a tutor.

A symposium is a small group of experts who discuss different aspects of a problem for the benefit of the audience. Everyone is given a specific time. Normally symposium is formal. Because of audience participation there is an element of surprise and spontaneity.

5.8 Panel discussion;

Each member speaks on the announced topic, which is worded as a question. Panelists are small in number and all of them are experts in their field. There is a direct meeting between panelists and there is questioning, counter questioning, and interchange or exchange of ideas. It can be called a cooperative collective thinking. At the end, the audience may put questions to the panelists. The panel discussion is most-suited to T.V audience. During elections, a panel discussion group discusses the party's success or failure; the percentage of vote, the reason for shift in voting pattern, probable ministry.

The next type of meeting is conference. This word comes from the word 'confer' which means to consult with people of similar ideas. The discussion usually results in suggestions and recommendation on the central theme of the conference. The participants and the reach of the subject are wide. A big topic is subdivided and each topic is given to every group for group discussion. All group discussions will take place at the same time. Wide range of activities is carried on in a conference.

For conference delegates register their names. Therefore it becomes a closed group. Others may attend it as guest or observer.

A convention is a fellowship meeting of a closed group or fraternity. It is more serious than a conference and only matters of professional interest are discussed. This is applicable to professional gatherings by companies, societies, associations, or members of a political party.

5.9 Conducting Seminars

Plan

Detailed plans should be made for organizing a seminar. But before that seminar should have an arresting title of common interest. There must be one important speaker followed by other speakers. First formulate the theme, the lead speaker and identify the speakers. Next the venue, time and date must be fixed. If there is more than one session, there must be a chairman for each.

The seminar programme should be circulated to all participants. It should give a clear picture of the topic, programme etc. There should be mention of boarding and lodging facilities, money to be paid to whom, travel arrangements. A model letter is given below.

**ABC College of management
11, New marg, Chennai-600011**

Dear Mr. /Ms-----

We are happy to announce an important seminar on “Plus and Minus of globalization” to be held in our campus 10/01/08.

Experts on this topic like prof. Henry, will lead the galaxy of other experts. We invite participants who are willing to read papers on this topic.

The details of the seminar are given below

Theme: plus and minus of globalization

Date: 10.01.08

Time: 10.AM to 5 p. m

Place: Nice hall, ABC College, Chennai 600011

Address: 11, New mart Chennai-600011

Grams: ‘Plus and minus’

Telephone: 044-2824429255

9844101012

10 to 11 A.M-session I- globalization and developing countries, plus and minus”

Chairman: Dr. Henry Dean. Harvard University USA

11. A.M -12 noon session II globalization and developing countries plus and minus

Chairman: Dr. Master, Prof of globalization, X university, Delhi

12-1 pm session III: globalization and poor countries, ‘Plus and minus’

Chairman: Dr. Lad, vice Chancellor

‘Y’ university, Ghile

1PM - 2pm lunch

2 PM – 3 PM group discussion on the above topic

3PM- 3.30 P.M. group report

3.30 PM to 4.45 PM Panel discussion

Panelists Dr. Henry

Dr. Master

Dr. Lad

4-45 – 5 P.M vote of thanks

Notes

(i) Those who want to participate are expected to send Rs. 500 for boarding and lodging to Dr. Emption, Treasure of the Seminar,

ABC College,

(ii) For any other particulars Contact Dr. Tom Secretary of the Seminar

(iii) If you want to read a paper, kindly send 10 typed pages before 1.1.08.

(iv) Please fill in the application form and send it to Dr. Tom, ABC college of Chennai 600011

With regards

Yours sincerely

Tom

5.10 Seminar on Plus and minus of globalization

Application form

Name :

Age; :

Address:

Designation;

Delegate fee: Rs.500

Draft or cheque No:

[It should be drawn in favour of ABC College, Chennai]

Time of arrival :

Are you going to read paper? :Yes / No.

If yes' what's the topic? :

When will you send the manuscript? :

Do you need any other arrangement? :

Note: For any help on the day of the Seminar kindly Contact. Prof. John, (9844112233)

APPLICANT'S SIGNATURE

Lot of Physical arrangements starting from Chalk, have to be made. Various Committees have to be formed for planning their work

1. Transport, ticket booking
2. Accommodation
3. Food, snacks
4. Materials-like bag, file, badge, Paper, pen. etc
5. Hall arrangement
6. Audio visual aids
7. Rapporteurs
8. Volunteers

Since the programme is tightly scheduled timing is very important.

At the end of the Seminar, a questionnaire will be issued regarding this seminar. It is a good feedback. The proceedings of the seminar should be sent to the participants.

Conference

All preparations for a conference are almost like preparation for a seminar with minor differences.

Since a large number of delegates attend a conference the invitations should be like a brochure.

Page I Emblem. Theme of the conference, sponsors, date, time

Page II – short introduction to the theme

page III and page IV : conference programmes with chairman's name etc

Page V - All details of Reception, boarding and lodging, telegraphic address, with telephone.

A questionnaire will be issued at the end of the Conference to measure the success of a conference and also get a feed back.

*** Feed back questions:**

1) Do you think that the conference theme is relevant to-day?

* Yes * No * don't know

2) Have the Discussion Topics been found useful?

* Yes * No * don't know

3) Was the level of discussion high?

* Yes * No * don't know

4) The whole thing was highly theoretical?

* Yes * No * don't know

5) I derived some benefit.

* Yes * No * don't know

6) Would you like to attend such conference every year?

* Yes * No * don't know

7) What is your opinion about boarding and lodging?

* Good * average * No good

8) What is your comment on the saying?

“We talk and talk and do nothing.”

* Yes * No * don't know

9) You are free to make your own assessment.

In some meetings and conferences they jointly evaluate the performance of individuals.

1= poor 2= average 3= good 4= very good 5= Excellent.

Speaker :

Topic :

Date of presentation:

- | | | | | | |
|------------------------------|---|---|---|---|---|
| a) Introduction to the topic | 1 | 2 | 3 | 4 | 5 |
| b) Clarity of presentation. | 1 | 2 | 3 | 4 | 5 |
| c) Use of black board, aids | 1 | 2 | 3 | 4 | 5 |
| d) Sequence and Continuity | 1 | 2 | 3 | 4 | 5 |
| e) Clarity | 1 | 2 | 3 | 4 | 5 |
| f) Eye contact | 1 | 2 | 3 | 4 | 5 |
| g) Interaction with audience | 1 | 2 | 3 | 4 | 5 |
| h) General poise and bearing | 1 | 2 | 3 | 4 | 5 |

i) Knowledge of the subject 1 2 3 4 5

j) Style 1 2 3 4 5

Conferences and Seminars are arranged at great expense, spending much time and energy. It must produce the desired result of activating something useful to humanity. Political conferences strengthen the party, increase membership and kick start the election process. Academic conferences should be starting point for new discoveries. For research, seminars may provide the necessary inputs. But by and large, seminars and conference are held only to satisfy some rule or law. There are instances when seminars gave the right impetus to the right minds to go ahead with research.

Check Your Progress

What is a successful meeting?

Various purposes for which meetings are held?

How to prepare agenda for meetings?

What are the characteristics of good minutes?

The role of a chairman in a meeting?

Different types of Communication in an organization.

What is a panel discussion?

Define seminar , convention, symposium, conference?

5.11 Regulating speech:

In verbal communication we have discussed the characteristics of spoken language as a means of communication. Speech has other characteristics, non verbal yet they contribute to meaning. We have body language. A part from this there is paralanguage. It means 'like language'. The characteristics of language arising from the sound patterns are called suprasegmental features. A speaker uses, body language and Para language, consciously or unconsciously.

Voice:

A good voice arising out of the vibration of vocal chords is an asset to every speaker. The voice, amplified by the voice box, is sonorous, attractive and alluring. Voices are of various types, clear, sonorous, musical, soft and mellifluous, pleasant and smooth, raucous, artificial etc. In many matters, a good and clear voice clinches the issue. In many interviews, a good and clear voice is the major factor that clinches a job.

Pitch:

Technically, the rate of vibration, is called the pitch. The right pitch is necessary to draw the attention of the listener. A monotonous tone will create disinterest in the listener and the point will be lost. It is our experience that a high pitch is the mark of high authority and a low pitch is the mark of subordination. When we get excited or surprised, we change our tone to a high pitch. When there is heated argument, different high pitch sounds are heard.

Speed:

Fluency is not speed. Sometimes they are easily misunderstood one for the other. The speed of speech counts a lot in understanding the language. Speech, too fast or too slow, will not deliver the goods. Even in a hurry, we should speak slow and steady. Too much of speed is never good for any speaker. In a state of anxiety, we tend to speak fast.

Pause

The short span of silence between expressions is called a pause. It is very brief and sometimes very meaningful. A right pause at the right moment, in the right degree is very

powerful and meaningful. The classic example of Mark Anthony's funeral oration proves that the right pause is very useful to turn the tide among the audience.

Non fluencies

Speech contains sounds and voices which are more meaningful than words. Sometimes these pauses are filled with certain non standard sounds. Sounds like am, ah, oh, yea, hai, ok etc., fill these gaps and add to the meaning. Sometimes we add these to our laughter chugging or yawning. There are a few advantages in using such expressions. They add to the meaning of utterances.

Volume

Speaking loud is necessary for others to hear. Speaking too loud will spoil the show. Loudness is adjusted according to the audience. Sometimes some speakers develop the habit of speaking too loud.

Word stress:

Stress means the emphasis given to certain words in an utterance. Syllable stress is different from word stress. By changing the word stress we can convey different meanings with the same sentence.

Only I read the first chapter of this book.

I only read the first chapter of this book.

I read only the first chapter of this book

I read the first chapter of this book only.

The meaning changes because of change of word stress.

Take the following words

Minute - minute

advise - advice

The meaning changes according to stress change.

Have you ever come here?

Have you ever come here?

Have you ever come here?

The change of stress to underlined words brings about changes of meaning.

5.12 Group discussion:

In our previous chapters we have seen that communication cannot take place in a vacuum, or with only one person to enact. It requires a minimum of two persons for any communication. Even to create a noise, two palms have to clap.

The very existence of a group depends on its communication. Cohesion, unity, friendship, work relations exist in a group only because of communication. It is a live wire relationship among the group. However communication within a group is not easy. It is a very complex thing leading to interaction, replies, opposite reaction.

Group:

What is the meaning of a group? The definition is not universal. However certain common characteristics can be found.

It is a social group of more than two members who have interaction with one another. People do not simply come together. They have some purpose and they want to achieve something. Normally they depend on one another. They want to attain some common goal.

What is the need for group?

Many groups have different purposes. People join as a group for attaining power, money, respect, status, security etc. To achieve these they have certain programmes through which they attain cohesion. If the group is big enough, they are divided into sub groups with specific goals.

Groups create synergy which is mutual process of stimulation and encouragement among the members of a group. With interaction and mutual cooperation they become more productive. In a group, there is always a division of labor and they develop skills to perform specific tasks. Thus they attain specialization, combination and cooperation.

Two types

There are two types of groups, formal and informal.

Formal groups are employees brought together by the organisation for achieving its goals through efficient performance.

Informal groups are those who come together by themselves to achieve a common interest.

In modern day “committee” is a very important group. It is defined as a group of people who function collectively as a group and to whom some matter is committed for a solution. There are two types of committees. Ad Hoc committee is meant for a definite purpose, for a definite period only. When the work is over it is disbanded. There is a standing committee which exists for an indefinite period of time, such committees come out with integrated judgment.

Group Dynamics

This deals with the various small details of group operations that affect work and human resource maintenance. This study of group dynamics involves theories of group discussion, leadership, management and decision making. For any group, cohesiveness is very important. Men have certain characteristics as individuals and different characteristics as members of a group.

How to get group cohesiveness

Group cohesiveness can be attained and maintained through the following:

- a) Time spent: The more time people spend together, the more cohesive they are. When they are together for a longer time, there will be more time to come closer for interaction.
- b) External threats: If there is some danger, then there is the necessity to stick together.
- c) Difficult to enter: If entering a group is difficult there will be Greater cohesiveness.
- d) The group size: If the size is big, there will be less cohesion.
- e) Previous success: If the group is a successful group, there will be greater cohesion.

Group Functions:

These groups have three functions; task, maintenance and listening.

Task functions are to accomplish the purposes of the group. To achieve its goals the group should assemble and set a plan of action.

Group maintenance functions:

These functions are meant to satisfy the interpersonal needs of the members of the group. The first stage understands each other. If they know each well, there will be comfort in meeting. The second function is resolution of conflicts among members. Opposing view points can be smoothed only with ‘give and take’ policy. Solving problems will lead to greater cohesion and unity.

The next step is reinforcement. This take place only with intense listening and helping others in their need.

All these communication skills are necessary; Both for members and group leaders.

Group listening functions:

Receptive mind is a big asset whoever has it. Listening helps to build up idea. The following are necessary for good listening. People should be very sensitive and accommodative to the feelings of others and be easily approachable. There should be no preconceived notion or judgment before completely listening to others. There should be no ego bubble while listening. There should be no distraction while listening. Think deeply before giving an answer.

Responsibilities in a group

Every group or sub group should have a leader. Accept somebody's leadership and act accordingly. Every group depends on its leader for its success.

A Leader is one who guides the group and takes the responsibility for its success and failure.

A Leader affects the activities of others. Even though you may not be called a leader or assigned leadership you can behave like a leader which will easily be recognized. Ability to get things done is real power. A leader has the authority to command.

5.13 Types of group leaders

There are four types of leaders

- 1) Authoritarian leadership is one who commands and gets things done. He is work centered and not people centered.
- 2) Paternalistic leader : he is also work centered but he cares for people also.
- 3) Participative leader. He is equally concerned with people and work.
- 4) Laissez-faire leader is one who allows people to do things in their own way.

All types of leaders should have the following qualities in a group.

- a) They should be masters of the particular topic of discussion this requires lot of knowledge, experience etc. Presentation also should be masterly.
- b) The ability to analyse, cogently and logically is very important in leading a group.
- c) While presenting a point, there must be clarity of thought.
- d) Mere argument or logic or language will not carry the day. You must have the conviction and the fire to spread it. In addition you must be able to bend a little to accommodate minor variations.
- e) In group discussions pronouns such as 'I, my' should be deliberately used in order to give it a personal touch. But it should not be egoistic.

In group discussions, you may quote others, outsiders and also the words of the members of the group.

- f) As already stated, both verbal and non verbal message should be identical.
- g) Repetition of crucial point in discussion is very necessary and important. But it should not be too strong to frighten others
- h) Feed back from others should be carefully observed. If necessary you can change your presentation according to the audience.
- i) You should clearly state your reaction. There is no question of hiding or feeling your emotions

j) When were you judge the statement and behaviour of others, you must be very gentle and cautions.

Problem Solving

Groups are assigned problems to be solved by them theoretically in-group discussions. Many requisites are necessary to approach this problem solving.

In any group discussion participation from every member is important. If this is lacking from one or two, others must encourage them to contribute to the discussion.

The coordination of information, ideas and experiences is an essential part of problem solving in a group. The success of this group depends on the purpose and dedication of members. In a group discussion following things should be observed.

(a) Who talks, how often and how long: It is good to note these points so that there is no domination from one or two persons.

(b) Who talks to whom: In a sundry group of persons, this counts much you should talk to everyone in the group. Leaving it if you talk to just one or two persons only that will lead to pride and prejudice.

(c). Who sparks off whom and in what ways.

In any group, one may provoke or instigates another. This may be done to insist on your own point or to unnerve others so that you succeed.

In group discussions, we can distinguish between two varieties: There are two broad categories.

1) Co operative Discussion ii) Competitive discussion

In the first type, the situation and the group are well structured. Relevant information is communicated openly, accurately and honestly. The group members form a more or less cohesive group.

2) In the second type of competitive discussion, there is bound to be rivalry, snubbing, 'I know more than you' attitude etc. In this second there is space for success or failure. In such an attacking and competitive atmosphere, there is bound to be defensive attitude. In this, type, truth may become a casualty at times. Competitiveness will spread from one member to another and if it is not controlled there will be cut throat competition.

5.14 Physical Barriers

Even for group discussion, there are physical barriers spoiling it. All obstacles to interpersonal communication can affect group discussion.

That is one of the reasons why when the companies conduct group discussion as part of interview for recruitment, they create the best physical atmosphere. Poor acoustics, poor ventilation, seating arrangements, timing and duration, temperature etc may spoil group discussion process.

Different types of communication ingroup discussion

One way – with feed back

This procedure is often called directive or coercive method. The leader presents the message to the group and asks for opinion. The members give their opinion, a feed back. When all of them have understood the problem as it should be, then the discussion is over. There are no places for mutual influence exchange of views. There is an assumption that the leader view is correct. The leader normally presses for his opinion to be the centre piece. However there is not much of time consuming affair. However the ideal group discussion is the two-way type.

Two-way group discussion

This is the best and ideal group discussion. Every member gives his view or message on some problem or topic and listens to other's views and message on the same problem. The group leader and others have a bold, forthright, frank expression of ideas. All members participate willingly and enthusiastically and no one belittles others for different views. Doubts are raised. Questions are asked. Answers and clarifications are shot back with equal speed. Niceties and nuances are appreciated and the unusual point of view is given its due weightage. There is open discussion, interaction, participation, and opinion. Finally in such a discussion consensus is arrived at and each member feels satisfied with the outcome. This is like team work in a foot ball match where each one contributes to the final outcomes of the match. Perhaps the leader of such a successful group discussion may not be compared to the football team captain but rather the goal keeper.

In group discussion there is lot of oral interpersonal communication combined with body language, supra segmental features. First of all there must be self-confidence in all those involved in group discussion or communication.

We can check self-confidence with the following check list of the self.

Am I right in my suggestions?

Do I stick to the right point?

Am I master of the situation or a docile entity?

Is this the right time or place?

Do my words count here

The more self knowledgeable a person is, the more success he gets. It is also true that you understand the receiver also thoroughly. There is no room for inferiority or superiority in any group discussion. Such a feeling will spoil the whole show.

During the progress of the group discussion, you must verify the following.

Is the information I am giving valuable?

Are my arguments logical or reasonable ?

Is the topic itself interesting or uninteresting?

Is my argument well received?

In any group discussion, Trust must be created in all the participants. First of all mutual trust is one of the basic requisites for a successful group discussion.

In any group discussion the prevailing atmosphere counts a lot for its resounding success or total failure. There are two atmospheres, defensive atmosphere and supportive atmosphere.

Defensive	supportive
Evaluation	Description
Control	Problem orientation
Strategy	Spontaneity
Neutrality	Empathy
Superiority	Equality
Certainty	Receptivity

Evaluation-Description:

If the expression, tone or choice of words appears to be a judgment, then the listener will become defensive. Without provoking this behaviour, there should be objectivity and description.

Control – Problem orientation:

If you control the group discussion, that means you feel you are better than others, hence others feel terribly inferior to you. While solving a problem a supportive atmosphere must be created.

Strategy – spontaneity

There should be total sincerity if the other person feels that you are playing a game, spontaneity will be lost, instead you will have strategy.

Neutrality – Empathy:

Empathy with others is very important in your personal communication with others or in a group. If there is coldness or indifference, it will spoil the whole atmosphere. Empathy is different from sympathy. It means the ability to understand the other person's mind and accept it.

Superiority – Equality

In any group activity no one should feel superior or inferior. There should be perfect equality in everything.

Certainty- Receptivity:

If you have receptive altitude it encourages others to listen and speak boldly. The way in which others respond to us also affects the message as well.

The Response

Evaluation response:

'You should' 'Your duty' "you are wrong" 'You should know better' There should be time left for evaluation if in a group discussion, if you use this kind of response the other person becomes defensive.

Topping response

"On I know that" 'That's nothing compared to mine' These are phrases for one-upmanship. This distracts the attention of the listener.

Diagnosing response:

"What you need is"

'The problem is '

'You don't really mean that'

You behave like a doctor diagnosing disease.

Prying question response

You put umpteen questions why? Why not? What? What not? Where? when? How? These questions may be useful. But very often they spoil the show.

Logical, lecturing response

Here is where you are wrong. Yes, But ...

The other person will feel inferior.

Warning, commanding Response:

You have to, you should, If you don't

Such responses create resentment, resistance and rebellion.

5.15 CONFLICT AND NEGOTIATION

In any collective human endeavour, there is bound to be difference of opinion conflict of interest, survival struggles, peace attempts etc. Particularly, in business the business A clashes with that of interest of B. Again the interest of the workers clashes with the interest of the

capitalists. Such opposite interest leads to clashes and conflicts of various kinds. One of the ways of resolving this conflict is through negotiations.

Conflict can be defined as opposing points of view based on perception of interests. Opposite points of view very often lead to opposite type of actions leading to loss, loss of production, breaking of rules and regulations. There may be clash of objectives, values, means, personalities.

The essential points of conflict are

- 1) Personalities
- 2) Objectives
- 3) Methods or means
- 4) Lack of communication
- 5) Logical reasoning
- 6) Interest
- 7) Survival

Wherever there is labour-management relation, there is bound to be frequent conflict and negotiations. Negotiation is a process in which two parties interact to resolve a conflict jointly.

The following are the characteristics necessary for a good negotiation.

- 1) The conflict should be clearly stated
- 2) The final goal should be clearly stated.
- 3) Stiffness is poisonous to negotiation.
- 4) Patience, a desire to understand others necessary.
- 5) Theoretically at least there should be equality among negotiating parties.
- 6) Give and take policy should be practiced.
- 7) Diametrically opposite views to be eliminated

Negotiation at various levels is practiced by everyone everyday. Even in buying, we bargain and negotiate.

Linguistic part of negotiation:

Negotiations are conducted face to face directly, mostly orally. Therefore oral communication should be very clear and ideal in negotiations.

Information:

Correct information should be communicated from both sides. Twisting of information or leads to more problems on both sides. Sometimes half truths are mentioned or information is withheld leading to chaos.

Interaction

There must be perfect interaction between the two negotiating parties.

Concession:

Giving in to the opponent on one or two points and making slight adjustments to gain better advantage.

Agreement:

The final agreement should approximate to what was set forth in the beginning.

The following tips will help in negotiations

- a) First of all you should start with a positive frame of mind and hope.
- b) Don't put too many points/demands at a time, adopt a cautious, studied approach.
- c) Psychologically study the other party and adopt proper psychological approach.
- d) Be soft, calm, quiet, never excited. Do not show off ebullient reaction.

- e) Keeps the other party guessing? Never give away a top secret.
- f) Better allow others to speak; don't take precedence
- g) Have authoritative and authentic facts and figures. A good statistical argument clinches the issue.
- h) The defects and weak points of the other party will help you a lot in bringing him round.
- i) Negotiation is a compromise. But be careful that compromise is achieved with the least damage.
- j) Nervousness or impatience is to be totally avoid.
- k) Persons do not count in negotiations, only principles, facts and figures.
- l) A stalemate may occur; however a narrow gap should be there to unwind deadlock.
- m) Watch the body language of others; it may reveal some truth.
- n) You need not crow over your winning a point, instead appreciate the other party.
 - o) Never go back on what you said
 - p) Be firm and elastic.

Check your progress

What are the physical aspects of a good speech?

What are the characteristics of a good group discussion?

Discuss the types of Group Leaders

What is two way group discussion?

Discuss conflict and negotiation

5.16 Summary

In managerial Communication meetings group discussions, seminars and conferences play a vital role use have understood the purpose of meetings, business meetings, preparation of the agenda, minutes, resolution etc.. Even physical arrangements play a vital role in meetings, conferences and seminars. Group leaders, chairman of meetings and participants should possess the minimum of requisite qualities to make these a success.

Questions:

- 1) What are the points that will help in negotiations?
- 2) When does conflict arise?
- 3) Discuss defensive and supportive types of Group Discussion
- 4) What is two-way group discussion?
- 5) Describe different types of group leaders.
- 6) What are the physical Characteristics of good speech?
- 7) Give a model of feed-back questions after a conference
- 8) Discuss the method of resolving conflict through negotiations.
- 9) What are the preliminary arrangements for a seminar / Conference?
- 10) Write a note on panel discussion

***** END *****