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BUSINESS COMMUNICATION

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Study Material

MC2C8-BUSINESS COMMUNICATION
M COM SECOND SEMESTER

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Preface

This study material is prepared as a self learning key to understand the basic concept of Communication. For a detailed understanding of the topics the students have to refer the suggested books the names of which are given at the end. The model of different type of letters are given as annexure. Module Five being purely practical in nature, only theoretical presentation is given. For better understanding of the ideas, the students have to do practical exercises.

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UNIT-1
BUSINESS COMMUNICATION

> **Learning Objectives**
> - To understand the process of business communication
> - To acquire required skills to manage business communication
> - To give awareness about and to help develop the personality of the students.

Meaning

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

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

Simply, Communication is an exchange of facts, ideas, opinions or emotions by two or more persons. General communication is different from business communication / Administrative communication.

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

We can extract the following points from the above definition;

(I) Flow between two or more parties.

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

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

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

Objectives of Business Communication

1. **Stronger Decision Making**

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

2. **Increased Productivity**

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

3. **Steadier Work Flow**

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

4. **Strong Business Relationships & Enhanced Professional Image**

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

5. **Clearer Promotional Materials**

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

6. **Provide Advice**

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

7. **Provide Order**

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

8. **Suggestion**

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

9. **Persuasion**

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

10. **Education**

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

12. **Warning**

    If the employees do not abide by the norms of the organization warning is a power communication tool and it can be general and specific. Specific warning should be administered

in private and after thorough investigation. The aim of the warning should be the organization betterment.

13. Raising Morale and Motivation

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

14. To Give and Receive Information

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

15. To Provide Counselling

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

16. To Improve Discipline

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

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

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

Communication inside an Organization:

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

1. Setting goals and Objectives:-

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

2. Making and Implementing decision:-

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

3. Appraisal:-

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

4. Manufacturing the products:-

Getting an idea for a new product out of someone's head, pushing it through the production process and finally getting the product also require communication. Designing the

plan regarding product, introducing the workers, purchasing raw material, marketing and distributing the product all require effective communication.

5. Interaction between employer & employee:-

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

External Communication:

1. Hiring the employees:-

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

2. Dealing with customers:-

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

3. Negotiating with suppliers and financiers:-

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

4. Informing the investors:-

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

5. Interacting with Govt.:-

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

The importance of communication for an individual and for an organization

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

Importance of Communication for an Individual

(1) Helps in getting a desired job:-

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

(2) Help in maintaining social relationships:-

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

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

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

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

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

UNIT 2
Barriers or obstacles of Communication

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

1. No Provision for Feedback. Since communication is a two-way process, the sender must search for a means of getting a response from the receiver. If a team leader does not permit any interruptions nor questions while discussing projects, he may find that team members may not completely understand what they are to do. Face-to-face oral communication is considered the best type of communication since feedback can be both verbal and nonverbal. When two communicators are separated, care must be taken to ask for meaningful feedback.

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

Types of communication (classification)

We classify the communication into different types as following;

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

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

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

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

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

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

7) Meta communication- Here speakers' choice of words unintentionally communicates something more than what the actual words state. For example, a flattering remark like "I've never seen you so smartly dressed" could also mean that the regular attire of the listener needed improvement.

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

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

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

Channels of Communication

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

Internal Communication,

External Communication

Internal Communication

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

- Horizontal communication
- Downward communication
- Upward communication

Horizontal Communication

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

Downward communication

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

Upward Communication

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

External Communication

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

Differences between formal and informal language;

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

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

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

1. Sender's thoughts:-

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

2. Encoding / Message:-

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

3. Transmission through media:-

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

4. Noise and Barriers:-

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

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

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

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

5. Decoding by Receiver:-

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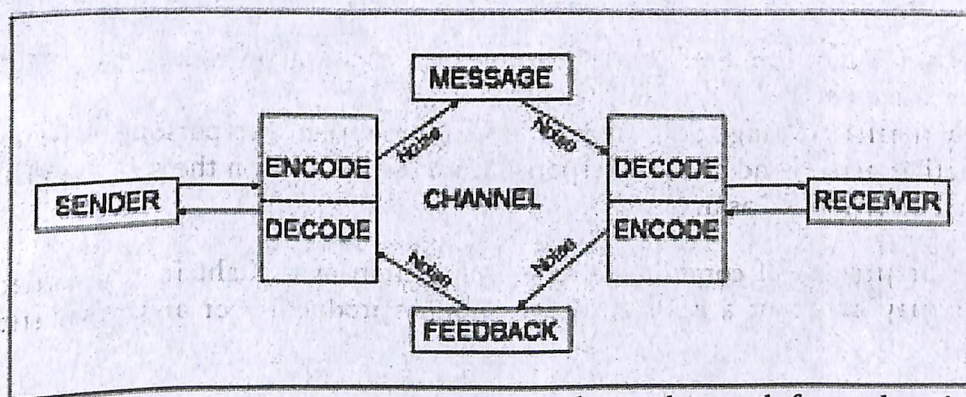
6. Idea Received:-

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

7. Feed back:-

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

Five elements (Factors) of the process of communication;

Communication as a process can be understood from the given diagram. A sender encodes the message, and sends it using a channel to a receiver, who then decodes the message. The receiver, in turn, encodes his feedback on the message received, and sends it to the sender, which is then decoded by the sender. Different channels or media is used for this transmission of message. Noise, in the communication process, refers to any obstruction that hampers the transmission of the message from the sender to the receiver or the feedback from the receiver to

the sender. Noise here can refer to both the verbal and non-verbal cues, oral and written communication etc. For instance, language barriers, misinterpretation of symbols used, incoherent diction and articulation, unintelligible handwriting etc.

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

1. Sender:-

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

2. Message:-

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

3. Media:-

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

4. Receiver:-

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

5. Feed Back:-

Having understood the message, the receiver responds to the sender in yes or no or asks further questions. This process is called feedback.
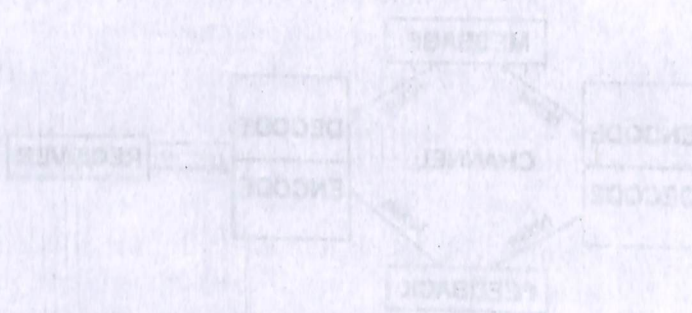
UNIT III
FORMAL AND INFORMAL COMMUNICATION

Formal Communication

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

Characteristics

Following are the chief characteristics of the formal communication:

(1) Written and Oral:

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

2) Formal Relations:

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

(3) Prescribed Path:

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

(4) Organisational Message:

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

(5) Deliberate Effort:

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

Advantages

The formal communication has the following advantages:

(1) Maintenance of Authority of the Officers:

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

(2) Clear and Effective Communication:

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

(3) Orderly Flow of Information:

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

(4) Easy Knowledge of Source of Information:

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

Limitations

Following are the disadvantages or limitations of the formal communication:

(1) Overload of Work:

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

(2) Distortion of Information:

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

(3) Indifferent Officers:

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

Types of Formal Communication (Channels of Communication)

Formal communication is of two types:

(1) Vertical Communication:
(i) Downward Communication
(ii) Upward Communication

(2) Horizontal Communication.

(1) Vertical Communication

Vertical communication is of the following two types:

(i) Downward Communication:

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

(ii) Upward Communication:

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

(2) Horizontal Communication

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

Formal Communication Network

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

1. Chain Communication:

Chain communication refers to the communication between a superior and a subordinate. All the people in an organisation from top to bottom are linked with the help of a scalar chain as

has been shown in diagram (1). A is placed at the highest rank, B is a subordinate of A, C is the subordinate of B, D is the subordinate of C and E is the subordinate of D.

1. Wheel Communication:

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

(1). Circular Communication:

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

(1). Free Flow Communication:

This form of communication also takes place among the different members of the group. Its special feature is that every member of the group can talk to all the other people in the group. This has been clarified in diagram (4). A can talk directly to B, C, D, E. In the same way B can talk directly to A, C, D, and E. The same applies to all the members of the group. In this case, the communication moves at a rapid pace.

(1) Inverted 'V' Communication:

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

Informal communication

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

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

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

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

Characteristics

Informal or grapevine communication has the following characteristics:

(1) Formation through Social Relations:

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

(2) Two types of Information:

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

(3) Uncertain Path:

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

(4) Possibility of Rumour and Distortion:

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

(5) Quick Relay:

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

Advantages

The informal channel of communication has the following advantages:

(1) Fast and Effective Communication:

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

(2) Free Environment:

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

(3) Better Human Relations:

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

(4) Easy Solution of the Difficult Problems:

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

(5) Satisfying the Social Needs of the Workers:

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

Limitations

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

(1) Unsystematic Communication:

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

(2) Unreliable Information:

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

Difference between Formal and Informal Communication

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

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

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

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

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

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

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

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

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

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

Business Writing Principles or Seven C's in Business Communication

1. Correctness:

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

Use the correct level of language
Include only accurate facts and figures.
Maintain acceptable writing mechanics.

(a) Use the Correct Level of Language:

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

(b) Include Only Accurate Facts and Figures:

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

(c) Maintain Acceptable Writing Mechanics:

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

2. Conciseness:

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

Omitting trite expressions.
Avoid unnecessary repetition.
Include relevant facts.

(a) Omitting Trite Expressions:

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

Example:

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

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

(b) Avoid Unnecessary Repetition:

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

Example:

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

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

(c) Include Relevant Facts:

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

3. Clarity:

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

Choose words that are short, familiar and conversational.

Construct effective sentences and paragraphs.

Achieve appropriate readability.

Include examples, illustrations etc.

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

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

Example:

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

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

(b) Construct Effective Sentences and Paragraphs:

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

(c) Achieve appropriate Readability:

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

Formula:

Word Count 110

No. of sentences 7

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

Hard Words 13

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

Total of 'a' and 'b' 27.5

Multiplier (27.5 x 0.4) 0.4

FOGINDEX =11

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

(d) Include Examples, Illustrations etc.:

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

4. Completeness:

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

> Answer all questions asked.
>
> Give something extra when desirable.
>
> Check for five W's.

(a) Answer all Questions Asked:

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

(b) Give Something Extra When Desirable:

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

(c) Check for 5 W's:

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

5. Concreteness:

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

> Use specific facts and figures.
>
> Put action in the verb.
>
> Choose vivid image building words.

(a) Use Specific Facts and Figures:

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

Example:

General: These brakes stop car within short distance.

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

(b) Put Action in the Verb:

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

Example:

Noun: They held meeting in the office.

Verb: They met in the office.

(c) Choose Vivid Image Building Words:

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

Example: This is a very good computer.

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

6. Consideration:

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

      You attitude

      Show readers interest

      Apply integrity in the message

      Emphasize the positive

(a) You Attitude:

You attitude means writing a business message from the point of view of the customer or at least showing that the customer is very important.

Example:

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

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

(b) Show Readers Interest:

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

(c) Apply Integrity in the Message:

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

(d) Emphasize the Positive:

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

Example:

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

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

7. Courtesy:

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

Be tactful.

Omit expressions that can irritate.

Answer/mail promptly.

Grant and apologize.

(a) Be Tactful:

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

Example:

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

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

(b) Omit Expressions that Can Irritate:

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

Example:

You have failed

You have no choice

You neglect

You claim that

(c) Answer / Mail Promptly:

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

(d) Grant and Apologize:

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

UNIT IV
BUSINESS LETTERS

> True ease in writing comes from art, not chance, As those move easiest who have learned to dance.
>
> -Alexander Pope

A letter is a written message from one party to another containing information. Letters guarantee the preservation of communication between both parties. They bring friends or relatives closer together, enrich professional relationships and provide a satisfying mean of self-expression. Letters contribute to the protection and conservation of literacy, which is the ability to write and read. Letters have been sent since antiquity and are mentioned in the Iliad by Homer (lived around 7th or 8th centuries B.C.). Works by both Herodotus and Thucydides, also mention letters.

Letters can be used for internal communication but are mainly used for external communication. The personnel departments to inform workers of wage rises, promotion or redundancy and disciplinary procedures will often use them. They provide written means of communication and can also include diagrams. Depending on how the message is sent, it will take a certain amount of time to reach the recipient, e.g. if it has to be delivered abroad through airmail, it can take longer than delivering it from London to Leicester. This can also depend on what class stamp the letter is being sent through. If it is through first class it will reach the recipient much quicker.

The advantages of letters
- provides written communication
- visual information is included
- can range from one to many pages
- doesn't use any electronic means so is a lot cheaper
- a written record of the message will be kept
- the message is communicated in written format and therefore should be unambiguous
- can contain detailed information such as figures
- enables long distance communication to take place

The disadvantages to this method
- can take time to deliver
- can be lost
- not 100% sure of security , can easily be opened and read or sent to the wrong address
- Takes time to produce letter and can be inconvenient if an urgent message has to be delivered
- No guarantee or assurance that message has been received unless feedback has occurred
- If recipient does not understand any information, then they have to reply to the message stating the problem and then wait for another message reply from the sender.

The channels of communication are usually restricted as they are normally addressed to one individual unless otherwise stated. This ensures that the information goes to specified people only. This can also contribute to the confidentiality and security of information. Letters are written formally if it is between organisations but they can also be informal if sent to a friend.

Business letters

The letter that contains business related issues and information is called business or commercial letter. It refers to the letter in which business people or person exchange information with various business firms, customers, suppliers, employees, banks, insurance, companies, government agencies, business associations with aimed at selling or buying goods, obtaining information, placing orders, making inquiry etc and other related issues.

Some important definitions of business letter

According to Hanson, "The letters which are exchanged among businessmen connected with business affairs are called business or commercial letters."

According to M. Omar Ali, "Any letter designed and directed to the exchange of information connected with trade and trade related activities is known as a business letter."

According to W. J. Weston, "Business letter is the process of accomplishing a business transaction in written form."

So, Business letter refers to formal written letter where business related issues and information is exchanged with the suppliers, customers, clients, banks, insurance companies, government agencies or other external parts of the organization.

Essentials of a good business letter

The following are some of the important characteristics of a business letter.

1. **Well defined objectives:**
   There is an old saying an aimless ship never able to reach the destination. In case of business letter-a letter without specific objectives is meaningless. Thus to be effective business leaders need to have well defined objectives.

2. **Contact information:**
   The header of the business letter includes the senders name, phone number, address and email address, which may be left or right justified or centred at the top of the page. This is followed by the date the letter was sent, which in turn is followed by the "inside address." The inside address contains the recipient's name, job title and company address.

3. **Benefits:**
   Discuss the benefits offer to the receiver or customer before the nuts-and-bolts basic information. Benefits to the customer could be tangible, such as saving money and having more choices in service packages or intangible but still more choices in service packages, or intangible but still valuable, including gaining peace of mind.

4. **Brief description:**
   Any business letter must be short. The significance of a short letter is that the person reading the letter must understand the significance of the letter in the minimum possible lines. This is usually done in order to save time and energy of the receiver of the letter.

5. **Definite structure:**
   The structure or main text of a business letter is typically divided into three sections: the introduction, the body and the closing. Introductory paragraphs should be brief and explain the letter's intent. The body should elaborate on that intent and may include facts and statistics, descriptions and or explanations. The closing should thank the recipient

for his time and include a "call to action," which indicates the next step in the communication process, such as a phone call or a scheduled meeting.

6. **Positive approach:**
   The writer has to be optimistic regarding the achievement of the goal. Thus throughout the letter a positive tone must be present. Positive approach not only helps to convince the reader but also express the confidence of the writer.

7. **Courtesy:**
   The tone of the letter is another very important aspect of the letter. The letter must sound polite, courteous and firm. The letter should also sound convincing the must have a polite tone.

8. **Coherence:**
   Factually the business letter must be relevant and the facts and thoughts should be presented in a very systematic manner.

9. **You-attitude:**
   To ensure effective writing the writer should put himself or herself in the reader's place and then try to realize how the reader will respond to the letter. The 'you attitude' emphasis on the readers rather than the writer. Example of you-attitude is as follows: I or we attitude: I will give you a 10 % discount. You-attitude: You can get a 10 % discount.

10. **Clearness:**
    A business letter must be readable and clear. If the reader of a business letter fails to understand the message, it will matter little to him. So the messages of the letter must be clear in meaning.

11. **Relevance:**
    One of the important qualities of a business letter is relevance. The writer of a business letter should avoid the irrelevant matter that can vex the reader's mind. So, unnecessary words should be avoided.

12. **Simplicity:**
    A good business letter should be simple and easy. The writer of a business letter should use simple language in drafting a letter so that the reader can easily understand the meaning and significance of the letter.

13. **Free from error:**
    A business letter should be free from all kinds of errors. So, the writer should be aware of spelling, grammatical sense and letter style in drafting a business letter.

14. **Appropriate timing:**
    Appropriate timing is one of the important qualities of a good business letter. All letters must be sent and replied at the most appropriate time.

15. **Clear concept:**
    If the writer does not have a clear concept about the subject matter then it will be very difficult on his or her part to make the subject matter understandable to the reader.

16. **Evaluation of the reader's position:**
    This is perhaps the most important thing that should be taken into consideration to draft an effective letter. The attitude, cultural and religious background, educational level, level of understanding etc. If the reader is likely to be different from those of the writer. That is why to be successful the writer must try to get an idea about the aforesaid aspects of the reader.

17. **Accuracy or correctness:**

There is nothing painful than preparing a letter with wrong information. It not only fail to achieve the goal but also detrimental for the goodwill of the firm. Thus correctness of the message must be ensured.

18. **Completeness:**

It means messages should be presented in such a way that helps the reader to understand what the writer actually wanted to convey. Incomplete messages not only create confusion but also can damage the mutual relationship.

19. **Persuasion:**

To convince the reader or to motivate him or her to do some favour business letters must be written in a persuasive tone.

20. **Use of simple language:**

To be effective business letter should avoid the use of difficult words and jargon's. Simple and plain language should be used to clarify the message.

Business letters are a formal means of communication. They have a set format followed by writers and recognized by readers. They include the date and address of both the sender and recipient. They provide a professional record of correspondence that can be kept indefinitely. Business letters are generally printed on company stationery and are hand-signed by the author. They are most often sent through a postal service, though they can be hand-delivered. While some consider letter writing a lost art, it remains an important medium of doing business all over the world.

Purposes

There are many reasons for creating and sending business letters. People develop sales letters, business proposals and invitations to functions to send to associates. Other reasons for this type of correspondence include letters of introduction, requests for approval and funding, appreciation for services and appeals for credit. There are also business letters that provide a formal means of rejecting job applicants or proposals. Business letters are typically used when informal methods such as electronic mail or phone calls are too casual for the situation.

Effects

The effects that various business letters can have on their audience are as varied as their purposes. For instance, many letters are written to persuade someone to do something, such as a sales pitch advertising a new product or service that a small business has to offer. Letters also can call people to action. For instance, a company leader might draft a piece of correspondence meant to inspire her employees to meet a particular business goal for the year. Other letters are meant to instruct by explaining a particular process.

Personal Medium

Communication through letters is a personal act even when the writings are formal with a business propose. These pieces are generally addressed to a specific person to provide information or make an appeal. The writer speaks directly to his audience in a thoughtful and organized manner. The tone is respectful and often inviting and encouraging. Sensitive matters can be dealt with in a private business letter that allows for tact and empathy. This personal way of communicating allows for the reader to think before responding, unlike a phone call or face-to-face meeting.

The term "business letters" refers to any written communication that begins with a salutation, ends with a signature and whose contents are professional in nature. Historically, business letters were sent via postal mail or courier, although the Internet is rapidly changing the way

businesses communicate. There are many standard types of business letters, and each of them has a specific focus.

Types of Business Letters

Letter writing is a prized skill in the world of work. The higher you advance in your career, the more you will need to write letters. Letters are more formal and official than other types of business communication. They offer personal, verifiable authorization. Unlike e-mail, letters often must be routed through channels before they are sent out. Letters are the expected medium through which important documents such as contracts and proposals are sent to readers.

There are four basic types of business letters: inquiry letters, special request letters, sales letters, and customer relations letters. Business letters can be further classified as positive, neutral, or negative. Inquiry and special request letters are neutral, sales letters are positive, and customer relations letters can be positive or negative.

1. Business Inquiry Letters

An inquiry letter asks for information about a product, service, or procedure. Businesses frequently exchange inquiry letters, and customers frequently send them to businesses. Three basic rules for an effective inquiry letter are to state exactly what information you want, indicate clearly why you must have this information, and specify exactly when you must have it.

Inquiry letters ask a question or elicit information from the recipient. When composing this type of letter, keep it clear and succinct and list exactly what information you need. Be sure to include your contact information so that it is easy for the reader to respond.

UNIT V
OFFERS AND QUOTATIONS

OFFERS

In business, it is essential to enter into various agreement and contract with others such as suppliers, bankers, employees, trade partners, government, trade unions etc. in business, an offer letter contain a proposal to sell or buy a specific product or service under specific conditions. an offer letter may give promise to supply or to sell or to buy or to lease or to hire goods or services to or from other parties. simply, here, one party makes promise to do for others. As per The Indian Contract Act, 1872, "A person is said to have made the proposal when he signifies to another his willingness to do or to abstain from doing anything with a view to obtaining the assent of that other to such act or abstinence."
there are various types of offer

a. Specific Offer-
A specific offer is one which is made to a definite person or particular group of persons. A specific offer can be accepted only by that definite person or that particular group of persons to whom it has been made.

b. General Offer-
A general offer is one which is not made to a definite person, but to the world at large or public in general. A general offer can be accepted by any person by fulfilling the terms of the offer. In case of general offer, the contract is made with person who having the knowledge of the offer comes forward and acts according to the conditions of the offer.

c. Standing offer/open offer/continuing offer-
An offer of a continuous nature is known as 'standing offer' A standing offer is in the nature of a tender. Example X Ltd. requires a large quantity of certain goods during the 12 months period and gives an advertisement inviting tender in the leading newspaper Z submitted the tender to supply those goods at a specific rate. Z's tender is accepted c approved. Now, Z's tender becomes a standing offer. Each order given by X Ltd. will be an acceptance of the offer.
An offer may also be defined in the context of employment communication. ie. "Job offer letter".

Quotation

A Quotation is a business offer made by a seller to an interested buyer to sell certain goods at specific prices and on certain terms and conditions. It is a reply by the seller to the prospective buyer. Hence, the quotation letter should be prepared carefully by the seller. It should contain information on all points mentioned in the inquiry letter.

The seller should send the best possible quotation so that it induces the buyer to place an order because it is the basis on which the interested buyer decides whether to buy or not. The quotation must be clear, courteous and concise.

Contents of Quotation
The quotation may contain the following points :-
1. Details about quality of goods offered for sale.
2. Details about quantity of goods offered for sale.
3. Type of quotation.
4. Sale price per unit of the commodity.
5. Term of payment like Cash or Credit, trade discount, cash discount and other allowances if any.

6. Time, mode and place of delivery.
7. Details of duties, Octroi, etc., payable.
8. Details of packing, labelling, insurance, etc.
9. Net price payable.
10. E and O.E. (errors and omissions expected)

Kinds / Types of Quotations

Following are the main kinds or types of quotations :-

a. Loco Price Quotation

loco means 'On the spot'. Therefore, the loco price refers to the cost of goods at the factory or godown of the seller. This is the lowest price quotation.

b. Station Price Quotation

Under this quotation, seller's responsibility is to send the goods to the nearest railway station from his warehouse. It includes the cost of carriage of goods to the station.

c. Free On Rail (FOR) Price Quotation

Free On Rail (FOR) price quotation covers the expenses of carrying the goods to the railway station nearest to seller plus the loading expenses, freight and unloading expenses are to be borne by the buyer. FOR price quotation = Station price quotation + Loading Charges

d. Cost and Freight (C & F) Price Quotation

Cost and Freight (C & F) price quotation includes the cost of the goods and all the expenses like carriage to the seller's nearest station, dock and loading charges and freight. Expenses like insurance, unloading and cartage to the buyer's place are to be borne by the buyer.
C & F price quotation = FOR price quotation + Railway Freight.

e. Cost Insurance and Freight (CIF) Price Quotation

There is a risk involved in transporting goods and this risk is covered by insurance. So, the price includes cost of the goods plus carriage upto seller's nearest station, loading, freight and insurance charges. CIF price quotation = C & F price quotation + Insurance.

f. Franco Price Quotation

Franco price quotation is the highest price quotation. the goods are delivered to the buyers at their door-step. The buyer is relieved from the tension of transporting goods from the seller's warehouse to his own warehouse. Franco price quotation = All expenses upto the buyer's warehouse.

g. Free Alongside Ship (FAS) Price Quotation

FAS price quotation = Loco price quotation + cost of carriage of goods upto the harbour nearest to the seller.

h. Cash With Order (CWO) Price Quotation

In Cash With Order (CWO) price quotation, the buyer has to send cash along with the order, otherwise, the order may not be executed.

i. Cash On Delivery (COD) Price Quotation

In Cash On Delivery (COD) price quotation, the buyer has to pay cash after receiving the delivery of the goods ordered by him.

Sales Letters

A sales letter is written to persuade the reader to buy a product, try a service, support a cause, or participate in an activity. No matter what profession you are in, writing sales letters is a valuable skill. To write an effective sales letter, follow these guidelines:

(1) Identify and limit your audience.

(2) Use reader psychology. Appeal to readers' emotions, pocketbook, comfort, and so on by focusing on the right issues.

(3) Don't boast or be a bore. Don't gush about your company or make elaborate explanations about a product.

(4) Use words that appeal to readers' senses.

(5) Be ethical.

Typical sales letters start off with a very strong statement to capture the interest of the reader. Since the purpose is to get the reader to do something, these letters include strong calls to action, detail the benefit to the reader of taking the action and include information to help the reader to act, such as including a telephone number or website link.

The "four A's" of sales letters are attention, appeal, application, and action. First, get the reader's attention. Next, highlight your product's appeal. Then, show the reader the product's application. Finally, end with a specific request for action.

In the first part of your sales letter, get the reader's attention by asking a question, using a "how to" statement, complimenting the reader, offering a free gift, introducing a comparison, or announcing a change. In the second part, highlight your product's allure by appealing to the reader's intellect, emotions, or both. Don't lose the momentum you have gained with your introduction by boring the reader with petty details, flat descriptions, elaborate inventories, or trivial boasts. In the third part of your sales letter, supply evidence of the value of what you are selling. Focus on the prospective customer, not on your company. Mention the cost of your product or service, if necessary, by relating it to the benefits to the customer. In the final section, tell readers exactly what you want them to do, and by what time. "Respond and be rewarded" is the basic message of the last section of a sales letter.

Customer Relations Letters

These deal with establishing and maintaining good working relationships. They deliver good news or bad news, acceptances or refusals. If you are writing an acceptance letter, use the direct approach-tell readers the good news up front. If you are writing a refusal letter, do not open the letter with your bad news; be indirect.

a. Follow-up Letters. A follow-up letter is sent to thank a customer for buying a product or service and to encourage the customer to buy more in the future. As such it is a combination thank-you note and sales letter. Begin with a brief expression of gratitude. Next, discuss the benefits already known to the customer, and stress the company's dedication to its customers. Then extend this discussion into a new or continuing sales area, and end with a specific request for future business.

b. Complaint Letters. this letters communicates the inconvenience or problems faced by customers or consumers or stake holders after purchasing, availing, or consuming of product, service etc. These require delicacy. An adjustment letter is normally sent in response to a claim or complaint. If the adjustment is in the customer's favour, begin the letter with that news. If not, keep your tone factual and let the customer know that you understand the complaint. The right tone will increase your chances of getting what you want. Adopt the "you" attitude. Begin with a detailed description of the product or service you are complaining about. Include the model and serial numbers, size, quantity , and colour. Next, state exactly what is wrong with the product or service. Briefly describe the inconvenience you have experienced. Indicate precisely what you want done (you want your money back, you want a new model, you want an apology, and so on). Finally, ask for prompt handling of your claim.

c. Adjustment Letters. Adjustment letters respond to complaint letters. For an adjustment letter that tells the customer "Yes," start with your good news. Admit immediately that the complaint was justified. State precisely what you are going to do to correct the problem. Offer an explanation for the inconvenience the customer suffered. End on a friendly, positive note. For

adjustment letters that deny a claim, avoid blaming or scolding the customer. Thank the customer for writing. Stress that you understand the complaint. Provide a factual explanation to show customers they're being treated fairly. Give your decision without hedging or apologizing. (Indecision will infuriate customers who believe they have presented a convincing case.) Leave the door open for better and continued business in the future.

d. Refusal of Credit Letters. Begin on a positive note. Express gratitude for the applicant for wanting to do business with you. Cite appropriate reasons for refusing to grant the customer credit: lack of business experience or prior credit, current unfavourable or unstable financial conditions, and so on. End on a positive note. Encourage the reader to reapply later when his or her circumstances have changed.

Order Letters

Order letters are sent by consumers or businesses to a manufacturer, retailer or wholesaler to order goods or services. These letters must contain specific information such as model number, name of the product, the quantity desired and expected price. Payment is sometimes included with the letter.

a. Purchase Order Letter is a document that confirms to the seller that the customer in a specified time frame requires a particular quantity of the product. Nowadays one company to the other confirming the order, which is generally a bulk order, writes Purchase Order Letters or it is written by an individual to a company again in the case of placing a bulk order.

Dos And Don't's of Purchase Order Letter

- A Purchase Order Letter should be written as soon as the decision for the purchase has been made
- The company with whom the order is being placed should be given enough time to execute the order
- The letter should clearly indicate the product code or item number, the size and the quantities being ordered
- The date when the Purchase Order Letter is being generated is very important because that identifies when the order was placed
- If the order is being placed by a company then it usually should be in a Purchase Order format
- The Purchase Order Letter should also indicate the date by when the order is expected to be executed or delivered
- The mode of delivery of the material should also be identified in the letter
- The letter should also carry the mode of payment by which the payment will be made
- If any advance has already been paid against the order, it must be mentioned in the Purchase Order Letter
- The address where the order has to be delivered should be very clearly mentioned in the letter along with any landmarks, if any, to locate the address
- The Purchase Order Letter should give the details of the costing of the price including taxes, etc so that there is no confusion while making the payment
- The name of the company or dealer with which the order is being placed should be clearly written on the letter to avoid any miscommunication of details
- There is no scope for any grammatical or punctuation errors in the Purchase Order Letter
- The contents of the letter must be carefully read through to ensure that the order details have been correctly mentioned
- The Purchase Order Letter should ideally be typed but the signatory should personally sign it

5.b. Order execution letter:

The letter through which the seller informs the customer that the ordered goods have been delivered is called order execution letter. Once seller receives order from customer, he can accept or reject it. Whether the order is accepted or rejected, the seller must inform it to the customer. When the seller accepts the order and delivers the ordered items, he writes the order execution letter. The purpose of writing this letter is to inform the customer about the date of delivery, mode of transportation used, the probable date at which customer will get the shipment and the total price. The invoice is usually enclosed with this letter.

Contents of order execution letter

Generally, and order execution letter conations the following points:

- Reference number of order letter with date
- Name, brands and quality of products
- Quantity of products
- Date of delivery of goods
- Expected date of reaching goods to the buyer's address
- Nature of packing of goods
- Transportation used for delivering goods
- Total price of the products and
- Expected date and mode of payment

5.c. Order cancellation letter:

When the buyer writes letter to the seller requesting him not to deliver the ordered goods, it is called letter of order cancellation. Generally, customer places orders for delivering some specific goods in his address. Having been received an order from customer; the seller takes step to deliver goods immediately. Because, delay in delivery can cause the customer to do business elsewhere. However, after placing the order, the customer may be unwilling to get the delivery. In this situation, the customer writes a letter to the seller cancelling the previously placed order. This letter is known as letter of order cancelling the previously placed order. This letter is known as letter of order cancellation.

Causes of order cancellation

A potential buyer may cancel his order on the following grounds:

- I f the seller fails to deliver goods within the specified time
- If the prices of ordered products continues to decrease
- If the demand of the ordered items declines gradually
- If the customer gets an offer from elsewhere to buy the same product at a lower price
- If the customer decides to discontinue his business

Contents of order cancellation letter

A letter of order cancellation usually conations the following:

- Date and reference of the order letter placed earlier
- A direct request to cancel the order
- Cause of canceling the order
- A declaration stating his unwillingness to receive goods if the seller delivers
- Regretting for any inconvenience of seller caused due to cancellation of order
- Expressing the hope of maintain business relationships in future
- Assuring to compensate any loss suffered by the seller due to order cancellation through future business dealings

6. Follow-Up Letter

Follow-up letters are usually sent after some type of initial communication. This could be a sales department thanking a customer for an order, a businessman reviewing the outcome of a meeting or a job seeker inquiring about the status of his application. In many cases, these letters are a combination thank-you note and sales letter.

7. Acknowledgment Letters

Acknowledgment letters act as simple receipts. Businesses send them to let others know that they have received a prior communication, but action may or may not have taken place.

8. Cover Letter

Cover letters usually accompany a package, report or other merchandise. They are used to describe what is enclosed, why it is being sent and what the recipient should do with it, if there is any action that needs to be taken. These types of letters are generally very short and succinct.

9.Notice:

A notice is a written or an oral statement that contains the particulars of holding a meeting. When a circular is served among the members of the meeting to attend the meeting, it is called a notice. It is letter of invitation that carries the request to the members to attend a meeting. A notice includes time, place, date and agenda of a meeting. The notice should be sent by the proper authority in due time so that the members can attend the meeting in time.

Essential elements or factors of a valid notice:

The essentials or elements or factors of a valid nonce are given below:

1. Signature: The notice must be signed by the proper authority. Only the legal authority should serve the notice.
2. Proper time: The notice must be served in proper time. It should be circulated according to the rules and regulations of the company or the organization.
3. Time date and place: The time, date and place of the meeting must be stated in the notice.
4. Unconditional: There must be no condition or complexity in the notice about attending meeting. Always a notice is unconditional.
5. Agenda: Agenda means topics to be discussed in a meeting. A valid notice should contain the agenda of the meeting.
6. Conciseness: The notice must be short in size. It should be clear, simple and easy.
7. Proper persons: Notice should be served to the proper persons who are entitled to attend the meeting.
8. Enclosure: An explanatory statement should be sent with the notice.

10. Circular letters

Circular letter is one of the oldest types letter. This kind of letter originated in ancient time when people felt the necessity of circulating any message to a large number of people at a time in the same way. circular letter is a kind of written announcement that is distributed to a large number of people to convey any commercial or non-commercial message at minimum time, costs and efforts. Drafting circular letter is purely an art. It should be drafted in such a way that can attract readers' attention and can serve its purpose.

Prof. W. J. Weston said, "A circular letter is one which is meant to be read by a number of correspondents. It is of the nature of an advertisement and is usually a business announcement or an attempt to advance business."

Importance or advantages of circular letter

Circular letter circulates information relating to a company, its products and services etc. to a large number of people at a time. It plays an important role in the growth and development of business. Its importance is briefly discussed below:

1. Easy method of conveying information: Circular letter is the most easy, simple and effective way to convey any information to a huge number of people.
2. Achieving economy: Circular letter can be used for wide publicity of products. As a result, organizations can save cost of sending letters to different parties separately and can gain economy.
3. Saving time: Circular letter transmits information to a large number of people at a time. It does not require reaching each individual separately. Thus, it saves time.
4. Less effort: Circulating information to each individual separately is a time consuming and laborious job. Circular letter helps to overcome this problem. Through circular letter, we can communicate with large number of people at a minimum effort.
5. Creating market: Through circular letter, a company can inform the potential customers about its products and services. In this way, new market can be created.
6. Increasing consumer's confidence: Convincing and attractive circular letter can easily touch the reader's heart and thus helps to enhance consumer's confidence on the company's products.
7. Creating public consciousness: In circular letter, information like price, quality, utility, place of availability etc. are mentioned in details that make people more conscious about the product.

10. Special Request Letters

Special request letters make a special demand, not a routine inquiry. The way you present your request is crucial, since your reader is not obliged to give you anything. When asking for information in a special request letter, state who you are, why you are writing, precisely what information you need, and exactly when you need the information (allow sufficient time). If you are asking for information to include in a report or other document, offer to forward a copy of the finished document as a courtesy. State that you will keep the information confidential, if that is appropriate. Finally, thank the recipient for helping you.

11. Status Enquiry letter

The letter that is written for obtaining information about a business enterprise is termed as business status inquiry letter. Generally, one business enterprise writes this letter to another business enterprise for collecting information about a prospective customer.When a business firm wants to buy goods on credit, it gives one or more reference to which the seller can ask for some information about the credit seekers. Usually banks, trade associations or competing business firms are mentioned as references. The seller then writes the inquiry letter to the referees requesting them to provide some information about the customer.

The purpose of writing this letter is to obtain information relation to:

➢ Financial capability or credit worthiness
➢ Goodwill
➢ Nature of business dealings
➢ Honesty

> ➢ Relationship with business association, etc

In light of the above discussion, we can conclude that when a business enterprise writes an inquiry letter to another business enterprise, financial institution or trade association to obtain information about credit worthiness or financial capability of a customer who has applied for credit purchase, it is called business status inquiry letter. Basing on the information supplied by the referees, the seller decides whether to establish business transactions with the firm.

Objectives or importance of business status inquiry letter

Business status inquiry letter plays an important role in modern business. The following are major objectives of writing this letter:

1. Obtaining information about financial capability of prospective customers.
2. Determining the risk of credit sales.
3. Deciding whether to enter into credit transactions.
4. Getting information about honesty, goodwill and business morality of the probable buyer.
5. Knowing about the relationship of the prospective buyers with other business community and associations.
6. Enhancing sales with various parties by evaluating their financial and business viability.
7.

Form and Lay out of business letter

The appearance of business letter should be impressive. The lay out should be neat, with proper margin of all sides. The letter is placed according to the size of content. typing should be attractive. Most business letters must include a return address (letterhead or your name and address), date, an inside address (receiver's name and address), a salutation, body paragraphs, and a closing. However, there are several ways to format this information. For example, return addresses can be cantered or begin at the left margin or begin at the horizontal centre of the page.

Usually, an organization may selects one of the following styles of letter placement and follows it for all letters.

1. Full-block style

the full block style is normally used for typing message, as it is convenient for the typist to set left hand margin for all the paragraphs and other parts of the letter. it also looks simple. every lines begins at left margin and thus makes each paragraph look like a distinct block of message.

2. Semi-block style

In semi block style, the beginning of paragraphs is not left aligned; only the lines are left margined. The date is placed at the centre. Further, the closing, signature, name and title are placed and aligned at the centre of the page

3. simplified style

In the simplified style, the letter neither has a salutation nor a complementary close. A subject line takes place of the salutation. All lines begins from the left margin in alignment.

Letter Format		Features
Full Block		All letter parts begin at the left margin.
Modified Block	Indented Paragraphs	Date, signature, and closing begin at the horizontal center of the page. All body paragraphs are indented.
	Blocked Paragraphs	Date, signature, and closing begin at the horizontal centre of the page. All body paragraphs begin at the left margin.
Simplified		All letter parts begin at the left margin. This format includes a subject line but omits the salutation and signature.

Block Format: Business Letter

The block format is the simplest format; all of the writing is flush against the left margin. With all business letters, use one inch margins on all four sides

Return Address Line 1 1
Return Address Line 2.

Date (Month Day, Year) 2

Mr./Mrs./Ms./Dr. Full name of recipient. 3
Title/Position of Recipient.
Company Name
Recipient's Address Line 1
Recipient's Address Line 2

Dear Ms./Mrs./Mr. Last Name: 4

Subject: Title of Subject 5

Body Paragraph 1 . . . .
. . . .
. . . . . .

Body Paragraph 2 . . . .
. . . . . .

Body Paragraph 3 . . . .
. . . .
. 6
Closing (Sincerely...), 7

Signature 8

Your Name (Printed) 9
Your Title

Enclosures (2) 10
Typist's Initials 11

Parts of Business Letter

1. Your Address
The return address of the sender so the recipient can easily find out where to send a reply to. Skip a line between your address and the date. (Not needed if the letter is printed on paper with the company letterhead already on it.)

2. Date
Put the date on which the letter was written in the format Month Day Year i.e. August 30, 2015. Skip a line between the date and the inside address (some people skip 3 or 4 lines after the date).

3. Inside Address
The address of the person you are writing to along with the name of the recipient, their title and company name, if you are not sure who the letter should be addressed to either leave it blank, but try to put in a title, i.e. "Director of Human Resources". Skip a line between the date and the salutation.

4. Salutation
Dear Ms./Mrs./Mr. Last Name:, Dear Director of Department Name: or To Whom It May Concern: if recipient's name is unknown. Note that there is a colon after the salutation. Skip a line between the salutation and the subject line or body.

5. Subject Line (optional)
Makes it easier for the recipient to find out what the letter is about. Skip a line between the subject line and the body.

6. Body
The body is where you write the content of the letter; the paragraphs should be single spaced with a skipped line between each paragraph. Skip a line between the end of the body and the closing.

7. Closing
Let's the reader know that you are finished with your letter; usually ends with Sincerely, Sincerely yours, Thank you, and so on. Note that there is a comma after the end of the closing and only the first word in the closing is capitalized. Skip 3-4 lines between the closing and the printed name, so that there is room for the signature.

8. Signature
Your signature will go in this section, usually signed in black or blue ink with a pen.

9. Printed Name
The printed version of your name, and if desired you can put your title or position on the line underneath it. Skip a line between the printed name and the enclosure.

10. Enclosure
If letter contains other document other than the letter itself your letter will include the word "Enclosure." If there is more than one you would type, "Enclosures (#)" with the # being the number of other documents enclosed, not including the letter itself.

11. Reference Initials
If someone other than yourself typed the letter you will include your initials in capital letters followed by the typist's initials in lower case in the following format; AG/gs or AG:gs.

Having appreciated the key elements or parts of a Business Letter, it is imperative to get acquainted with some of the tips or techniques that may be useful for business letter writing which include:

    a) use of professional tones

b) clear and precise writing
c) simple English
d) proper flow of points
e) polite but persuasive language
f) appealing structure or format
g) proof reading

Lastly but not the least, attention must be paid to the opening and closing sentences. Examples of good opening sentences are given below.

: Examples of opening and closing sentences
  ➤ With reference to your letter of 8 June, I ... .
  ➤ I am writing to enquire about ... .
  ➤ After having seen your advertisement in ... , I would like ... .
  ➤ After having received your address from ... , I ... .
  ➤ I received your address from ... and would like ... .
  ➤ We/I recently wrote to you about ... .
  ➤ Thank you for your letter of 8 May.
  ➤ Thank you for your letter regarding ... .
  ➤ Thank you for your letter/e-mail about ... .
  ➤ In reply to your letter of 8 May, ...

Conclusion

Business Letters play an important role in written business communication because they still are considered and remain the preferred official way of communicating important messages. Although emails are the fastest way of sending written messages, they are not considered to be as official as printed business letters. A business letter that is well structured, written and printed on a letterhead carries more authority or weight than an email with an electronic signature. Therefore, it is important for students to appreciate, develop and nature excellent business letter writing skills.

Although there are many types of Business Letters and their structures may differ, all Business letters have similar, key, common features, elements or attributes. Despite the variance in the content across the typologies of business letters, the fundamental features or elements remain constant across languages, cultures and setups.

Sample Business Letter (Letter of Offer)

8ᵗʰ November 2015 **[Date]**

PERFECT Builders

Po Box 2347,   **Sender's
                                                      address**

Calicut.

GC Madappally,   **Recipient's
                                                      address**
Po Box 1432,

Vatakara.

Dear Mrs Sreedevi,   **[Salutation]**

Ref: House No. 345 Westhill Township[Subject or Heading]

We write to offer you House No. 345 located in Westhill
Township which you applied for on 24.06.2014.The reserve price   **Main
for the house is 50 lakh.   Body**

Find enclosed the terms and conditions for the offer and the
forms that you will need to fill in.

Yours faithfully,[complimentary close]
                                                 **Signature and
                                                  Name of sender**

M G Pratap,

2.MODEL PURCHASE ORDER LETTER

(For detailed models please refer Annexure)

_____ (Name and address of company with whom order is being placed)

_____ (Date)

Subject: Purchase Order for 1000 pairs of White Canvas Shoes

Dear Sir or Madam

This is with reference to our meeting on _____ (date) when we visited your factory in connection with purchase of socks for our school children.

We are pleased to place an order for 1000 pairs of white canvas shoes against item number _____ and size _____. We would appreciate if the order is delivered at the address given below latest by _____ (deadline date) so that we can start selling it to the children before the summer vacation.

_____ (Name and address where delivery will be made)

The terms and conditions of the purchase order are as follows:

1. Order for 1000 pairs of white Canvas Shoes with item number _____ and size _____.

2. Delivery will be made at the address mentioned above.

3. The order should be delivered latest by _____.

4. 100% payment will be made on delivery.

5. If the order is not delivered by the due date, please consider it as cancelled.

6. The price per pair, as mutually agreed, is Rs. _____ inclusive of all taxes.

We hope to have a long business relationship with you.

Please feel free to contact the undersigned for any clarifications or discrepancy in the order details.

Best regards,

UNIT VI
COMMUNICATION FOR EMPLOYMENT

> *what lies behind us and what lies before us are*
> *tiny matters compared to what lies within us*
>
> -Oliver Wendell

Unit highlights- In this unit we discusses the important means of communication for the purpose of employment. they are:

1. Resume /Curriculum Vitae
2. Application for Job (Cover Letter)
3. Letter of Appointment (offer Letter)
4. Interview
5. Reference Letter

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

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

Importance of employment communication

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

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

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

RESUME / CURRICULUM VITAE

There are several steps an individual needs to take to acquire his/ her dream job. The first step starts with preparing a good CV or resume. CV stands for curriculum vitae. It is known by several names- resume, personal profile, bio-data, personal data sheet, qualification sheet and summary. In practice, it is a written statement of our personal history-biographical details,

educational qualification, work experience, achievements and other strong points that make us for getting selected for a job. In short, a CV/resume is a self introduction to promote you.

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

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

The usual contents of a resume are:

- ➢ Heading: Name, address and telephone number of the applicant. Job title and career objectives may also be included.
- ➢ Education: Academic qualifications mentioning degrees, certificates, scholarships, awards, honours, and other academic recognition received by the applicant. It should begin with the most recent information.
- ➢ Experience: Listing of previous employers, job titles and period of service. Brief description of job duties and names of superior may also be included. It should also begin with the most recent information.
- ➢ Personal Data: Age, height, health, marital status etc., of the applicant.
- ➢ Reference: Names, titles, addresses and telephone numbers of people who will recommend the applicant for the job. These people should know about applicant's job skills, aptitude and experience.
- ➢ Miscellaneous: Co-curricular activities, interests and hobbies of the applicant. Driving license, passport, domicile and national identity card number may also be mentioned if material.

Some useful tips for preparation of resume

- Be brief and concise: You've got about 30 seconds to make your pitch so don't beat around the bush.
- Be perfect: Proofread ruthlessly. Weed out typos and grammatical boo-boos. Double-check dates and facts. Ensure punctuation marks are correct and in their proper places.
- Be active: Go for action verbs. Delete personal pronouns and articles. These will invigorate your resume and free up space for more information.
- Be inviting. Your resume must look attractive to be read. Use conservative fonts like Times New Roman or Arial, at least 10 in size. Include ample white space. Organize items under section headings to give the eyes a break. Print on crisp, white paper.

Types of Resumes:

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

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

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

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

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

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

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

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

CV Vs Resume

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

Curriculum Vita (CV)

- What is it?- A summary of your educational and academic backgrounds as well as teaching and research experience, publications, presentations, awards, honors and affiliations.
- How long should it be? -There is no page limit.
- What is it used for? - Typically for graduate school and academic positions including faculty openings, assistantships, and internships; also grant scholarship and fellowship applications.

Resume

- What is it? - A synopsis of the most relevant professional experiences you have for the particular job for which you are applying.
- How long should it be?- One to two pages in length.
- What is it used for?- Typically, you will use a resume when you apply for business, industry, governmental, and non-profit jobs. The main purpose of the resume is to help you get an interview. A polished resume is your chance to make a good first impression with potential employers.

APPLICATION LETTER

An application for employment, job application, or application form (often simply called an application) is a form or collection of forms that an individual seeking employment, called an applicant, must fill out as part of the process of informing an employer of the applicant's

availability and desire to be employed, and persuading the employer to offer the applicant employment.

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

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

Contents of application letter

1. Your address and contact details
2. the date
3. the full name of the person you are writing to, and/or his/her job title 'The Personnel Manager'
4. the address of the organisation you are applying to
5. the salutation; e.g. Respected Sir/Madam
6. a subject heading; e.g. Application for the Post of Asst. Manager
7. First paragraph: 'I am writing to apply for the post of ..., which was advertised ... on (date).
8. working experience relevant to this job
9. education relevant to this job
10. descriptions of how you fulfil all the requirements in the job advert or necessary for this post
11. why you want to work for this organisation (showing your knowledge of the organisation)
12. when you are available for interview
13. Yours sincerely / faithfully
14. your signature
15. your full name
16. enclosures

Organisation of Application

o order: decide whether your education or your working experience is more useful to the employer, and put that in the second paragraph
o Write good topic sentences: start each paragraph with words that show what it is about; e.g. 'My working experience...'; 'My degree in... '; 'My leadership skills...'; 'The reason that I would like to work for your company is...'
o Write a different job application letter for each organisation that you apply to. You will need different addresses, dates, and names, and you will need to emphasise

different skills, qualifications and experience depending on the requirements of the job.

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

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

2.a. Solicited Job Letter:

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

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

Functions of Job Application Letters:

1. Attracting Attention:

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

2. Creating Desire:

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

3. Convincing the Employer:

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

4. Stimulating Action:

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

Considerations of Writing Effective Job Letters:

1. Using appropriate stationery.
2. Neat typing with proper layout.
3. Describing qualifications, experience interest, etc.
4. Avoiding stereotyped opening.
5. Being specific, definite, courteous and graceful.
6. Giving names of references.
7. Mentioning the results of aptitude and intelligence tests previously   t taken.
8. Making request for interview.
o 9. Explaining reasons for leaving the previous job or for being   unemployed, if necessary.

10. Enclosing copies of the certificates and recommendation letters.

Job Application Vs Resume

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

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

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

INTERVIEW

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

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

Types of patterned interview

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

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

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

Different purpose/objectives of interview

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

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

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

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

4. *Complaining:* taken by an officer, manager if the employee(s) wish to lodge complaint for certain dissatisfaction or action required.

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

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

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

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

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

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

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

Types of Interview

1. Structured Interview

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

2. Unstructured Interview

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

3. Group Interview

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

4. Exit Interview

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

5. Depth Interview

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

6. Stress Interview

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

7. Individual Interview

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

8. Informal Interview

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

9. Formal Interview

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

10. Panel Interview

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

Various symbols of positive and negative attitude of an interview

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

A. Direct Interview:

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

B. Verbal Behaviour:

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

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

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

> Preparation
> During conducting of interview
> Evaluation

I. Preparation:

The interviewer should prepare himself before the interview; the following points are to be *Considered in this regard are;*

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

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

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

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

II. During the interview:

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

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

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

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

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

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

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

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

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

III. Evaluation:

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

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

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

What are the pitfalls an interviewer should avoid?

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

1. Halo Effect:

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

2. Stereotype Error Trap:

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

3. Expectancy Error:

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

4. Ideal image error:

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

5. Personal bias of the interviewer:

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

6. Pseudoscience and myths:

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

7. Stereotypes Mechemiol:

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

8. Other pitfalls:

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

- Illusion that the previous experience of itself guarantees ability to do the job well.
- Being impressed because the applicant needs a job even though the necessary qualification is lacking.
- Talking too much by interviewee not listening.
- Poor preparation before interview.
- Asking inappropriate questions.
- Being discourteous and rude towards the applicant.
- Jumping to conclusion.
- Accepting facts without intending to determine meaning and accuracy.
- Leaving unexplored gaps.
- Allowing candidate to guide the interviewer.
- Depending on memory to conduct interview and to evaluate the applicant's qualification.
- Asking other questions when the applicant hesitates a moment.
- Appearing to be critical and cold towards the applicant.
- Not observing non-verbal be clues.
- Poor questions (a) leading question (b) loaded question (c) dead ended question.

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

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

A. From Interviewer Point of View:

Interview has following importance for the interviewer.

1. To match the applicant and the job:

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

(a) Matching Qualification:

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

(b) Matching Candidate Ability:

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

(c) Other Areas:

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

2. *To develop the image of organization:*

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

B. From Interviewee Point of View:

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

a. To have information:

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

b. To have a suitable job:

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

APPOINTMENT LETTER

The letter written by the employer requesting the selected candidates to join in a specific position is known as appointment letter. Appointment letter is also called 'job offer letter' or 'job letter'. When people apply for jobs, they will undergo a selection process. At the end of the selection process, some candidates are finally selected for the job. Once the selection process. At the end of the selection process, some candidates are finally selected for the job. Once the selection process is over, the employer sends appointment letter to those candidates who have successfully completed the selection process. Through this letter, the employer informs the candidate that he or she has been finally selected and invites him or her to join in the specified post. This letter also states the conditions of the job, its duties and responsibilities.

Contents of appointment letter

Appointment letter must give a full disclosure of the terms and conditions from the employer's side. Because, the candidate will join only when those term and conditions are acceptable to him. An ideal *appointment letter* should contain the following contents:

- Name and address of the organization (employer)
- Name and address of the applicant
- Name of the position
- Duties and responsibilities of the job
- Conditions of job: whether permanent or temporary, office time, performing another job simultaneously.
- Monthly salary
- Time length of the contract
- Date of joining
- Documents to be submitted during joining
- Security requirements

- Commitment or declaration and
- Provision regarding termination

REFERENCE LETTER

The definition for a reference letter is an evaluation of a person's characteristics and personal qualities, rather than professional qualities which are expressed when writing a recommendation letter. It is very common for the two labels to be used interchangeably but there is a distinct difference in their meanings as their purposes are not the same. For the reference letter format, personal attributes are given more importance, such as attitude and interests.

As with the importance of a recommendation letter, the importance of a reference letter will depend upon the individual company or academic body. Those that are interested more in the personal characteristics of a future employee or student will look to learn more about you as a person rather than you as a professional. In both cases, there are procedures to take and tips and advice for writing a recommendation or reference letter.

Who is Supposed to Write a Reference Letter?

In order to have a good reference letter it must be written by someone who will know you well enough to be able to express your best qualities. With a reference letter, there is usually more flexibility on who can write it, as it does not have to specifically be someone that you have a professional relationship with, but rather a personal one. However, writing a reference letter will still require the person to be able to express in the best way possible why you would be the perfect candidate for a job or university place.

Reference Letter -Importance

The difference between a reference letter vs recommendation letter is important as a reference letter will go more into detail about your personal performance than your professional performance. This allows the recipient to know more about you other than your professional qualities and past; an opportunity to make you stand out from the crowd. Application processes are always slightly different so you may not need to provide a reference letter, make sure to ask about the procedure before handing over any documents.

MODEL APPOINTMENT LETTER (Template)

Ms/Mr. _____

Address of the selected candidate

Date of issue of Appointment Letter

Subject: Your application for the post of _____

Dear Ms/Mr _____

     We are in receipt of your application for the post of _____.
We are pleased to inform you that our organization has found you eligible
for the profile described.

You are requested to report at our office as per address given below at
9:30AM on _____ (date from when the individual is expected to join)
in approval to your appointment.

Name of the Company

Complete address with phone numbers/landmarks (if any)

     This is to inform you that this letter will be null and void in case you
do not report at the date and time specified in this letter.

As per our Company policy, you will be on Contract for a period of _____
(specify the period as per the HR policy) and then, based on your
performance and review you will be taken to the next level of employment
in the organization.

During your Contract period you are entitled to take _____ (specify the
leaves that the employee can take as per your Leave policy). In cases of
emergency for any extra leave requests however the decision will be upon
the management.

We hope to have a long successful professional relationship with you and
wish you all the very best.

Yours sincerely

_____

(Designation of the authority)

UNIT-VII
BUSINESS REPORT

> *'Like a bathing suit, a report covers everything that has to be covered but nothing more'*
>
> - H A Shearing

portare = to carry). Generally a report is a description of an event carried back to someone who was not present on the scene. Thus in a broad sense, many memorandums, letters and news items are called as reports.

When a report is written for business purpose, it is called business report. It is a little bit different from other reports. It deals with business related information. A business report is prepared containing business related information that assists the management to take better decisions. Some definitions on business report are given below-

What is Business Report

- According to Lesikar and Petit, "A business report is an orderly, objective communication of factual information that serves some business purpose."
- Boone and Other said, "A business report is a document that organizes information and a specific topic for a specific business purpose."
- According to Murphy and Hildebrandt, "A business report is an impartial, objective, planned presentation of a fact to one or more persons for a specific, significant business purpose."

So, a *business report* can be defined as an organized, written statement of facts related to specific business matter. It helps the interested persons to get insight into the problem and to overcome the problem.

Characteristics of Business Report

Business reports carry information on facts related to business activities. The very nature of business report differentiates it from other reports. The unique characteristics of business report are discussed below-

- Specific Issue: Every report, including business one, is written on specific subject. It is written to fulfil certain need.
- Pre-Specified Audience: An important characteristic of report is that it has a pre-specified audience. Usually a report is written for a limited number of audiences and the need of the audience is always kept in mind.
- Specific Structure or Layout: In preparing report, certain structure or layout or format is followed. The layout or structure of report is almost same in every case.
- Written on Past Events: In most of the cases, the reports are written on past events. Most of the business reports carry the reasons of happing the incident, the ways of recovery etc. Reports are also written in past forms.
- Neutral in Nature: In drafting reports, impartiality it strictly maintained. No biased or non-objective material is included in it. Biased report may lead to disastrous decisions.
- Factual Information: Business report is always written based on factual information. The data collected on specific events is factual, not factious.

- Joint Effort: A report is an outcome of joint efforts of a group of people. No one can personally or solely prepare a report. Now-a-days, in most of the cases, committee is formed containing three to seven people for furnishing a report on certain incident.
- Orderly Presentation: The information of a report is presented orderly so that the audience can get his needed information from where it is located.
- Upward Flow: The direction of a report is always upward in the organizational structure. The higher authority normally assigns the duty of preparing reports to their immediate lower authority and after preparing the report, they submit it to their boss or higher authority.
- Some Additional Aids in Presentation: A report is always presented in an attractive way. In addition, analytical reports contain executive summary, contents and index, necessary charts, graphs and design and conclusion and recommendation etc.
- Signature and Date: It is customary to put the signature of the reporter with date at the end of the report. If it is prepared by a committee, signature must be given by each member of the committee.

The Objectives of Preparing Report

The prime objective of report is to provide information about any event or object or situation to the proper persons. It helps business people to take accurate and pragmatic decisions. The purposes of Report can be mentioned as below-

- ➢ To carry business information to the concerned quarters
- ➢ To analyze the data for interpretation
- ➢ To help planning by providing factual information
- ➢ To help decision making by providing necessary information and evidence
- ➢ To reduce administrative cost by eliminating searching cost for information
- ➢ To help establish effective control system through the information on employee performance
- ➢ To help reduce and resole organizational disputes
- ➢ To help to bring effective coordination between and among the departments
- ➢ To help to bring dynamism in the organization by supplying latest information
- ➢ To find out the reason behind a problem
- ➢ To present the findings of investigation or inquiry
- ➢ To recommend specific action to solve a problem

So, we find that report serves some important purposes. In fact it aims to provide every support to business people through providing necessary factual information.

Elements of a Business Report

1. Title Page

Begin most business reports with a title page that contains the full title of the report, the name of the author or compiler, the name of the intended audience and the date of submission. A title page may also include the name of the organization for which the report has been prepared.

2. Abstract or Executive Summary

Highlight the main purpose and the primary points of a business report with a 200- to 250-word "abstract" or a one-page or shorter "executive summary." Abstracts and executive summaries usually follow the title page on a separate page and highlight the purpose, methods, scope, findings, conclusions and recommendations of the report.

3. Table of Contents

List the contents of a business report on a separate "Table of Contents" page. The table of contents page may precede or follow the abstract and should identify each primary section of the report by page number and in order of appearance.

4. List of Figures, Tables, Abbreviations or Symbols

If you include more than five figures or tables, list these items by page number on a "List of Figures" or "List of Tables" page following the table of contents. If the report uses several abbreviations or symbols, identify these as well on a separate "List of Abbreviations" or "List of Symbols" page.

5. Introduction

Begin the body of your report with an introduction that presents the purpose and scope of the report. Any background information or research necessary for understanding the rest of the report should be presented here.

6. Body

Identify primary sections of the body of the report with appropriate headings. These sections will cover the central content of the report, whether you are reporting on a current problem, a potential solution or some other subject of interest to your audience. Compliment this material, where appropriate, with illustrations and tables as well as with research and sources.

7. Conclusions and Recommendation

At the end of the body of the report, present your concluding ideas and arguments in the "Conclusions" section. If appropriate, state your "Recommendations" as well, indicating the course of action you suggest in light of your arguments in the body of the report.

8. Endnotes or Explanatory Notes

If you do not include footnotes in the body of the report, you may find it helpful to include "Endnotes" or "Explanatory Notes" after your conclusions section. These notes provide additional helpful information for your readers that may be distracting if it were included in the body of the report.
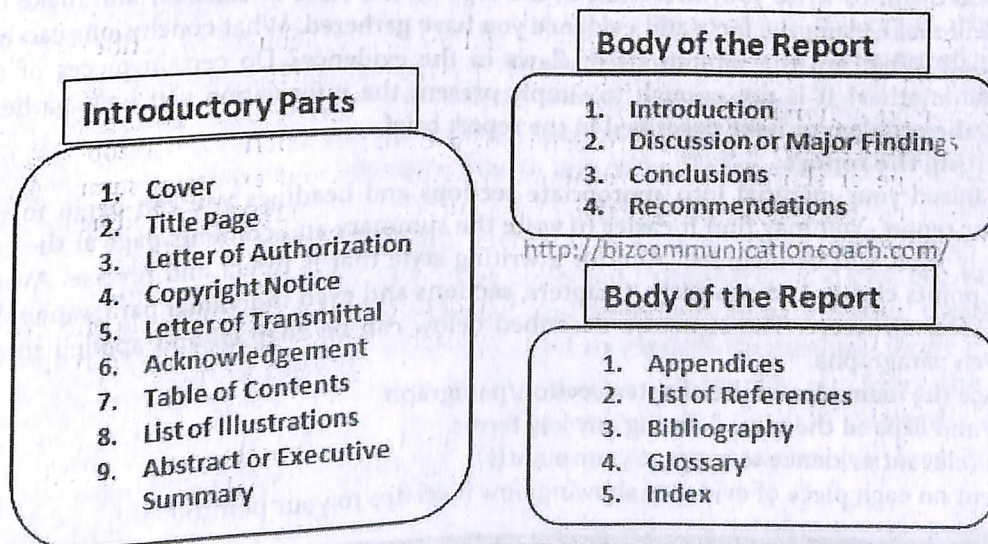
9. Bibliography, References or Works Cited

List the references that you use either to prepare your report or to support the argument and ideas in your report on a separate "Bibliography," References" or "Works Cited" page after the endnotes section. Include any research sources, such as websites, books or interviews, that you used during your research or referenced directly in the text of your report.

10. Appendix and Glossary

If helpful for your readers, you may also want to include an "Appendix" or a "Glossary" at the end of your report. An "Appendix" provides information that is too detailed or involved to be included in the body of the report, but that may be helpful as additional reading. A "Glossary" alphabetically lists specialized terminology with definitions.

The elements of a report vary depending on the organization or structure of the report and there are various styles of organizing a report. Normally reports are organized in three ways-

- Letter-Text Combination From: Letter-text combination form is the widely adopted form for origination long report. Letter-text combination form finally takes the book form when it is presented or handed over to the authority formally. A complete report in letter-text combination form includes the following parts and sub-divisions-

Introductory Parts

1. Cover
2. Title Page
3. Letter of Authorization
4. Copyright Notice
5. Letter of Transmittal
6. Acknowledgement
7. Table of Contents
8. List of Illustrations
9. Abstract or Executive Summary

Body of the Report

1. Introduction
2. Discussion or Major Findings
3. Conclusions
4. Recommendations

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Body of the Report

1. Appendices
2. List of References
3. Bibliography
4. Glossary
5. Index

- Letter Form: If the materials of a report are short, brief and informal, they can be arranged as a form of business letter. The main parts of a letter report are heading or title, date, address, salutation, the body, complimentary close and signature. It is usually written in the first person I or We.

- Memorandum Form: A simple way of presenting report is a memorandum form as it maintains less formality. The date of the report is mentioned at the top. It is followed by the name of the person to whom the report is addressed, the name of the writer and the subject of the report. Next follows the actual text and the conclusion. Like the letter form, the text of the report here is also divided into paragraphs with headings and sub heading.

Writing the report: the essential stages

All reports need to be clear, concise and well structured. The key to writing an effective report is to allocate time for planning and preparation. With careful planning, the writing of a report will be made much easier. The essential stages of successful report writing are described below. Consider how long each stage is likely to take and divide the time before the deadline between the different stages. Be sure to leave time for final proof reading and checking.

Stage One: Understanding the report brief

This first stage is the most important. You need to be confident that you understand the purpose of your report as described in your report brief or instructions. Consider who the report is for and why it is being written. Check that you understand all the instructions or requirements, and ask your tutor if anything is unclear.

Stage Two: Gathering and selecting information

Once you are clear about the purpose of your report, you need to begin to gather relevant information. Your information may come from a variety of sources, but how much information you will need will depend on how much detail is required in the report. You may want to begin by reading relevant literature to widen your understanding of the topic or issue before you go on to look at other forms of information such as questionnaires, surveys etc. As you read and gather information you need to assess its relevance to your report and select accordingly. Keep referring to your report brief to help you decide what is relevant information.

Stage Three: Organising your material

Once you have gathered information you need to decide what will be included and in what sequence it should be presented. Begin by grouping together points that are related. These may form sections or chapters. Remember to keep referring to the report brief and be prepared to cut any information that is not directly relevant to the report. Choose an order for your material that is logical and easy to follow.

Stage Four: Analysing your material

Before you begin to write your first draft of the report, take time to consider and make notes on the points you will make using the facts and evidence you have gathered. What conclusions can be drawn from the material? What are the limitations or flaws in the evidence? Do certain pieces of evidence conflict with one another? It is not enough to simply present the information you have gathered; you must relate it to the problem or issue described in the report brief.

Stage Five: Writing the report

Having organised your material into appropriate sections and headings you can begin to write the first draft of your report. You may find it easier to write the summary and contents page at the end when you know exactly what will be included. Aim for a writing style that is direct and precise. Avoid waffle and make your points clearly and concisely. Chapters, sections and even individual paragraphs should be written with a clear structure. The structure described below can be adapted and applied to chapters, sections and even paragraphs.

- Introduce the main idea of the chapter/section/paragraph
- Explain and expand the idea, defining any key terms.
- Present relevant evidence to support your point(s).
- Comment on each piece of evidence showing how it relates to your point(s).

- Conclude your chapter/section/paragraph by either showing its significance to the report as a whole or making a link to the next chapter/section/paragraph.

Stage Six: Reviewing and redrafting

Ideally, you should leave time to take a break before you review your first draft. Be prepared to rearrange or rewrite sections in the light of your review. Try to read the draft from the perspective of the reader. Is it easy to follow with a clear structure that makes sense? Are the points concisely but clearly explained and supported by relevant evidence? Writing on a word processor makes it easier to rewrite and rearrange sections or paragraphs in your first draft. If you write your first draft by hand, try writing each section on a separate piece of paper to make redrafting easier.

Stage Seven: Presentation

Once you are satisfied with the content and structure of your redrafted report, you can turn your attention to the presentation. Check that the wording of each chapter/section/subheading is clear and accurate. Check that you have adhered to the instructions in your report brief regarding format and presentation. Check for consistency in numbering of chapters, sections and appendices. Make sure that all your sources are acknowledged and correctly referenced. You will need to proof read your report for errors of spelling or grammar. If time allows, proof read more than once. Errors in presentation or expression create a poor impression and can make the report difficult to read

Types of Business Report

Reports may be classified based on several criteria, including their use (progress reports and financial reports), purpose (informational, analytical and persuasive reports), frequency of preparation (annual, monthly, weekly and hourly reports), length (short and long reports) and whether they are internal to the business, or are used outside the business. The most common types of business reports may be divided into the following categories;

1. Periodic reports

These are reports that are prepared on a regular basis, for both internal and external audiences. Their purpose is solely to inform. Examples of this type of report are

a) Routine management reports – These are reports such as equipment reports and sales updates and are prepared for internal audiences.

b) Compliance reports – These are submitted to external stakeholder such as the government, stating compliance with regulations such as environmental norms.

c) Progress reports – These reports may be prepared for both internal audiences such as top management and shareholders, as well as for external audiences such as customers. A project report stating progress on a long-term project is an example of this type of report.

2. Proposals

Unlike periodic reports, the purpose of a proposal is to persuade. Proposals may be prepared for both internal and external audiences. Examples of proposals include research proposals and marketing strategy proposals to top management, proposals to the government to grant funds for building a research facility and proposals to consumers to buy a company's products.

3. Policies and Procedures

The purpose of these reports is solely to inform. They are also prepared only for internal audiences. Examples include reports on company policies and procedures, written by top management and sent to all employees. This is part of downward communication.

4. Situational reports

These are one-time, exceptional reports that are prepared when a unique event occurs. For example, if sales of the company has shown a significant decline, a study may be carried out to determine the reasons for declining sales and a report prepared on the findings. Similarly, a market feasibility study may be carried out before launch of a new product and a report prepared, based on the study. The purpose of such reports is usually to inform, analyze and persuade.

Types of Reports and Their Functions

Type	Function
1. Laboratory Report	Communicate the procedures and results of laboratory activities
2. Research Report	Study problems scientifically by developing hypotheses, collecting data, analyzing data, and indicating findings or conclusions
3. Field Study Report	Describe one-time events, such as trips, conferences, seminars, as well as reports from branch offices, industrial and manufacturing plants
4. Progress Report	Monitor and control production, sales, shipping, service, or related business process
5. Technical Report	Communication process and product from a technical perspective
6. Financial Report	Communication status and trends from a finance perspective
7. Case Study	Represent, analyze, and present lessons learned from a specific case or example
8. Needs Assessment Report	Assess the need for a service or product
9. Comparative Advantage Report	Discuss competing products or services with an analysis of relative advantages and disadvantages
10. Feasibility Study	Analyze problems and predict whether current solutions or alternatives will be practical, advisable, or produced the desired outcome(s)
11. Instruction Manuals	Communicate step-by-step instructions on the use of a product or service
12. Compliance Report	Document and indicate the extent to which a product or service is within established compliance parameters or standards
13. Cost-Benefit Analysis Report	Communicate costs and benefits of products or services.
14. Decision Report	Make recommendations to management and become tools to solve problems and make decisions
15. Benchmark Report	Establish criteria and evaluate alternatives by measuring against the establish benchmark criteria
16. Examination Report	Report or record data obtained from an examination of an item or conditions, including accidents and natural disasters
17. Physical Description report	Describe the physical characteristics of a machine, a device, or object
18. Literature Review	Present summaries of the information available on a given subject

Annual Report

The single source of getting information about any company whether it is the past or present performance or for that matter, the future outlook, detailed financial performance through the financial statements, corporate governance or CSR activities, all is compiled in the Annual Report of the company. It helps in assessing the year's operations and provides the company's view of the upcoming year and future prospects. It is a report that each company must provide to its shareholders' at the end of the financial year, rather it is a report that every investor must read. It is the most comprehensive means of communication between a company and its stakeholders, rightly called the pinnacle of corporate communications.

Key constituents of Annual Report:

The major components of the annual report mirrors the psyche of the company, giving a fair idea on the sustainability of business and how sound the business is.

- Letter from the Chairman: This part of the annual report mainly tells you how the company has performed during the year. It's a place to find apologies and reasons if the performance doesn't meet the expectations. The goals and strategies for the future are also laid down by the leading hands in this section of the annual report.

- Ten-year financial summary: Assuming that a company is at least ten years old, many annual reports contain a snapshot of the financial results over that period of time. This helps in seeing the growth / de-growth trend of revenues and profits and other leading indicators of a company's financial success.

- List of directors and other officers: All the data regarding the leading managers like the president, chief executive officer (CEO), vice presidents, chief financial officer (CFO) is provided here. Also, information pertaining to the other seniors who may not be a part of the organization, but are present on the board of the company, to help and guide the organization is available in this section of the annual report.

- Management discussion and analysis (MD&A): This is the place where the company's management has the opportunity to present a discussion on the significant financial trends within the company over the past couple of years. It also includes data on the industry of which the company is a part of. Reading between the lines gives all the hints that the management is trying to indicate regarding where the company is and where is it expected to be. It also contains a brief SWOT analysis (strength, weakness, opportunity and threat) and highlights the business strategy that the management intends to follow for the coming fiscal.

- Directors report: The director's report comprises of all the key events that happened during the reporting period. It contains all the information like summary of financials, operational performance analysis, details of new ventures, partnerships and businesses, performance of subsidiaries, details of change in share capital and details of dividends. In short, it provides a recap of the fiscal year under consideration.

- Corporate information: Subsidiaries, brands, addresses: This section has all the information regarding company locations (domestic and foreign), contact information, as well as brand names and product lines.

- General shareholders' information and corporate governance: The report on corporate governance covers all the aspects that are essential to the shareholder of a company and are not a part of the daily operations of the company. It provides all the details regarding the directors and management of the company, for e.g. their background and remuneration. It also provides data regarding board meetings as to how many directors attended how many meetings. It also provides general shareholder information such as correspondence details, details of annual general meetings, dividend payment details, stock performance (stock history, stock price trends, listing stock exchanges), details of registrar and transfer agents and the shareholding pattern.

- Financial statements and schedules: This section includes the financial performance data of the company. It provides details regarding the operational performance and financial strength of a company during the reporting period through the income statement, balance sheet and cash flow statement. The footnotes are equally important as they

provide information about the organization's structure and financial status that has not been covered anywhere else in the report. For example: information on management reorganization or details on bad debts that was written off by the company. Further, the schedules provide a detailed breakup of the individual components of the financial statements.

a) Profit and Loss statement: It is the financial statement that summarizes the revenues, costs and expenses incurred during a specific period of time. It clearly indicates how much was earned and what went into getting those earnings.

b) Balance Sheet: This provides the summary of the assets and liabilities of a company. It gives a fair idea of what the company owns and what it owes.

c) Cash Flow: Cash Flow Statement is the accounting statement that provides the details of how much cash is generated and used by the company over a specific period of time.

Reading an Annual Report:

Although one would have all the information about a company readily available, there are certain things to keep in mind while browsing an annual report.

- One should have the skill to read the annual report to the extent that one can pick the hints that the company provides regarding future growth or disasters expected. These are indicated in the Chairman speech, MD&A or the sales and marketing section if any.
- Review the company's financial statements and look for trends in profitability, growth, sustainability and dividends.
- Footnotes and schedules are to be carefully read for complete understanding of the financial statements.
- Carefully read the letter of Auditor opinion to be sure that the financial statements are an accurate representation of the company's financial reality.

Objectives of Annual Report: It is made with the following objectives:

- Taking prospective economic decisions
- Providing information about the financial position, performance and changes in financial position of an entity
- Presenting and disclosing information about the company
- To lure new investors and make adequate disclosures to the existing ones

Purpose of Annual Report:

- Provide Financial Information

An annual report provides information on the company's fiscal year. The financial information provided in the annual reports helps determine the current status of business, how the company is funding operations and growth, and how good the company is placed at making money for its investors.

- Accountability

Annual report is considered as the main accountability mechanism. Accountability is a pre-requisite, as it gives an idea of how far the company has met its responsibilities towards its owners, and fulfilled the role defined, which through the financial reports should reflect the extent of performance that are related to the entity.

- Decision making

The objective of reporting the financial statements' is to inform about the performance of the company that could be helpful to a wide range of potential users for evaluating and making economic decisions.

Promote / Marketing the Company

In addition to providing financial information, an annual report serves as a marketing tool for the company. Inclusion of positive feedbacks from employees and customers or key developments in the company worth highlighting can increase the readership of the report and appeal to new investors and customers.

Achievements highlighted

Annual reports provide information on the company's mission and history and summarizes the company's achievements in the past year. The achievement section also includes information on aspects like sales increases and factors related to growth in profitability and productivity. This serves the purpose of making the shareholders and stakeholders feel good about their investments or participation in the company.

Target Audience:

Current shareholders and potential investors are the primary audiences for annual reports. By and large it is also required by lenders, banks and potential employees for taking appropriate financially viable decisions.

Conclusion:

Although the annual report serves as a communication tool and determines the reality of the organization in the public mind, it depends on the quality of information provided in the annual reports. That is why, it is important to filter the annual report for the information provided and gauge its relevance before taking any investment decisions.

Committee Reports

A committee is a group of people who represent a larger group or organization and who make decisions or plans on behalf of that group or organization. In another wordscommitteeisaa group of people appointed or elected to administer, discuss, or make report s concerning a subject on which itsmembers are authorities. simply, we can say that a committee is a group of people officially delegated to perform a function such such as investigating, considering, reporting, or acting on a matter.

Features of Committee

1. A committee is a group of persons there should be at least two persons. There is no limitation on the maximum number of persons. However, if number of persons rises above seven, communication tends to become centralized because committee members do not have adequate opportunity to communicate directly with one another.

2. A committee is charged with dealing with specific problems and it cannot go in for actions in all sphere of activities. There are strictly defined jurisdictions within which a committee is expected to justify its existence. Beyond these limited spheres a committee is doomed to fail as an organ of action.

3. Members of the committee have authority to go into details of the problems. This authority usually is expressed in terms of one vote for each member.

4. A committee have the authority either to take a final decision or it may merely decision or it may merely deliberate on problems without authority to decide.

5. A committee may be constituted at any level of organisation. Moreover, the members of a committee may be drawn from various levels. Usually in such a case, all the members of the committee enjoy equal authority.

Types of Committee Reports

1. Standing Committee Reports

These reports are prepared by standing committee. Standing committees are created by the standing orders, rules, by-laws or regulations of an organization. They exist and function more or less on a permanent basis (for example, a finance committee, marketting committee, evaluation committee, executive committee). The board usually takes all advice and recommendations from a standing committee.

Typical Standing Committees Reports

a. Board Development Committee- Deals with board processes, structures and roles, including retreat planning, committee development, and board evaluation; sometimes includes role of nominating committee, such as keeping list of potential board members, orientation and training

b. Evaluation committee reports - deals with sound evaluation of products/services/programs, including, e.g., outcomes, goals, data, analysis and resulting adjustments.

c. Executive committee report- deals with the operations of the board; often acts on behalf of the board during on-demand activities that occur between meetings, and these acts are later presented for full board review; comprised of board chair, other officers and/or committee chairs (or sometimes just the officers, although this might be too small); often performs evaluation of chief executive.

d. Finance committee report -deals with development of the budget; ensures accurate tracking/monitoring/accountability for funds; ensures adequate financial controls; often led by the board treasurer; reviews major grants and associated terms

e. Fundraising committee report-deals with development and implementation of the Fundraising Plan; identifies and solicits funds from external sources of support, working with the Development Officer if available; sometimes called Development Committee report

f. Marketing committee reports - deals with development and implementation of the Marketing Plan, including identifying potential markets, their needs, how to meet those needs with products/services/programs, and how to promote/sell the programs

g. Personnel committee reports-Guides development, review and authorization of personnel policies and procedures; sometimes leads evaluation of the chief Executive; sometimes assists chief executive with leadership and management matters.

2. Ad hoc committee Reports

These types of reports are prepared by a committee which is appointed on ad hoc basis. Ad hoc committees are appointed or created for a particular purpose or on a short-term basis. The committee is dissolved when the job is complete (for example, a committee appointed to build a playground or plan a conference).

typical ad hoc committees

a. Audit committee-Plans and supports audit of a major functions, e.g., finances, programs or organization

b. Ethics committee -Develops and applies guidelines for ensuring ethical behaviour and resolving ethical conflicts

c. Events (or Programs)Plans and coordinates major events etc.

3. Advisory Committee Reports

Advisory committees may be standing or ad hoc and are often set up at the request of or on the condition of a funding body. This committee conduct detailed study in concerned area

and submit report to the organisation. following are the examples of advisory committees reports;

a. Pay revision committee report
b. Investment advisory committee report
c. Technical advisory committee report
d. Legal advisory committee report etc

4. Sub Committee Reports

This reports are prepared and submitted by subcommittees to original committee. *All types of committees may form sub-committees if the work loads are very heavy or complex in nature. ie, original committee delegates part of their duties and functions to a comparatively small group, then it is subcommittee for original committee.*

Example, Campaign committee which coordinates major fundraising event; is a subcommittee of the Fundraising Committee.

Nomination committee is act as subcommittee of Board development committee

UNIT-VIII
NON VERBEL COMMUNICATION

> *"60% of all human communication is non-verbal: body language, 30% is your tone, so that means 90% of what you're saying aren't coming out of your mouth"*
>
> **- Richard Fitch**

Non-Verbal Communication is the wordless form of communication which takes the form of postures, body language ,facial expressions, eye contacts, tension, breathing and tones etc. The main distinguishing feature of this form of communication is the use of body language to convey messages. Cues or signs are the main tools used in this type of communication and is essentially wordless.

Behaviour and elements of speech aside from the words themselves that transmit meaning. Non-verbal communication includes pitch, speed, tone and volume of voice, gestures and facial expressions, body posture, stance, and proximity to the listener, eye movements and contact, and dress and appearance.

Research suggests that only 5 percent effect is produced by the spoken word, 45 percent by the tone, inflexion, and other elements of voice, and 50 percent by body language, movements, eye cont....., etc.

2.Transmission of messages by a medium other than speech or writing.
communication involves more than spoken or written words. For example, when Mr. Shyam arrives punctually for a job interview wearing a conservative blue suit and when he leans forward to answer questions in an animated voice, he is sending messages to the interviewer. These nonverbal messages will be observed and registered, just as his words are interpreted and processed, by the interviewer. Learning to recognize and to control nonverbal cues is important to the successful communicator. Some authorities consider nonverbal signals to be even more important than words. In experiments testing the communication of feelings (such as approval or disapproval of another individual), psychologist Albert Mehrabian found that body movements and tone of voice conveyed 93 percent of a message. The actual words conveyed only 7 percent. Whether you are communicating feelings or ideas (and most messages contain both), a number of nonverbal factors are at work.

Kinds of Non-Verbal Communication
1.Paralanguage—How the Voice Communicates.

The way in which a message is spoken is often as important as what is said. Paralanguage describes the vocal qualities, such as tone, inflection, volume, emphasis, and pitch, of a spoken message. Notice how the significance of the following message shifts according to the word emphasized.

Although the words are the same, the receiver perceives different messages when voice emphasis changes. Paralanguage often reveals the emotions, conscious and unconscious, underlying our words. Dynamic speakers and successful business leaders capitalize on paralanguage to reinforce their words. Because their voice patterns complement their words, they avoid sending conflicting messages.
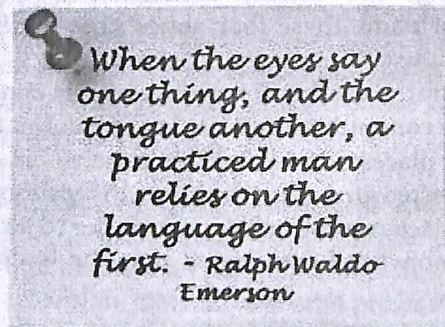
2. Kinesics— How the Body Communicates.

Body Language, the best-selling book by Julius Fast, popularized the concept of nonverbal communication. It would be inaccurate, however, to suggest that specific positions and movements are infallible indicators of underlying motivation. Such simplicity, of course, belies reality. Although we may not be able to catalog every body movement and indicate its hidden meaning, we should be aware that facial expression, eye contact, posture, and gestures exert a significant effect on viewer perception.

3. Facial Expression.

Experts estimate that we can make and recognize nearly 250,000 distinct facial expressions. The most common expressions are interest, enjoyment, surprise, distress, shame, contempt, anger, and fear. In conversations, facial expressions are a principal source of feedback. Alert communicators display and interpret facial expressions accurately; they modify their messages to produce the effect they intend. For example, the appearance of frowns, yawns, or smirks on the faces of listeners in the audience should signal Clark Kent, a sales representative, to alter his presentation because he's not obtaining his desired result.

4. Eye Contact.

Often described as the "windows of the soul," eyes are the most expressive element in face-to-face communication. Among North Americans, individuals who maintain direct eye contact are usually considered to be open, honest, and trustworthy. "Shifty" eyes suggest dishonesty; and a downward gaze may be interpreted as a sign of submission, inferiority, or humility. In this culture it's difficult to have confidence in a speaker who is unable to "look you in the eye." It must be remembered, of course, that the interpretation of much nonverbal communication is culture dependent.

> When the eyes say one thing, and the tongue another, a practiced man relies on the language of the first. - Ralph Waldo Emerson

5. Posture.

Posture means the position in which you hold your body when standing or sitting. It is an important body language that has specific meaning. The manner in which one sits, walks or stands may communicate specific feelings. The way you stand and hold your body also sends messages about your self confidence. Stooped or bowed shoulders may signal that you are burdened, self conscious, lacking confidence, submissive, beaten, guilty, or afraid. A straight back with squared shoulders typifies strength and responsibility. Hunched shoulders suggest anxiety or weariness.

6. Gestures.

A gesture is a conscious and deliberate body movement intended to convey specific message. Many different attitudes and intentions are expressed in gestures. For example, standing when you are introduced to people who are older or n higher-ranking positions shows respect. A thumps-up gesture shows that things are under control. Some hand gestures are recognized and easily interpreted. For most North Americans a circle formed with the index finger and thumb signals satisfaction, shaking the index finger indicates a warning, and showing the palm symbolizes a peaceful greeting. Other gestures are not so easily translated. Do crossed arms mean "I will not let you in"? Does rubbing the nose with a finger represent disapproval? Does patting the hair mean approval? Does forming a "steeple" with the fingertips indicate superiority? The interpretation of these gestures and others depends greatly on the situation and also on the culture.

7. Image

How Appearances Influence Communication. The image an individual projects and the objects surrounding that person can communicate nonverbally. Clothing, for example, tells a great deal about an individual's status, occupation, self-image, and aspirations. A researcher testing the perceptions of individuals conducted an experiment in which two men dressed in inexpensive and expensive clothing on alternate days. Their task was to enter stores of all types and select merchandise. When it was time to pay, they searched their pockets and announced that they had left their wallets at home. Then they tried to pay by check. When dressed in expensive clothing, the men were able to cash twice as many checks as they did when wearing inexpensive clothes. Clothing apparently communicated a nonverbal message indicating worth, integrity, and trustworthiness. Appearances definitely affect perceptions. If you look successful, you are often perceived to be successful.

In addition to clothing, a person's possessions and ornaments send messages. In a business office, the condition of an individual's desk, the appearance (or lack) of personal decorations, the kind of paintings on the wall, the quality of the furniture, and the books or magazines in view suggest the occupant's status, work habits, personal habits and interests, education, and personality traits. An office visitor forms opinions, conscious and unconscious, from such nonverbal clues.

7. Proxemics—How Space Influences Communication.

Proxemics refers to the amount of space that individuals naturally maintain between each other. Sociologists report four territorial zones: intimate space (up to 1.5 feet), personal space (1.5 to 4 feet), social space (4 to 12 feet), and public space (12 feet or more). When our territorial space is invaded, we resent and resist the intrusion. Business conversations may take place in personal or social space, but never in intimate space. Meetings are usually conducted in public space. Although effective communicators probably could not name these four zones, they instinctively understand and observe spatial requirements.

Manipulation of space illustrates another form of nonverbal communication. The arrangement of furniture in an office, for example, communicates a variety of information about the occupant. Richard Snyder, human resources director, places a visitor's chair close to his desk, suggesting that he is open, approachable, and genuinely interested in getting to know his visitors personally. On the other hand, Victoria Santos, branch manager, places visitors' chairs across the room from her desk and keeps a coffee table in front of the chairs. The nonverbal message is that she is distant, aloof, and uninterested in visitors.
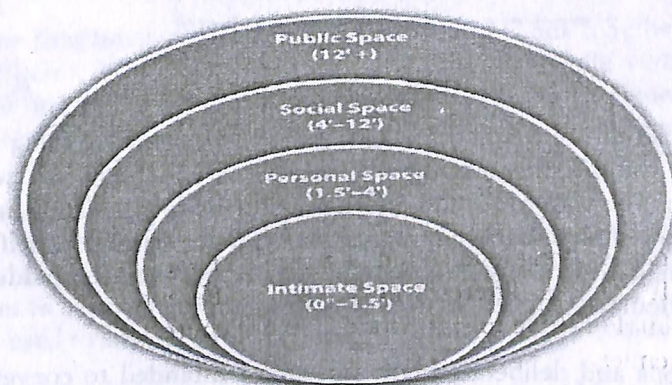
Proxemics Zones

8.Chronemics or Time Language:

Time is an important language in case of non verbal communication that conveys specific message to others. In some countries and cultures, time is an important factor in everybody life. The use of time by a person reveals his seriousness and general practice.

9.Communication through Action:

Action or general practice of a person is another form of non verbal communication which can be a best means of communicating specific message. The liking, disliking, desire, nature, habit etc of a person may be revealed by his action. For example, if a manager comes to the office on time regularly, it means that he is very much punctual and other employees should follow him strictly.

Non verbal act	Possible unworded ideas
A senior looks at his watch while you talking	"your time is over, go away"
A person winks after saying a thing	"Do not believe what I just said"
An executive is always late for the meeting	"I am always very busy" or "I don't bother your time".
A speaker prefers to speak from the floor, not the dais	" I want to show my sense of equality with you(audience)"

11. Symbols:

Symbols are an important media of non verbal communication. We use different types of signs or symbols to communicate specific message to the viewer. We use signs or symbol as representations of something. For example, we use 'V' sign for victory; '+' for add, '-' for minus or subtraction, 'X' for multiply or prohibition, skull and cross bones for danger and so on.

11.Audio communication:

When message is conveyed to the audience through sound only, it is called audio or audible communication. It is an important media of non-verbal communication. We use various types of sounds to communicate different messages to others.

13. Calling Bell:

Calling bell is another audible means of nonverbal communication which is widely used in offices or homes. The ringing of a calling bell means someone is waiting for another desired person. Here no verbal communication is used.

14. Ringing Bell:

Like siren, ringing bell also conveys different meanings in different situations. For example, in an educational institutions, ringing bells refers to information related to particular class. But in railway station, ringing bell means that train is coming.

15. Audio-Visual Communication:

When communication takes place by using both sound and pictures, it is called audiovisual communication. It is based on both audio and visual means of communication. Audio-visual communication may be used with oral or written communication. Some important and powerful media of audio-visual communication are television, cinema, overhead projector, video tapes etc.

16. Silent Communication:

When message is conveyed through silence, it is called silent communication. It is a very powerful tool of communication. There are some situations where silence best communicates the message. Silence has positive or negative meaning. The meaning of silence depends on the situation. Attention, carefulness, carelessness, displeasure, lack of interest, failure to understand, anger, resentment, approval and disapproval or refusal etc. can be communicated very effectively by using silence.

17. Siren:

A siren is a device that makes a long loud sound as a signal or warning. It is an important means of nonverbal communication. It conveys different messages in different situations. For example, In factory settings 'morning siren' implies "time to start work". in the context of defence, during war-time, it means incoming attacks by enemies.

Importance / Advantages of Nonverbal Communication

There are different types of nonverbal communication methods, each of which has certain advantages. The advantages of nonverbal communication are discussed below from different perspectives.

1. *Substitute:* The major importance of nonverbal communication is that it may be used as the substitute of verbal message. For example, while using phone if someone comes to the door of your office, you may motion for the person to come in and gesture toward a chair. These nonverbal expressions mean come in and have a seat.

2. *Instant Effect*: All nonverbal cues have almost instant effect as the receivers perceive them quickly. For example, it takes less time to see a colour or picture and to hear a horn or bell than to

speak out and understand or to read and understand words and sentences. This quality of being speedy in conveyance and response makes nonverbal methods extremely useful in many situations.

3. **Aid to Verbal Communication**: Non-verbal methods are extremely useful as an aid to verbal communication. Maps, charts and graphs are absolutely necessary for conveying ideas related to geography, locations, data and most of the sciences. Beside these, non-verbal methods can present a large amount of complex data in a compact form; a single page can contain materials which would require several pages to convey in language.

4. **Sign or Marks of Identity**: Nonverbal communication also functions as the sign or marks of identity for some objects or people. For example, the dress and ranking sign of USA Navy differentiate it from USA Army.

5. **Colour as a Powerful Means of Communication**: Colour is a very important and powerful means of communication. It is a part and parcel of our daily life. We use it in clothing, design and decoration. It has psychological effect also. Black and other dark colours are gloomy; very bright and gaudy colours may be disturbing and over exciting; well matched and softly blending colours are pleasant and soothing.

6. **Pictorial Presentation of Mass Communication**: Pictorial presentations are best for mass communication. In a country like Bangladesh, with a large number of illiterate and semi-illiterate people, pictorial symbols are more suitable for mass communication. They are universally accepted and more easily understood. Graphs and charts are used as pictorial representations of statistical information. Signs and signals are also used as representation of something.

7. **Arousing Stronger Response:** All human beings respond more powerfully to pictures, colours and plain sounds than to language. A cry of agony arouses a much stronger response than a tale of woe, a film showing the actual events or representing a story is more effective than the verbal representation. News on the TV is more interesting, effective and realistic than on the radio.

8. **Contradict:** Sometimes, nonverbal behaviors can be also used to show contradiction to verbal communication. For example, you may say to someone, YES I have time to talk to you, but then you continue to work on something else's instead of listening him. Here, the verbal message, I have a time to talk to you, is contradicted by your action, which clearly says, I am too busy for you right now.

9. **Restate or Emphasize**: Gestures and facial expressions may be used to restate or emphasize a particular point. We sometimes nod our heads YES while verbally expressing agreement. We sometimes nod our heads YES while verbally expressing agreement. We may smile broadly as we say How nice to see you again. Sometimes, our dress may convey the degree of importance we place on a particular meeting. In many cases, we reaffirm our verbal communication by using nonverbal behaviours.

10. **For Illiterate People:** For the illiterate people, the only method of conveying important information is by nonverbal symbols. Bottles and containers of poisons are marked with skull and crossbones as a warning; illiterate drivers can manage with the nonverbal traffic signals and signs. Films are used to explain processes to people who may not follow oral explanations easily.

From the above discussion we find that *nonverbal communication* offers various advantages for us. We should use different nonverbal methods of communication to capitalize these advantages.

Disadvantages of Nonverbal Communication in Business

Each communication process has some advantages of nonverbal communication with some disadvantages of nonverbal communication is not an exception. Nonverbal communication has some important limitations which are discussed below:

1. No or Less Effect after the Occurrence: Nonverbal communication has strong instant and inherent effect but lacks in producing after effect as it cannot be read or heard repeatedly. In some case, it cannot produce any effect at all. For example, in telephone conversation the speakers are unable to learn the body language of each other.

2. **Lack of Flexibility:** Lack of flexibility is another important drawback of nonverbal communication. There is no scope of changing the meaning of message sent by nonverbal cues because here in most of the cases nonverbal cues disappear as soon as communication ends.

3. **Grater Possibility of exchanging Fraudulent Message:** In nonverbal communication, people can easily mislead others by using some symbols that don't match with their mental status. For example, a person may show respect to superiors bending his head just to take some illegal advantage or favor. Thus nonverbal communication can increase the chance of exchanging fraudulent message.

4. **Encoding and Decoding problem:** Communication produces best result if the sender encodes the message considering the receiver and receiver decodes the message exactly as sent by the sender. But in nonverbal communication encoding and decoding may not be perfect if both the parties differ from cultural orientation and from cultural symbolism.

5. **Differences in Nonverbal Cues across Culture:** Most of the nonverbal cusses produce different meanings in different cultures. These differences lead the communicators to misunderstanding and confusion. For example, people in the United States and Canada say no by shaking their heads back and forth, people in Bulgaria nod up and down, People in Japan move their right hand and people in Sicily raise their chin.

6. **Absence of Permanent Record:** Nonverbal communication lacks in permanent record of document if it is not recorded. Since it is not a word-based communication method, it does not produce any written message that can be kept as document. It is done instantly and inherently but not permanently.

7. **Necessity of Cultural Knowledge:** Understanding the message in nonverbal communication requires cultural knowledge. If the communicating parties are not aware of each other's culture, communication will be ineffective. Because the same nonverbal symbols convey different meanings in different cultures.

8. **Dependency on Technology:** In modern age nonverbal communication uses excessive technological instruments that are not comprehensible to all. Without technology, nonverbal communication seems to be dim.

9. **Wide Possibility of Distortion of Message:** There is greater possibility of distortion of message in nonverbal communication because nonverbal symbols or cues differ in meanings from culture to culture from country to country and from region to region. So, the meaning of a message may be wrongly interpreted by the communicating parties that can make the communication ineffective.

Summary

Ideas and feelings are communicated by more than the words we speak or write. Messages are also sent nonverbally by paralanguage (how the voice sounds), by kinesics (facial expressions, eye contact, posture, and gestures), by image (clothing, objects, and appearances), and by proxemics (spatial relationships). Becoming aware of nonverbal signals helps you improve your ability to control these elements in your own communication. It is not a word-based communication. It does not use any written or spoken words but uses symbols, body language, colour etc. Messages conveyed by most of the non verbal methods are simple and limited, but some methods like maps, charts and grapes are highly developed and can convey complex data and information. Non-verbal communication does not always take place separately and independently from verbal communication. In most of the cases, they are complementary or inter-dependent. It may be used alone or as the supplement of verbal communication and it may be visual or aural.

UNIT-IX
LISTENING

> *'The most important thing in communication is hearing what isn't said"*
>
> - Peter F Drucker
>
> *"We have two ears and one tongue so that we would listen more and talk less."*
>
> --Diogenes

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

"Listening does not mean simply maintaining a polite silence while you are rehearsing in your mind the speech you are going to make the next time you can grab a conversational opening. Nor does listening mean waiting alertly for the flaws in the other fellow's argument so that later you can mow him down. Listening means trying to see the problem the way the speaker sees it--which means not sympathy, which is *feeling for* him, but empathy, which is *experiencing* with him. Listening requires entering actively and imaginatively into the other fellow's situation and trying to understand a frame of reference different from your own. This is not always an easy task.

"But a good listener does not merely remain silent. He asks questions. However, these questions must avoid all implications (whether in tone of voice or in wording) of scepticism or challenge or hostility. They must clearly be motivated by curiosity about the speaker's views."

Elements and Levels of Listening

There are four *elements* of good listening:

1. *attention*--the focused perception of both visual and verbal stimuli
2. *hearing*--the physiological act of 'opening the gates to your ears'
3. *understanding*--assigning meaning to the messages received
4. *remembering*--the storing of meaningful information
5. ### Definition

"Listening is the active process of receiving and responding to spoken (and sometimes unspoken) messages".

Type of listening

Here are several different types of listening that people resort to, which may be classified as:

1. Discriminative listening
2. Biased listening
3. Evaluative listening
4. Appreciative listening
5. Sympathetic listening
6. Empathic listening
7. Therapeutic listening
8. Relationship listening

9. False listening
10. Initial listening
11. Selective listening
12. Partial listening
13. Full listening
14. Deep listening

1. *Discriminative Listening*

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

2. *Biased Listening*

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

3. *Evaluative Listening*

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

4. *Appreciative Listening*

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

5. *Sympathetic Listening*

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

6. *Empathic Listening*

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

7. *Therapeutic Listening*

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

8. *Relationship Listening*

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

9. *False Listening*

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

10. *Initial Listening*

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

11. *Selective Listening*

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

12. Partial Listening

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

13. Full Listening

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

14. Deep Listening

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

The responsibilities of a good listener OR factors to be considered before starting listening
There are following responsibilities of good listeners;

1. Preparation for listening:-

A listener should prepare himself to listen. This preparation includes following point:
  1) No talking:- A listener must not talk when he is going to listen otherwise, the idea may not be received or it may be interrupted.
  2) Avoiding distraction:- The listener should not distract his attention from the speaker to some other object. Shuffling papers or doing any other thing may disturb the person of receiving ideas.
  3) Good environmental condition: - The listeners should arrange a suitable condition before listening. Noise of traffic, poor ventilation, extraordinary warmness or coldness and many other such things cause problems in listening.

2. Concentration on message:-

A listener is required to concentrate on verbal and non-verbal message. For having good concentration, following points are to be considered:
  1) Controlling emotion and feelings:- Sometimes it happens that speaker's words hurt the feelings of listeners. In this situation the listeners should control his/her emotion and feeling because if he loses temperament, he cannot get the message.
  2) Avoiding evaluation:- The listener should concentrate only on listening and avoid jumping to conclusion or evaluating the message.
  3) Showing interest:- The listener should show his interest to the topic so that the speaker can be motivated to convey his ideas in a better way.

The faults/pitfalls/Barriers of listening

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

1. Prejudice against the speaker.
2. External Distraction.
3. Thinking speed.
4. Premature evaluation.
5. Semantic stereotype.
6. Delivery of speech.
7. Language.
8. Sluggishness.

The explanation of above mentioned points is as under:

1. Prejudice against the speaker:-

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

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

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

2. External Distraction:-

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

3. Thinking speed:-

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

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

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

4. Premature evaluation::-

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

5. Semantic stereotype:-

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

6. Delivery of speech:-

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

7. Language:-

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

8. Sluggishness:-

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

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

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

1. Preparation before listening.
2. Listening to understand, not to refute.
3. Focusing the attention.

4. Concentration on context.
5. Taking notes.
6. Curbing the impulse to interrupt.
7. Asking questions.
8. Summary & evaluation.

The details of each point are as follows:

1. Preparation before listening:-

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

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

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

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

2. Listening to understand, not to refute:-

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

3. Focusing the attention:-

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

4. Concentration on context:-

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

5. Taking notes:-

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

6. Curbing the impulse to interrupt:-

One should avoid interrupting the speech until the speaker invites questions. This habit puts the speaker and listener both at ease.

7. Asking questions:-

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

8. Summary & evaluation:-

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

Advantages of Good Listening/ Purpose Of Listening

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

- To gain new information and ideas.
- To question and test evidence and assumptions.
- To be inspired and motivated.
- To improve overall communication.
- The explanation of these points is as under:

1. To gain new information and ideas:-

A business person has to get new information and ideas from various parties. For example he gets the information from customers regarding the product. He takes various ideas from the employees inside the

organization. He receives order or instruction forms his superiors. He gets training form his instructor. All these activities require him to be a good listener.

2. To question test evidence and assumptions:-

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

3. To be inspired a motivated:-

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

4. To improve overall communication:-

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

Good Listening and Bad Listening

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

Advantages of good listening:

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

- It leads to helpful positive attitudes.
- It permits the speaker and listener to improve communication.
- It provides a feed-back to the speaker who can adjust to the situation and helps his/her give better presentation.
- It creates better understanding of the two parties.

Bad listening:-

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

UNIT-X
INDIVIDUAL DIFFERENCES AND COMMUNICATION

> *"To effectively communicate, we must realise that we are all different in the way we perceive the world and use this understanding as a guide to our communication with others".*
>
> **- Tiny Robbins**

All organizations are composed of individuals. No organization can exist without individuals. Human behaviour, which is; considered a complex phenomenon, is very difficult to define in absolute terms. It is primarily a combination of responses to external and internal stimuli. These responses would reflect psychological structure of the person and may be results' of the combination of biological and psychological processes, which interpret them, respond to them in an appropriate manner and learn from the result of these responses.

Communication in the organisation is effective when positive relationships are developed and maintained. Responding positively to individual differences by valuing all individuals and treating them with respect, courtesy and sensitivity will ensure effective communication. Taking a proactive approach to acknowledge an individual's differences will build mutual trust and confidence.

Psychologist Kurt Levin has conducted considerable research into the human behaviour and its causes. He believes that people are influenced by a number of diversified factors, which can be both genetic and environmental. The influence of these factors determines the pattern of human behaviour.

Important dimensions of individual differences

• Self-concept
• Personality
• Attitude
• Perception.

Self-concept

Self is the core of one's conscious existence. Awareness of self is referred to as one's self-concept. Sociologists Viktor Gecas defines self-concept as *"the concept the individual has of himself as a physical, social and spiritual or moral being"*. In other words, every individual recognizes himself as a distinct individual. A self-concept would be impossible without the capacity to think. This brings us to the role of cognitions. Cognitions represent, "any knowledge, opinion, or belief about the environment about oneself, or about one's behaviour". Among many different types of cognitions, those involving expectation, planning, goal setting, evaluating and setting personal standards are particularly relevant to behavioural communication .

Self-esteem

Self-esteem is a belief over one's own worth based on an overall self-evaluation. Those with low self-esteem tend to view themselves in negative terms. They do not feel good about themselves, tend to have trouble in dealing effectively with others, and are hampered by self-doubts. High self esteem individuals, in contrast, see themselves as worthwhile, capable and acceptable. Although, high self-esteem is generally considered a positive trait because it is

associated with better performance and greater satisfaction, recent research uncovered flaws among those having high self-esteem. Specifically, high self-esteem subjects tended to become self- cantered and boastful when faced with situations under pressure Hence moderate self-esteem is desirable.

Managers can build employee self-esteem in four ways:

1. Be supportive by showing concern for personal problems, interests, status and contribution.
2. Offer work involving variety, autonomy and challenges that suit the individual's values, skills and abilities.
3. Strive for management-employee cohesiveness and trust building.
4. Have faith in each employee's self-management ability, reward successes.

Self-efficacy

Self-efficacy is a person's belief about his' or her chances of successfully accomplishing a specific task. According to one organizational behavior writer, "Self-efficacy arises from the gradual acquisition of complex, cognitive, social, linguistic, and/or physical skills through experience", There is strong linkage between high self-efficacy expectations and success in terms of physical and mental tasks, anxiety reduction, addiction control, pain tolerance and illness recovery. Oppositely, those with low self-efficacy expectations tend to have low success rates.

Self Development and Communication

Our self-concept is the overall idea of who we think we are. It is developed through our interactions with others and through social comparison that allows us to compare our beliefs and behaviors to others.

Our self-esteem is based on the evaluations and judgments we make about various characteristics of our self-concept. It is developed through an assessment and evaluation of our various skills and abilities, known as self-efficacy, and through a comparison and evaluation of who we are, who we would like to be, and who we should be (self-discrepancy theory).

Social comparison theory and self-discrepancy theory affect our self-concept and self-esteem because through comparison with others and comparison of our actual, ideal, and ought selves we make judgments about who we are and our self-worth. These judgments then affect how we communicate and behave.

Socializing forces like family, culture, and media affect our self-perception because they give us feedback on who we are. This feedback can be evaluated positively or negatively and can lead to positive or negative patterns that influence our self-perception and then our communication.

Self-presentation refers to the process of strategically concealing and/or revealing personal information in order to influence others' perceptions. Pro-social self-presentation is intended to benefit others and self-serving self-presentation is intended to benefit the self at the expense of others. People also engage in self-enhancement, which is a self-presentation strategy by which people intentionally seek out positive evaluations.

ATTITUDE AND PERCEPTION

In simple words, an "attitude" is an individual's point of view or an individual's way of looking at something. To be more explicit, an "attitude" may be explained as the mental state of an individual, which prepares him to react or make him behave in a particular pre-determined way. it is actually acquired feeling.

An attitude is defined as, "a learned pre-disposition to respond in a consistently favourable or unfavourable manner with respect to a given object".(Katz and Scotland)

Attitude is the combination of beliefs and feelings that people have about specific ideas, situations or other people. Attitude is important because it is the mechanism through which most people express their feelings.

COMPONENTS OF ATTITUDE

Attitude has three components, which are as follows:

• Affective component
• Cognitive component
• Intentional component

The affective component of an attitude reflects 'feelings and emotions' that an individual has towards a situation. The cognitive component of an attitude is derived from 'knowledge' that an individual has about a situation. Finally, the intentional component of an attitude reflects how an individual 'expects to behave' towards or in the situation. For example, the different components of an attitude held towards a firm, which supplies inferior products and that too irregularly could be described as follows:

• "I don't like that company"—Affective component.
• "They are the worst supply firm I have ever dealt with"—Cognitive component.
• "I will never do business with them again'"—Intentional component.

People try to maintain consistency among the three components of their attitudes. However, conflicting circumstances often arise. The conflict that individuals may experience among their own attitudes is called 'cognitive dissonance.

ATTITUDE FORMATION AND CHANGE

Individual attitude are formed over time as a result of repeated personal experiences with ideas, situations or people. One of the very important ways to understand individual behaviour in an organization is that of studying attitude, which is situational specific and learned.

An attitude may change as a result of new information. A manager may have a negative attitude about a new employee because of his lack of job-related experience. After working with a new person, a manager may come to realize that he is actually very talented and subsequently may develop a more positive attitude toward him.

Work-Related Attitudes

People in an organization form attitude about many things such as about their salary, promotion possibilities, superiors, fringe benefits, food in the canteen, uniform etc. Especially some important attitudes are job satisfaction or dissatisfaction, organizational commitment and job involvement.

Measurement of Attitude

Since attitude is a psychological phenomenon, it is necessary to measure because it affects the feeling of the people, labour turn over, absenteeism, productivity etc. some of the popular method to measure attitudes are

1. Opinion survey-this is based on questionnaire with closed end questions(Y/N questions) or multiple choice questions regarding nature of work, environment, rewards etc. through which attitude is measured.
2. Interviews- an interview board consisting of neutral person conducting interview with employees and keep the result as confidential
3. Scaling techniques-Thurston attitude scale, Likert scale etc.

Sources of attitude

1. Direct personal experience
2. Association
3. Family and per groups

4. Neighbourhood
5. Economic status and occupation
6. Mass communication

Communication (Persuasive) and Attitude Change

Persuasion attempts to influence people's beliefs, attitudes, intentions, motivations, or behaviours in relation to an event, idea, object, or other person(s). Persuasion is achieved through written or spoken communication that conveys information, thoughts, emotions, logic, and arguments. Effective business communication often involves persuasion. Salespeople, lawyers, and politicians make their living attempting to persuade others, and persuasion is an important part of the work of managers and leaders as well.

Persuasive communication achieves five things:

- Stimulation
- Convincing
- Call to action
- Increase consideration
- Tolerance of alternate perspectives

Stimulation

Persuasive communication reinforces, intensifies, and prioritizes existing beliefs. The purpose may be to spur action, build group cohesion, or develop commitment to a shared set of goals. This approach may begin by acknowledging areas of common ground and then introducing new information that helps the audience value this commonality even more.

Convincing

Sometimes a message is meant to convince an audience of the rightness of a certain choice or course of action. This often involves getting people to change their minds. The use of evidence and logical reasoning are effective techniques for accomplishing this type of persuasion.

Call to Action

Persuasive argument is often a call to action. This type of speech is not purely about stimulating interest to reinforce and accentuate beliefs, or convincing an audience of a viewpoint. Its intention is to get people to do something (often to change their

PERCEPTION

Perception is described as a person's view of reality. Perception is an important mediating cognitive process. Through this complex process, people make interpretations of the stimulus or situation they are faced with. Both selectivity and organization go 'into perceptual, interpretations.

Externally, selectivity is affected by intensity, size, contrast, repetition, motion and novelty and familiarity. Internally, perceptual selectivity is influenced by the individual's motivation, learning and personality. After the selective process filters the stimulus situation, the incoming information is organized into a meaningful whole.

"It is the interpretation of sensory data so as to gather meaningful ideas". In the process of perception, people receive many different kinds of information through all five senses, assimilate them and then interpret them. Different people perceive the same information differently.

Perception plays a key role in determining individual behaviour in organizations. Organizations send messages in a variety of forms to their members regarding what they are expected to do and not to do. In spite of organizations sending clear messages, those messages are subject to distortion in the process of being perceived by organizational members. Hence, managers need to have a general understanding of the basic perceptual process.

Basic Perceptual Process

Perception is influenced by characteristics of the object being perceived, by the characteristics of the person and by the situational processes. Perception is a screen or filter through which information passes before having an effect on people. It consists of:

1. **Perceptual input-** Information, object, event, people, symbols etc. Characteristics of the object include contrast, intensity, movement, repetition and novelty. Characteristics of the person include attitude, self-concept and personality.

2. **Perceptual mechanism-** receiving of information by means of five senses from the external environment and process them to form output. It includes:

a. Perceptual receiving

b. Perceptual selectivity

c. Perceptual organization

d. Perceptual Interpretation (perceptual context, perceptual defence, halo effect, projection, attribution, stereo typing etc.)

3. **Perceptual output-** behavioural outcome of perceptual mechanism. It is the result of perceptual process. It includes attitude, opinions, feelings, values and behaviour. The details of a particular situation affect the way a person perceives an object; the same person may perceive the same object very differently in different situations. The processes through which a person's perceptions are altered by the situation include selection, organization, attribution, projection, stereotyping process, and the halo effect process. Among these, selective perception and stereotyping are particularly relevant to organizations.

Perceptual context

Sometimes visual stimuli will be completely meaningless without context. In organization, a pat on the back, a suggestive gesture, a raised eyebrow etc. will be meaningless without proper context. They will be made more meaningful if an employee receives a pat on the back for enhancement of his performance and like that.

Perceptual defence

People often screen out perceptual stimuli that make them uncomfortable and dissatisfying people generally build defences against stimuli or events that are either personally or culturally unacceptable or threatening. Perceptual defence is performed by

a. Denying the existence or importance of conflicting information.

b. Distorting the new information to match the old

c. Acknowledging the existence of new information but treating it as a non- representative exception.

Selective Perception

Selective perception is the process of screening out information that we are uncomfortable with or that contradicts our beliefs. For example, a manager has a very positive attitude about a particular worker and one day he notices that the worker seems to be goofing up. Selective perception may make the manager to quickly disregard what he observed. For example, a manager who has formed a very negative attitude about a particular worker and he happens to observe a high performance from the same worker. In this case influenced by the selective perception process he too will disregard it. In one sense, selective perception is beneficial because it allows us to disregard minor bits of information. But if selective perception causes managers to ignore important information, it can become quite detrimental.

Halo effect

It is the tendency of judging the person entirely on the basis of a single trait which may be favourable or unfavourable. We judge a person by our first impression about him or her. When

we draw general impression about an individual based on single characteristics such as intelligence, sociability or appearance, a halo effect is operating. This phenomenon frequently occurs when students appraise their classroom teacher.

Stereotyping

Stereotyping is the process of categorizing or labelling people on the basis of a single attribute. Stereotyping consists of three steps: identifying categories of people (like women, politician), associating certain characteristics with those categories (like passivity, dishonesty respectively) and then assuming that anyone who fits a certain category must have those characteristics. For example, if dishonesty is associated with politicians, we are likely to assume that all politicians are dishonest.

Projection

It refers to the tendency of the people to see their on traits in other people. It means that when they make judgments about others, they project their own characteristics in others.eg. For a lazy supervisor, every worker is lazy or idle

Attribution

Perception is also closely linked with another process called attribution. Attribution is a mechanism through which we observe behaviour and then attribute certain causes to it. According to Attribution theory, once we observe behaviour we evaluate it in terms of its consensus, consistency and distinctiveness. Consensus is the extent to which other people in the same situation behave in the same way. Consistency is the degree to which the same person behaves in the same way at different times. Distinctiveness is the extent to which the same person behaves in the same way in other situations. The forces within the person (internal) or outside the person (external) lead to the behaviour.

For instance, if you observe that an employee is much more motivated than the people around (low consensus), is consistently motivated (high consistency), and seems to work hard no matter what the task (low distinctiveness) you might conclude that internal factors are causing that particular behaviour. Another example is of a manager who observes that an employee is late for a meeting. He might realize that this employee is the only one who-is laic (low consensus), recall that he is often late for other meetings (high consistency), and subsequently recall that the same employee is sometimes late for work (low distinctiveness). This pattern of attributions might cause the manager to decide that the individual's behaviour requires a change. At this point, the manager might meet the subordinate to establish some disciplinary consequences to avoid future delays.

Impression management

Social perception is concerned with how one individual perceives other individuals. Conversely, impression management is the process by which the general people attempt to manage or control the perceptions that others form about them. People often tend to present themselves in such a way so as to impress others in a socially desirable manner. Thus, impression management has considerable' implications for activities like determining the validity of performance appraisals. It serves as a pragmatic, political tool for someone to climb the ladder of success in organizations.

Factors Affecting perception

Perceptual selection is determined by two broad factors:

1. *External factors*
2. *Internal factors*

External factors

A. Size – size determines the height or weight of an individual, object etc. bigger the size, higher will be the perception.

B. Intensity- intensity attracts to increase the selective perception. Eg. An illuminated shop attracts attention of the customers.

C. Repetition- repeated message and advertisement is more likely perceived than a single one.

D. Movements – moving objects are more likely to be perceived than a stationary object. A moving car is more perceived than a parked car.

F. Status- high status people can influence the perception of employees than low status people. An order from the Managing Director may be perceived by employees quickly.

G. Contrast - an object which contrasts with surrounding environment is more likely to be noticed.

E.g. "EXIT" sign in the cinema hall, Danger sign in transformers etc.

H. Novelty and Familiarity- this states that either the familiar or novel factor can serve as attention better. E.g. Face of a film star can be identified even in a crowd. Novel or new type of advertisement like DOCOMO...

I. Nature – perception level may be varied according to the nature of input or stimuli. Eg. A picture attracts more attention than a word.

J. Order- the order in which the objects or stimuli are presented is an important factor for attention. E.g. Welcome speech at the beginning will attract more attention. Like that, in film, suspense will be revealed at last to heighten the curiosity and perceptive attention.

Internal factors

Internal or personal factors also influence the perception process. The important personal factors are:

A. Learning- A perceptual set is basically what a person expects from the stimuli on the basis of experience and learning relative to same or similar stimuli. Eg. Perception on sign board will be different for those who learned driving and those who not.

B. Motivation- Motivation also plays an important role in influencing perception. E.g. A hungry person will be very sensitive to the smell or sight of food than a non-hungry one.

B. Personality- perception is also influenced by personality especially young and old, man to women etc.

C. Experience-a successful experience enhance and boost the perceptive ability and leads to accuracy in perception whereas failure erodes confidence.

Perception and communication –Relationship

Perception and communication are related because perception is a necessary step toward the process. Perception involves the reception of data from various sensory inlets in the form of the five senses, the internalization of the data, and the translation of that data into some form of output through the process of communication. Communication may be either intrapersonal or interpersonal. The manner in which people perceive themselves and also in their relationships with other people largely relies on perception.

An example of the impact of perception and communication is the way an individual perceives his or her image. An individual takes in sensory data through various sensory channels regarding the ideal image and how others may view someone who looks like him or her. Someone who sees pictures of slim, beautiful people in magazines and on television, and hears the media extol the virtues of such an image may perceive that any image contrary to that is not what society finds desirable. This may affect the way in which such an individual views him or herself, which may also be reflected in the way the individual communicates with others.

This process of perception and communication is two-fold in that a person first communicates with him or herself based on the way he or she perceives the sensory data from different senses through a process known as intrapersonal communication. This is the type of communication that goes on in the private mind of an individual in response to the perception of data. For instance, if a child sees his or her mother's laptop and debates about whether to play with it, the child is having an intrapersonal communication based on the perception that the mother will not be happy with such an action.

In terms of interpersonal communication, perception and communication are linked in the various ways that perception guides the way people relate and communicate with each other. For instance, in a deeply class-conscious society, people may communicate with each other based on their perception of their standing or class in society. Another example of how an interpersonal relationship is linked to communication is the way people perceive others' behavior toward them. If two people meet for the first time and one of them looks at the other in an offensive manner, a negative perception may cause the person on the receiving end to communicate in a rude and equally offensive manner in response.

How perception affect communication?

- Perception acts as a filter through which all communication passes as it travels from one person to the next.
- Because people tend to perceive things differently, the same message may be interpreted quite differently by different people.
- Attribution is the process of assigning explanations to events. Attribution theory identifies tendencies toward fundamental attribution errors when judging the performance of others and self-serving biases when judging the performance of ourselves.
- Common perceptual distortions that may reduce communication effectiveness include stereotypes, projections, halo effects, and selective perception.

UNIT XI
PERSONALITY

The term personality has been derived from Latin word *"personnare"* which means to speak through. Personality is traditionally refers to how people influence others through their external appearances. Gorden Allport defines *"Personality is the dynamic organisation within an individual of those psychological systems that determine his unique adjustment to his environment"*.

Personality is a complex, multi-dimensional construct and there is no simple definition of what personality is. Maddi defines personality as, "A stable set of characteristics and tendencies that determine those commonalities and differences in the psychological behavior and that may not be easily understood as the sole result of the social and biological pressures of the moment". From the above definition we can infer that all individuals have some universally common characteristics. Some personality theorists stress the need of identifying person-situation as interaction. This is equivalent to recognizing the social learning aspects related to personality. Such a social learning analysis is one of the most comprehensive and meaningful ways included in the overall study of organizational behavior. From this perspective, personality means the way people affect others. It also involves people's understanding themselves, as well as their pattern of inner and outer measurable traits, and the person and situation interaction. People affect others depending primarily upon their external appearance such as height, weight, facial features, color and other physical aspects and traits.

Personality factors in organization (Types of Personality)

Some of the important personalities factors that determine what kind of behaviours are exhibited at work include the following:

1. Need Pattern

Steers and Braunstein in 1976 developed a scale for the four needs of personality that became apparent in the 'work environment. They are as follows:

• *The need for achievement:* Those with a high achievement need engage themselves proactively in work behaviours in order to feel proud of their achievements and successes.

• *The need for affiliation:* Those in greater need for affiliation like to work cooperatively with others.

• *The need for autonomy:* Those in need for autonomy function in the best way when not closely supervised.

• *The need for dominance:* Those high in need for dominance are very effective while operating in environments where they can actively enforce their legitimate authority.

2. Locus of Control

Locus of control is the degree to which an individual believes that his or her behavior has direct impact on the consequences of that behavior. Some people, for example, believe that if they work hard they will certainly succeed. They, strongly believe that each individual is in control of his or her life. They are said to have an internal locus of control. By contrast, some people think that what happens to them is a result of fate, chance, luck or the behavior of other people, rather than the lack of skills or poor performance on their part. Because- these individuals think that forces beyond their control dictate the happenings around them, they are said to have an external locus of control.

3. Introversion and Extroversion

Introversion is the tendency of individuals, which directs them to be inward and process feelings, thoughts and ideas within themselves. Extroversion, on the contrary, refers to the tendency in individuals to look outside themselves, searching for external stimuli with which they can interact. While there is some element of introversion as well as extroversion in all of us, people tend to be dominant as either extroverts or introverts. Extroverts are sociable, lively and

gregarious and seek outward stimuli or external exchanges. Such individuals are likely to be most successful while working in the sales department, publicity office, personal relations unit, and so on, where they can interact face to face with others. Introverts, on the other Hand, are quiet, reflective, introspective, and intellectual people, preferring to interact with a small intimate circle of friends. Introverts are more likely to be successful when they can work on highly abstract ideas such as R&D work, in a relatively quiet atmosphere. Since managers have to constantly interact with individuals both in and out of the organization and influence people to achieve the organization's goals, it is believed that extroverts are likely to be more successful as managers.

4. Tolerance for Ambiguity

This personality characteristic indicates the level of uncertainty that people can tolerate to work efficiently without experiencing undue stress. Managers have to work well under conditions of extreme uncertainty and insufficient information, especially when things are rapidly changing in the organization's external environment. Managers who have a high tolerance for ambiguity can cope up well under these conditions. Managers, who have a low tolerance for ambiguity may be effective in structured work settings but find it almost impossible to operate effectively when things are rapidly changing and much information about the future events is not available. Thus, tolerance for ambiguity is a personality dimension necessary for managerial success.

5. Self-Esteem and Self-Concept

Self-esteem denotes the extent to which individuals consistently regard themselves as capable, successful, important and worthy individuals. Self-esteem is an important personality factor that determines how managers perceive themselves and their role in the organization. Self-esteem is important to self-concept, i.e., the way individuals, define themselves as to who they are and derive their sense of identity. High self-esteem provides a high sense of self-concept, which, in turn, reinforces high self-esteem. Thus, the two are mutually reinforcing. Individuals with a high self esteem will try to take on more challenging assignments and be successful. Thus, they will be enhancing their self-concept i.e., they would tend to define themselves as highly valued individuals in the organizational system. The higher the self-concept and self-esteem, the greater will be their contributions to the goals of the organization, especially when the system rewards them for their contributions.

6. Authoritarianism and Dogmatism

Authoritarianism is the extent to which an individual believes that power and status differences are important within' hierarchical social systems like organizations. For example, an employee who is highly authoritarian may accept directives or orders from his superior without much questioning. A person who is not highly authoritarian might agree to carry out appropriate and reasonable directives from his boss. But he may also raise questions, express disagreement and even refuse to carry out requests if they arc for some reason objectionable. Dogmatism is the rigidity of a person's beliefs and his or her openness to other viewpoints. The popular terms 'close-minded' and 'open-minded' describe people who are more and less .dogmatic in their beliefs respectively. For example, a manager may be unwilling to listen to a new idea related to doing something more efficiently. He is said to be a person who is close-minded or highly dogmatic. A manager who is very receptive to hearing about and trying out new ideas in the same circumstances might be seen as more open-minded or less dogmatic. Dogmatism can be either beneficial or detrimental to organizations, but given the degree of change in the nature of organizations and their environments, individuals who are, not dogmatic are most likely to be useful and productive organizational members.

7. Risk Propensity

Risk-propensity is the decree to which an individual is willing to take chances and make risky decisions. A manager with a high-risk propensity might be expected to experiment with new ideas and to lead the organization in new directions. In contrast, a manager with low risk propensity might lead to a stagnant and overly conservative organization.

8. Machiavellianism

Machiavellianism is manipulating or influencing other people as a primary way of achieving one's goal. An individual tends to be Machiavellian, if he tends to be logical in assessing the system around, willing to twist and turn facts to influence others, and try to gain control of people, events and situations by manipulating the system to his advantage.

9. Type A and B Personalities

Type A persons feel a chronic sense of time urgency, are highly achievement-oriented, exhibit a competitive drive, and are impatient when their work is slowed down for any reason. Type B persons are easy-going individuals who do not feel the time urgency, and who do not experience the competitive drive. Type A individuals are significantly more prone to heart attacks than Type B individuals. While Type A persons help the organization to move ahead in a relatively short period of time they may also suffer health problems, which might be detrimental to both themselves and the organization in the long run.

10. Work-Ethic Orientation

Some individuals are highly work-oriented while others try to do the minimum Work that is necessary to get by without being fired on-the-job. The extremely work oriented person gets greatly involved in the job. Extreme work ethic values could lead to traits of "workahollism" where work is considered as the only primary motive for living with very little outside interests. For a workaholic turning to work can sometimes become a viable alternative to facing non-work related problems. A high level of work ethic orientation of members is good for the organization to achieve its goals. Too much "workahollism", however, might lead to premature physical and mental exhaustion and health problems, which is dysfunctional for both organization and the workaholic members.

The above ten different personality predispositions are important for individual, managerial and organizational effectiveness. In summary, personality is a very diverse and complex cognitive process. It incorporates almost everything. As defined above, personality means the whole person. It is concerned with external appearance and traits, self and situational interactions. Probably the best statement on personality was made many years ago by Kluck John and Murray, "to some extent, a person's personality is like all other people's, like some other people's, and like no other people's."

Personality and Communication

Every individual has his own characteristic way of behaving, responding to emotions, perceiving things and looking at the world. No two individuals are similar. You might like going out for parties but your friend might prefer staying back at home reading his/her favourite book. It is really not necessary that if you like partying around, your friend will also like the same. Here comes the role of personality. What an individual sees in his childhood days and most importantly his/her growing days from his personality. How an individual is raised plays an important role in shaping his/her personality.

Communication is a deliberate or unintentional transfer of knowledge. It is a dynamic process that a person interacts internally or with the external world. Every second of life people are communicating either verbally or nonverbally. It has been assumed that facial language contributes 55% of total communication, 38 % paralinguistic and 7% spoken language. Now effectiveness of language must not be concentrated only to spoken language only. The accent and beauty you provide in your words and the complementary physical gestures and postures play a great role. So, all the extent and

behaviour of our communication determines owns personality. Personality is the sum of total of ways in which an individual reacts to and with others.

Every time people are interacting to outsiders and his interior attitude or state of mind is continuously reflecting. So, *communication is a medium that anyone's personality is reflected*. Communication really matters level and type of personality. Anyone who can express his inner feelings and emotions, address real output of what remains inside his brain can develop by himself to get appreciation and motivation from others. But some people lack this potential to interact so they face problems of double personality problems. Inside they are one person and outside they are communicating or interacting totally different. Unless people develop or sharpen an effective way of communicating to outsiders or give an excellent exposure there are always lags in their personality development. *One's attitude, behaviour and personality can be noticed and evaluated by the communication skills he possesses*. His inner state of mind and standard is weighed by the output reflected to the outsiders. So, personality development occurs only when his potential becomes compatible to real output he makes.

Determinants of Personality

Following are the factors which help in shaping one's personality:

1. Heredity – Heredity refers to factors that are determined once an individual is born. An individual's physique, attractiveness, body type, complexion, body weight depend on his/her parents biological makeup.

2. Environment – The environment to which an individual is subjected to during his growing years plays an important role in determining his/her personality. The varied cultures in which we are brought up and our family backgrounds have a crucial role in shaping our personalities.

3. Situation – An individual's personality also changes with current circumstances and situations. An individual would behave in a different way when he has enough savings with him and his behavior would automatically change when he is bankrupt.

An individual's appearance, character, intelligence, attractiveness, efficiency, style determine his/her personality.

What is Personality Development ?

Personality development is defined as a process of developing and enhancing one's personality. Personality development helps an individual to gain confidence and high self esteem.

Personality development also is said to have a positive impact on one's communication skills and the way he sees the world. Individuals tend to develop a positive attitude as a result of personality development.

An individual's behavior towards others, attitude, characteristics, mindset make his personality. Personality development is defined as a process of enhancing one's personality. Personality development sessions guide an individual as to how he/she can develop his/her personality.

Personality Traits

Broadly there are five parameters which describe an individual's personality. These five dimensions are also called as "Big Five" Factors, and the model is referred to as Five Factor Model also abbreviated as FFM.

The Five Factor Model was initially proposed by Costa & McCrae in the year 1992 and often describes the relation between an individual's personality and various behaviours.

Following are five personality traits of an individual:

1. *Openness to experience*

Individuals with openness to experience are generally very active, have a tremendous inclination towards creativity and aesthetics and listen to their heart i.e. follow their inner feelings. Such individuals are generally open to new learning, skill sets and experiences. People who score high on openness are quite broadminded and modern in their outlook as compared to individuals who score low on the same parameter. Such individuals are conservative, reluctant to changes and have a traditional approach in life.

2. *Conscientiousness*

As the name suggests, individuals with a Conscientiousness personality trait listen to their conscience and act accordingly. Such individuals are extremely cautious and self disciplined. They never perform any task in haste but think twice before acting. People with this personality trait are generally methodical and tend to become perfectionists in the long run. People who score high on conscientiousness are proactive, goal oriented and self disciplined. They strive hard to accomplish goals and objectives within the stipulated time frame. Individuals who score less are little laid back and are not much goal oriented.

3. Extraversion and Introversion

Carl Jung popularized both the terms - "Extraversion" and "Introversion".

a. Extraversion: Extraversion refers to a state where individuals show more concern towards what is happening outside. Such individuals love interacting with people around and are generally talkative. They do not like spending time alone but love being the centre of attraction of parties and social gatherings. Such individuals love going out, partying, meeting people and often get bored when they are all by themselves. They admire the company of others and hate staying alone.

b. Introversion: Introversion, on the other hand refers to a state when an individual is concerned only with his own life and nothing else. Such individuals do not bother about others and are seldom interested in what is happening around. They prefer staying back at home rather than going out and spending time with friends. Such individuals speak less and enjoy their own company. You would never find them in meetings, clubs, parties or social get-togethers. They generally do not have many friends and tend to rely on few trusted ones.

4. Agreeableness

Agreeableness is a personality trait which teaches individuals to be adjusting in almost all situations. Such individuals do not crib and face changes with a smile. They accommodate themselves to all situations and are friendly and kind hearted. People who score high on agreeableness are ready to help others and flash their trillion dollar smile whenever a problem arises. Individuals who score low on agreeableness on the other hand find difficulties in adjusting with others and are little unfriendly.

5. Neuroticism

Neuroticism is a trait where individuals are prone to negative thoughts such as anxiety, anger, envy, guilt and so on. Such individuals are often in a state of depression and do not how to enjoy life. They always look at the negative sides of life and find extremely difficult to cope up with stress.

SWOT Analysis

Swot analysis is an effective process that companies use to assess themselves and their competitors and formulate their strategies is an analysis called "SWOT." But this exercise isn't just for businesses. It can be helpful for job seekers and those who are looking to climb the career ladder, too. Here's how the process works...

After you have defined your career aspirations and goals, the next step is to understand more about yourself and your external environment. This is where the SWOT analysis is helpful. It stands for:

S = Strengths (internal)

W = Weaknesses (internal)

O = Opportunities (external)

T = Threats (external)

This process captures information about your internal strengths and weaknesses as well as external opportunities and threats. Key to completing your SWOT analysis is to treat your career as a business and yourself as a competitive product.

Strengths

To help you understand your strengths, picture yourself as a competitive product in the marketplace. A personal strength is an asset to you as a product and can be used as a way to

differentiate yourself from others when interviewing or trying to obtain your next promotion. Examples of strengths: Strong project management skills, ability to improve or reengineer processes, experience and training in presenting to large audiences, proven successful sales abilities.

Weaknesses

A personal weakness is a liability or an area of opportunity for growth. These are characteristics you could improve upon to increase future job opportunities. Examples: Disorganized, uncomfortable speaking in front of groups, tendency to procrastinate, poor listener.

Opportunities & Threats

When thinking about your opportunities and threats, I always find it easier to begin with the "threats." Try comparing yourself to people you'll likely compete against for that next job or promotion. Then, as objectively as possible, judge your threats and determine possible ways to overcome them. Here are some examples:

Threat: Other candidates can speak foreign languages

Opportunity: Go to night school and learn foreign language

Threat: Colleague Mr.X is much better at presenting in front of groups

Opportunity: Take a speech class or join a program ; seek out opportunities to present in front of audiences.

The purpose of the personal SWOT analysis is to identify actions you can take to best meet the requirements of the job or promotion you are seeking. Comparing your strengths and weaknesses to the job requirements will identify gaps and help you prepare to be the best candidate for the position to which you aspire.

TRANSACTIONAL ANALYSIS AND COMMUNICATION

Transactional Analysis (or TA as it is often called) is a model of people and relationships that was developed during the 1960s by Dr. Eric Berne. It is based on two notions, first that we have three parts or 'ego-states' to our 'personality, and second that these converse with one another in 'transactions' (hence the name). TA is a very common model used in therapy and there is a great deal written about it.

Parent, Adult and Child

We each have internal models of parents, children and also adults, and we play these roles with one another in our relationships. We even do it with ourselves, in our internal conversations.
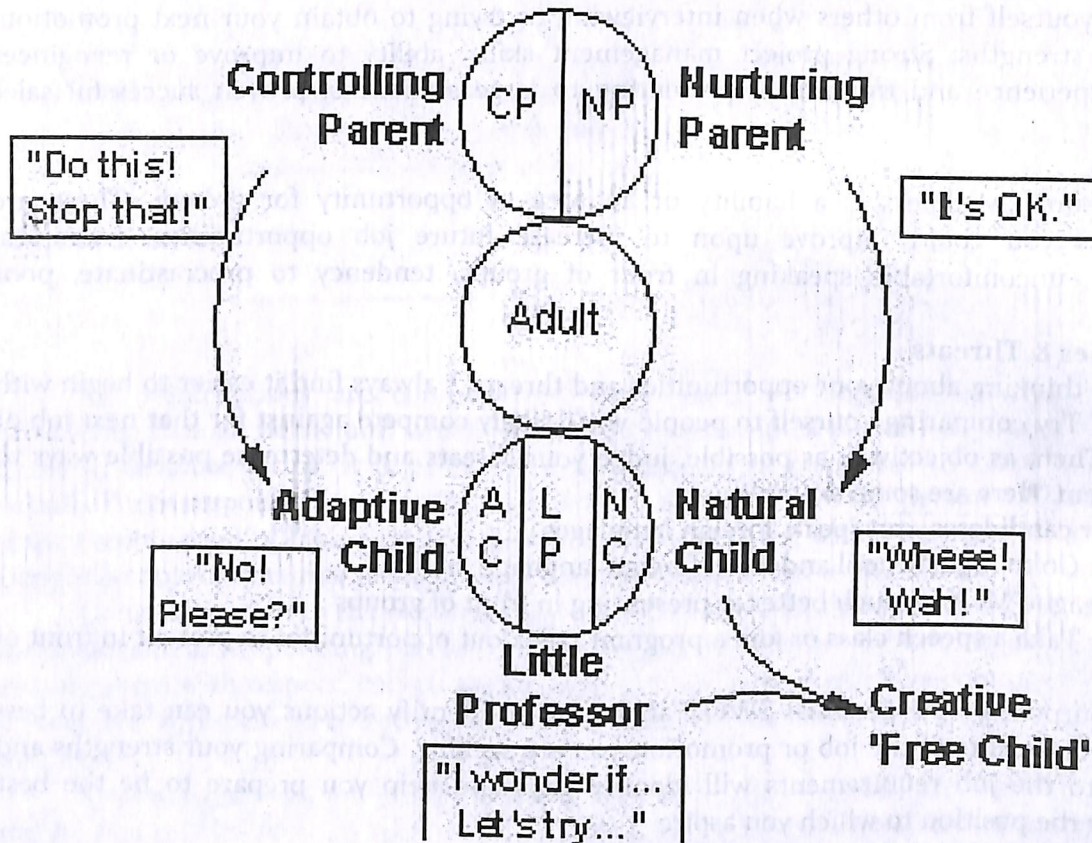
Parent

There are two forms of Parent we can play.

The *Nurturing Parent* is caring and concerned and often may appear as a mother-figure (though men can play it too). They seek to keep the Child contented, offering a safe haven and unconditional love to calm the Child's troubles.

The *Controlling (or Critical) Parent*, on the other hand, tries to make the Child do as the parent wants them to do, perhaps transferring values or beliefs or helping the Child to understand and live in society. They may also have negative intent, using the Child as a whipping-boy or worse.

Adult

The Adult in us is the 'grown up' rational person who talks reasonably and assertively, neither trying to control nor reacting aggressively towards others. The Adult is comfortable with themself and is, for many of us, our 'ideal self'.
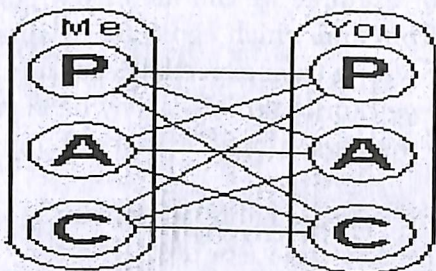
Child

There are three types of Child we can play. The *Natural Child* is largely un-self-aware and is characterized by the non-speech noises they make (yahoo, whee, hoooy etc.). They like playing and are open and vulnerable.

The cutely-named *Little Professor* is the curious and exploring Child who is always trying out new stuff (often much to their Controlling Parent's annoyance). Together with the Natural Child they make up the Free Child.

The *Adaptive Child* reacts to the world around them, either changing themselves to fit in or rebelling against the forces they feel.

Communications (transactions)

When two people communicate, each exchange is a *transaction*. Many of our problems come from transactions which are unsuccessful.

Parents naturally speak to Children, as this is their role as a parent. They can talk with other Parents and Adults, although the subject still may be about the children.

The Nurturing Parent naturally talks to the Natural Child and the Controlling Parent to the Adaptive Child. In fact these parts of our personality are *evoked* by the opposite. Thus if I act as an Adaptive Child, I will most likely evoke the Controlling Parent in the other person.

We also play many games between these positions, and there are rituals from greetings to whole conversations (such as the weather) where we take different positions for different events. These are often 'pre-recorded' as *scripts* we just play out. They give us a sense of control and identity and reassure us that all is still well in the world. Other games can be negative and destructive and we play them more out of sense of habit and addiction than constructive pleasure.

Conflict

Complementary transactions occur when both people are at the same level (Parent talking to Parent, etc.). Here, both are often thinking in the same way and communication is easier. Problems usually occur in *Crossed* transactions, where each is talking to a different level.

The parent is either nurturing or controlling, and often speaks to the child, who is either adaptive or 'natural' in their response. When both people talk as a Parent to the other's Child, their wires get crossed and conflict results.

The ideal line of communication is the mature and rational Adult-Adult relationship.

what to do as a communicator?

Being a Controlling Parent invites the other person into a Child state where they may conform with your demands. There is also a risk that they will be an Adaptive 'naughty child' and rebel. They may also take opposing Parent or Adult states.

Be a Nurturing Parent or talking at the same level as the other person acts to create trust.

Watch out for crossed wires. This is where conflict arises. When it happens, first go to the state that the other person is in to talk at the same level.

For rational conversation, move yourself and the other person to the Adult level.

Using TA for effective communication

For effective communication you need to keep the transaction complementary i.e. focus on sender to receiver and receiver to sender where the message is sent to the ego state from which you expect a reply. Using ego states we can look at how others communicate and how we communicate with others. It's possible to identify which ego state we are in and which ego state we are expecting a reply from.

We can also use TA to help us plan transactions. For example we can identify which ego state would be most valuable for us to send the message from and which ego state it would be better for it to be received by. If we receive a reply from the wrong (non expected) ego state then we can either try to shift the other person's ego state; or if we cannot do this it may be better to stop the communication and try again another time when the person may be in a different ego state.

We can listen to people's communication to identify if they are habitually in one ego state and then decide if communication to that ego state would be appropriate or not.

TA therefore can be used to elicit the reactions you want from other people (and this will happen consciously or unconsciously).

We can help communication if we need to by trying to shift the other person's ego state by inviting people to move into a different ego state (they may not always move into it though, particularly if someone is habitually in one ego state). Do this by acknowledging their current ego state (by the appropriate message or response) and then invite them into another ego state by the words (and body language) which you use.

Invite them to move into Adult by:

- Asking a question
- Stating a few facts
- Asking for their opinion
- Asking for their preference
- Asking for their view

Invite them to move into Nurturing Parent by:

- Asking for their help
- Asking for their advice
- Asking for their expert opinion
- Communicating your fears/worries

Invite them to move into Natural Child (Free Child) by:

- Being one yourself
- Showing the funny side of the situation
- Going to nurturing parent
- Being enthusiastic
- Showing an unconventional way of looking at things.

TA implies that you can have considerable impact on modifying unsatisfactory behaviour by the way you communicate with others. You use your Adult ego state to think about what behaviour is appropriate. The Adult ego state has the capacity to control the other two ego states.

MODULE V
UNIT XII
YOGA AND MEDITATION FOR PERSONALITY DEVELOPMENT

Yoga is a systematic process for accelerating the growth of human being from his animals level to human level then to superhuman level and ultimately to divine level. It brings about an all round personality development Physical, mental, intellectual, emotional and spiritual aspects of man. It also brings about an attitudinal change in the human being. It is a tool for better living.

It is an ancient system of breathing practices, Physical exercises and postures and meditation intended to integrate the practitioner's body, mind and spirit. It originated in India several thousand years ago and its principles were first written by a great saint Patanjali. The word "YOGA" comes from a Sanskrit word "YUJ" "which means union.

Yoga was developed in ancient India as far back as 5000 years ago; sculptures detailing yoga postures have been found in India which dates back to 3000 B. C. The goal of classical yoga is to bring self transcendence or enlighten through physical mental and spiritual health. Many people in the west mistakenly believed yoga to be a religion. But the practitioners point out that it is a system of living designed to promote health, pease of mind and deeper awareness of ourselves.

There are several branches of yoga each of which is different path and philosophy towards self improvement. So, Yoga is science of self improvement. Some of these paths include service to others, pursuit of wisdom, nonviolence, devotion to god and observance of spiritual rituals. Hatha Yoga is the path which has physical health and balance as a primary goal, for its practitiooners believe that greater mental and spiritual awareness can be brought about with a healthy and pure body.

Raja Yoga, the king of yoga is the path for salvation." Patanjali Yoga sutra", Epic of the Great Saint PATANJALI beautifully explains the path of salvation, the "Raja yoga".

In the present world more of the people especially the westerners are resorting to Yoga to find cure for chronic health problems and to attain peace of mind. Although many of us are well aware of the health benefits of yoga, not everyone knows about the origin and exact definition of it. It is a popular belief that yoga merely includes physical exercises. But physical exercise is only one among the eight limbs of yoga according to Patanjali.

Originated in ancient India, Yoga literally means Union of Body and mind. It involves the practice of physical postures called Asanas in Sanskrit. As the name suggests, the ultimate aim of yoga is to create a balance between body, mind and spirit to attain self fulfillment. In order to accomplish it yoga makes use of asanas, prnayama and meditation.

The oldest discipline in existence known to mankind, Yoga brings stability to the body and to the wavering mind. It inculcates positive thoughts and right attitude in the mind of practitioners. Mind is a bundle of thoughts.When negative thoughts are eliminated and positive thoughts filled, mind become perfect. It is just like a wave less sea according to Patanjali. Thoughts are like ripples in the water. Yoga helps to reduce the ripples, positive thoughts generate, the person becomes positively motivated. Studies in the field of medicine suggest that Yoga is the only form of exercise that provides complete benefit to body and mind. All other Body exercises concentrate on extension and contraction of muscles , yogasanas give importance to Retention of muscles. Yoga massages all the internal organs and glands. This in turn reduces the risk of many diseases. Yoga can create a positive permanent difference to the lifestyle of the practitioner.

Through the practice of breath control called pranayama and meditation, one can banish all the stress and lead a healthy life. As far as a student is concerned the practice of yoga helps him to increase efficiency ,concentration power, Memory power, and to eliminate unwanted thoughts and thus become an attractive personality.

The amazing thing about yoga is that its positive effects on the health and mind are visible over time. Yoga can be recommended as an adjunct to psychotherapy and standard medical treatment for a number of reasons. Its integration of the physical, mental and spiritual dimensions of human life is helpful to patients struggling with distorted cognitions or pain syndromes. TYPES OF YOGA

There are six major branches of yoga; Hatha yoga, Raja yoga, Karma yoga, jnana yoga, Bhakthi Yoga and Thantra Yoga.Hatha yoga mainly concentrate on physical exercises. Hatha yoga Prateepika of Swatmarama Maharishi is text which contains the methods of Hathayoga. Rajayoga is a spiritual path of self realization and simplicity. Karma yoga emphasizes selfless work as a service to others. Bhaktiyoga is the path of cultivating an open heart and single minded love of God. Jnana yoga is the sage or philosophers approach; it cultivates wisdom and discernment, and is considered the most difficult type of yoga. Tantra yoga emphasizes transcending the self through religious rituals.

Of the six types, Raja yoga the king of yoga as the name signifies is based on the eight principles. They are-Yama, Niyama, Asana, Pranayama, Prathyahara, Dharana, Dhyanam, Samadhi.

YAMA (BE GOOD)

Yama means self discipline or self restraint. There are many interpretations and opinions about Yama. The yamas described in Patanjali's Yoga sutra are five. They are the guidelines for how we interact with the outer world, the social disciplines to guide us in our relationship with others. The five Yamas are

1. AHIMSA (NON-VIOLENCE)

According to Yajnavalkya Samhitha, Ahimsa or non-violence is the awareness and practice of non-violence in thought, speech and action. It advocates the practice of compassion, love, understanding, patience, self love, and worthiness.

2. SATHYA (TRUTHFULNESS)

Saint Patanjali describes truthfulness as to be in harmony with mind word and action to conduct speech and mind according to truth, to express through speech and to retain it in the intellect what has been seen, understood and heard. A perfectly truthful person is is who expresses in his speech exactly what he thinks in his mind and at the end acts according to it.

3. ASTHEYA (NON-STEALING)

Non –stealing or Astheya is the third constituent of the yamas of asthanga yoga. It upholds forgoing the unauthorized possession of thought, speech and action Astheya stands against covetousness and envy. It advocates the cultivation of a completeness and self sufficiency in order to progress beyond base cravings.

4. BRAHMACHARYA

The Vedas, Puranas and smritis all glorify the fourth yama of Brahmacharya. It is believed to be a behavior, which brings man nearer to the Divine. This yama believes in avoiding all sensual pleasures, whether mental, vocal or physical.

5. APARIGRAHA

The literal meaning of Aparigraha is the non-accumulation of worldly objects, caused by covetousness and attachment. The commentator Vyasa says that this last state of yama is attained when one remains totally detached from sensual pleasures of all kinds and so effectively refrain from commiting himsa or violence of any sort.

NIYAMAS (DO GOOD)

The niyamas are the second constituent of ashtanga yoga. The niyamas are about self regulation helping us maintain positive environment in which to grow.Sainyt Patanjali names Five Niyamas

1. SOUCHA OR PURITY

Soucha implies both internal and external purity. In the words of saint Manu Water purifies the body truthfulness the mind; true knowledge the intellect and the soul is purified by knowledge and austerity. It advocates the practice of intellectual purity, purity of speech and body.

2. SANTHOSHA OR CONTENTMENT

The second niyama is the contentment. which is described as not desiring more than what one has earned by his honest labour.This state of mind is about maintaining equanimity through all that life offers.Santhosha involves the practice of gratitude and joyfulness. This state of mind does not depend on any external causes.

3. TAPA OR AUSTERITY

Austerity the third niyama is is described in yoga philosophy as power to withstand thirst and hunger; cold and heat, discomforts of place and postures, silent meditation   and

ritual fasts. It also maintains that the perfect man is he who practices both mental as well as physical austerity.

4. SWADHYAYA OR SELF EDUCATION

According to the commentator Vyasa swadhyaya or self education consists of scriptural studies. The scripture being the Vedas and Upanishads together with the recitation of the gayathri mantra and omkara.

5. ISHWAR PRANIDHAN OR MEDITATION ON THE DIVINE

Ishwar pranidhan is the ededication of al our actions performed either by intellect speech or body to the divine. The results of all such actions are by definition therefore dependent upon divine decision. The mortal mind can simply aspire to rea the divine through dedication , purificationtranquilisation and concentration of the mind.

ASANAS (POSTURES)

A yogasana is a posture in harmony with ones inner consciousness. It aims at the attainment of a sustained an comfortable sitting posture to facilitate meditation.Asanas also help in balancing and harmonizing the basic structure of the human body.

BENEFITS OF YOGASANAS

The regular practice of yogasanas has an immense amount of therapeutic value. Besides various physiological benefits they positively affect our mind, our life force energies as well as our creative intelligence.

CATEGORIES OF YOGASANAS

The following are the various categories of asanas:
Standing Asanas ,Forward bending asanas, Sitting asanas, Supine asanas
Inverted asanas, Prone asanas, Twisting asanas, Backward bending asanas and
Balancing asanas
Standing asanas

Beginners should start with these as they bring elasticity in joints and muscles and build up stamina and physical stability. This constitutes the most basic training in the early stages of yoga practice. Some basic standing poses are Tad asana, Uddita Trikonasana, Veerabhadrasana, Ardha Chandra Sana, Uddita parswa konasana.

SITTING ASANAS

Sitting upright positions help the sadhaka prepare physically and mentally for pranayama.Some of them are Badhakonasana, vajrasana, Padmasana, Virasana, simhasana and so on.

SUPINE ASANAS

These are asanas performed by lying on the back. The important are, Uddida padasana, Pavana muktasana, Kandharasasana and so on.

PRONE ASANAS

The important asanas of this category are, Bhujangasana, salabhasana, noukasana and so on.

INVERTED ASANAS

These help to recover from everyday stress. They give vitality mental balance and emotional stability. Important are Adhomukha savasana and Urdva Mukha savasana.

TWISTING ASANAS

It consist of lateral stretching and twisting of the spine , toning the internal organs and reaching new horizons while tranquillizing the mind. These are Ardha matsyendrasana, and parivartha trikonasana.

FORWARD BENDING ASANAS

In these postures the posterior half of the body is stretched. These prepare the practitioner to proceed further in yoga and bring consistency in the development of physical and mental ability. Examples of such asanas are Upavista konasana, Paschimothanasana.

BACKWARD BENDING ASANAS

These bring physical and mental sharpness and alertness. The postures are the opposite of forward bends as are the effects. In forward bends the posterior spine is extended, bringing consistency and mental peace whereas in backward bends the anterior spine is extended and stretched. Such asanas are Ushtrasana, Bujangasana and Matsyasana.

BALANCING ASANAS

To strengthen the arms and wrists and exercise the abdominal organs. They also make the bod y feel light and help attain agood bearing. Vrikshasana and sarvangasana are the important examples.

PRANAYAMA

Pranayama is a compound term –Prana (vital energy) and ayama (extending)- Meaning the maintainance of prana in healthy throughout ones life. More than a breath control exercise, pranayama is all about controlling the life force or prana.Ancient yogis who understood the essence of prana, studied it and devised methods and practices to master it. These practices are better known as pranayama.Since breath or prana is basic to life, the practice of pranayama helps in harnessing the prana in and around us, and by deepening and extending it, pranayama leads to a state of inner peace.

PRATYAHARA

Pratyahara involves rightly managing the senses and going beyond them instead of simply closing and suppressing them. It involves reining in the senses for increased attention rather than distraction. Pratyahara may be practiced with mantra meditation and visualization techniques.

It helps in achieving the three meditative stages of Dharana, Dhyanam and Samadhi.

DHARANA

The last three limbs of ashtanga yoga are the three essential stages of meditation. Dharana involves developing and extending our powers of concentration.This consist of various ways of directing and c

ontrolling our attention and mind fixing skills such as concentrating on the chakras and turning inwards.

DHYANA (MEDITATION)

Dhyana is the state of meditation, when the mind attains the ability to sustain its attention without getting distracted. Unlike the other six limbs of yoga this is not a technique but a state of mind, a delicate state of awareness.

SAMADHI

Samadhi or total absorption is the ability to become one with the true self and merge in to the object of concentration. In this state of mind the perceiver and the object of perception unite.

STRESS AND ATTITUDE

The attitude of a person is highly influenced by stress. Any practice which helps to reduce stress is good for changing the behavior

Deep breathing for stress relief

With its focus on full, cleansing breaths, deep breathing is a simple, yet powerful, relaxation technique. It's easy to learn, can be practiced almost anywhere, and provides a quick way to get our stress levels in check. Deep breathing is the cornerstone of many other relaxation practices, too, and can be combined with other relaxing elements such as aromatherapy and music. All one really need is a few minutes and a place to stretch out.

How to practice deep breathing

The key to deep breathing is to breathe deeply from the abdomen, getting as much fresh air as possible in our lungs. When we take deep breaths from the abdomen, rather than shallow breaths from our upper chest, you inhale more oxygen. The more oxygen one get, the less tense, short of breath, and anxious feel. So the next time we feel stressed, take a minute to slow down and breathe deeply:

Sit comfortably with the back straight. Put one hand on the chest and the other on the stomach.

Breathe in through the nose. The hand on the stomach should rise. The hand on the chest should move very little.

Exhale through the mouth, pushing out as much air as one can while contracting the abdominal muscles. The hand on the stomach should move in as exhaling, but the other hand should move very little.

Continue to breathe in through the nose and out through the mouth. Try to inhale enough so that the lower abdomen rises and falls. Count slowly while exhaling.

If one has hard time breathing from the abdomen while sitting up, try lying on the floor. Put a small book on the stomach, and try to breathe so that the book rises while inhaling and falls while exhaling.

Yoga is to be learned through practice. Theoretical knowledge alone cannot help the student to understand the meaning and benefits. The following paragraphs give a brief statement of the practices a person should follow:

Practices to be followed

The following are the yogic practices to be followed

ASANAS

Thadasan, Parswa thrikonasan, Vyagrasan, Vajrasan
Pavanamukthasan,Uddita padasan, Bhujangasan, Ardha salabhasan

PRANAYAMA

Bastrika, Nadissudhi,Brahmari.,Omkara

YOGANIDRA and MEDITATION (chakra meditation)

TRAINING SCHEDULE

A proper training programme under the guidance of a guru is to be followed to complete the practice. At least fifteen days training is essential for getting the results.

Conclsion

To conclude we can say that the practice of yoga and meditation could help in maintaining good Human Relations in Organisations.Human mind is vulnerable to negative thoughts and related hazards. Negative emotions are everywhere in our day to day life. If the mind is strong, these negative emotions will not get a birth in our life.

UNIT XIII
BUSINESS GAMES AND EXERCISES

GAMES AND EXERCISES

People develop skills by getting personally involved in their own learning. Learning is possible by doing. Games and exercises help people to do activities through which they are able to learn.An effective way to educate people is to involve them in games and exercises.

BUSINESS GAMES

Now a days games are effectively utilized in management Development programmes. It increases the Communication skill of the people. The person involving in business games is able to understand the various possible situations that he has to confront in practice.

Learning through games and exercises is a part of Business Management.Hence, the terms Business games and Management Games can be used interchangeably.

Manjagement game is a training technique in which participants grouped in to teams, consider a sequence of problems and organize themselves to find solutions.It is a form of similutation in which a hypothetical form of business situation is created.

Objectives of Management/Business games

➢ To understand the dynamics of an organization
➢ To focus attention on Team Building
➢ To enable the participant to learn how to communicate effectively
➢ To realize the problem structure
➢ To develop problem solving skill

How to Formulate a management Game ?

❖ Define the purpose of Game
❖ Make the game understandable
❖ Real playing of the game
    ❖ End of the game
    ❖ Evaluation

ADVANTAGES AND MERITS OF MANAGEMENT GAMES

1. Educational value
2. Activates the participants
3. Opportunity to learn through Playing
4. Exchange of Ideas
5. Problem solving ability
6. Total Improvements

Limitations

(a) General management games probably do teach anything very specific about the business enterprise or the management of the firm.

(b) Experienced executives probably learn little that is absolutely new to them from gaming, although the experience affect some of their long-held attitudes.

(c) The emotional impact of gaming probably does make it a suitable technique for changing attitudes, provided the game situation is sufficiently clear-cut to pin-point the attitude to be changed.

(d) Although gaming can hardly be said to teach organisational decision-making it does provide experience in learning from experience, particularly in the application of statistical and analytical methods.

(e) Games undoubtedly do provoke interest which may lead the participant additional reading and study.

Role playing

Role playing is also a learning technique. In role playing, learning is facilitated active participation rather than passive reception. If it is conducted properly it should be more effective Role playing is defined s an educational technique in which some problem involving human interaction is presented, then spontaneously acted out.

This 'acted out' is followed by discussion and analysis to determine what happened and why and, if necessary, how the problem could be better handled in future. Process of role playing is somewhat similar to the shot stage skit, but here the actors are not given detailed 'scripts' instead a brief description of the situation is provided.

Purposes of Role Playing

1. Role playing is a situation of experimentation. During role playing participant can make mistakes and alternatives tried. In this way they can master a situation.

2. The participant get the reaction of other people towards his role. This develop scientific approach.

3. Role playing is helpful in improving ones capability and capacity.

4. Role play promotes team work

5. Role playing is helpful to understand the dynamics of an administrative issue and their magnitude and direction.

GROUP DISCUSSION

A discussion by and among a group on a specific topic is called Group discussion. It is used for sharing experiences, encouraging and developing thinking, modifying attitudes and inculcating commitment. The group members express their views on the topic freely and frankly and in a friendly manner. Group Discussion does not mean argument or quarrel. Here one has to establish his view with clear evidence and proof. Usually in selection process to an executive or officer post G D is included so as to measure the emotional stability and way of presentation of an idea.

Purpose of Group Discussion

➢ Share views and ideas
➢ Collect information from others
➢ Obtain reaction of others for views
➢ Develop Team work
➢ Solve problems
➢ Develop decision making skills
➢ Change attitudes
➢ Consider practical application of Theoretical concepts
➢ Stimulate motivation and commitment

How to Prepare for Group Discussion?
- ✓ Set an Objective
- ✓ Analyse the Topic
- ✓ Consider the Group
- ✓ Identify and prepare Key questions
- ✓ Prepare an introduction
- ✓ Organise physical arrangements

PUBLIC SPEAKING

Speeches are important in the field of Oral Communication. Like a beautifully arranged letter, a speech should also beautifully and sequentially arranged. A business executive who can speak effectively possees a valuable asset which is most useful in the business world.

STRUCTURE OF A SPEACH

❖ **The preamble**

This is an invitation to the listeners for the speech. It is an introduction .The effectiveness of introduction highly influences the mind of Listners.

❖ **The main Body of the Speach**

Express the ideas in proper sequence. Prepare the speech by considering the time available.

❖ **Concluding Remarks**

Concluding remarks must contain a word of gratitude. If time permits give a brief mention of the main points.

Techniques of Public Speaking

Selection of the Topic

Select the topic by considering our knowledge, the situation and the mood of the audience.

Opening the Speach

The introduction shall be able to arouse curiosity in the mind of the audience.

Audience analysis

Understanding the Mood of the audience is very important for effective speaking.

Appearance and Body Language

The posture, dressing ,facial expressions and tone highly influence the effectiveness of speech.

Use of visual aids

Visual aids make the speech more effective as seeing is believing.

SEMINARS

Organising seminars is conventionally the practice of academic world. Recently the professional world also conduct seminars to get different views on a selected topic.

Seminars have now become an integral part of communication.

Meaning

A seminar refers to the discussion in a group in which the result of original research or advanced study is presented through oral or written reports. Generally the key note address is presented by the main speaker and different views on the topic is then presented by other persons.

Seminar gives an in depth knowledge in to the various aspects of a selected topic. Usually in academic world seminar is organised to know the different ideas on a current issue. Seminar is an effective way of communicating ideas.

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ANNEXURE
(specimen and Templates)

1. *Job Application Letter*
2. *Resume/CV*
3. *Appointment letter/offer letter*
4. *Business order (Purchase order)*
5. *Business enquiries/Inquiry letter*
6. *Reference letter*
7. *Letter of Complaint*
8. *Circular letter*
9. *Letter for Agency*
10. *Status Enquiry letter*
11. *Notice*
12. *Memo*
13. *Sales letter*

Job Application Letter

Job Application Letter Sample

Janeesh Das

123 Main Street,
New Town, Narayan Nagar.
vtk-01

20/01/2016

Sri. Ajeesh Kulkarni
Managing Director
Alpha Creative Ltd
Nut Street
Vatakara, Calicut, 675301

Dear Mr.Ajeesh Kulkarni,

    I am writing to enquire if you have any vacancies in your company. I enclose my CV for your information.

    As you can see, I have had extensive vacation work experience in office environments, the retail sector and service industries, giving me varied skills and the ability to work with many different types of people. I believe I could fit easily into your team.

I am a conscientious person who works hard and pays attention to detail. I'm flexible, quick to pick up new skills and eager to learn from others. I also have lots of ideas and enthusiasm. I'm keen to work for a company with a great reputation and high profile like ALPHA Creative Ltd.

I have excellent references and would be delighted to discuss any possible vacancy with you at your convenience. In case you do not have any suitable openings at the moment, I would be grateful if you would keep my CV on file for any future possibilities.

I look forward to meeting with you to discuss how I can add value to your company.

Sincerely,
Janeesh Das

Resume

<div style="border:1px solid">

Frank Funk

10 Pine Street
Hometown, YZ 00000
(000) 000-0000

ABC College, Box 000
Collegetown, XY 11111
none@abc.edu

OBJECTIVE

To obtain a job focusing in Public Relations, Consulting or Marketing.

COMPETENCIES

- Strong analytical and problem-solving skills
- Systematic and highly detail oriented

- Microsoft Office	- Network Administration	- Customer Service
- Adobe PageMaker 6.5	- Network Configuration	- Writing
- SPSS	- Data Entry	- Communication

EDUCATION

ABC College, Collegetown, XY
- Major: Political Science, Minor: Religion, GPA: 3.0
- Anticipated Graduation: June 2004
- House President & Secretary (2001-2002)
- Voting Member, ABC College Representative Council (2001-2002)
- Child Mentor – Big Brothers Big Sisters (2001-2003)
- Staff Writer – *The ABC Student* (2001-2003)

EXPERIENCE

- **Corporation, Inc.** 2001 to 2003
  Summer Intern
  Gained valuable experience as an Intern for a team comprised of five financial advisors, managing more than $1 billion in assets. Delivered superior customer service while working exclusively with clients maintaining net worth in excess of $1 million. Created portfolios for perspective and existing clients, performed research on equities and mutual funds using PDQ and Corporation's shell system and handled client's accounts and questions while. In addition, developed and contributed new marketing ideas for the sales force.

- **Computer Consultant** 1995 to Present
  Independent Contractor
  Taught over 30 people on how to use a variety of programs including Microsoft Office and Windows. Serviced and upgraded computers and designed and maintained computer networks for clients. Consistently saved clients money on computer purchases and repairs. Customer service measurements were extremely high.

- **Bob's Networks Inc., Hometown, YZ** 1999 to 2000
  Technical Support Agent
  Solved residential and business problems and concerns including Internet connection, network support and configuration, DSI support and email support. Consistently received highest performance ratings.

- **Brown, Blue, & Red, LLP, Hometown, YZ** Summer of 1998
  Summer Clerk
  Responsibilities at this venerable law firm included reading and studying depositions involving legal cases, writing briefs about cases, performing clerical tasks and addressing client inquiries and concerns.

HOBBIES

Hiking, Soccer and Mountain Climbing

</div>

3. Appointment letter

The Bangladesh Commerce College

Block-C, Road No. 2, Uttara, Dhaka

Ref. No. BCC/20014   Date:10. 01. 2014

Mr. Johnson
14, Holmic Tower
Chittagong

Sub: Appointment as a letter in the Department of Management.

Dear Sir,

With reference to your interview dated 05.01.2014, we hereby inform that you have been selected for appointment as a lecturer in the Department of Management of this college with a total consolidated emolument of $150 (one hundred fifty dollars) only per month. On successful completion of three years of your service, you will be paid a consolidated emolument of $200 (Two Hundred Dollars) only per month. During your service, you have to take as many classes as your are assigned. You must also discharge other duties like invigilation duty, scripts evaluations, preparation of examination results etc.

With the said terms and conditions, if you are interested to join, you must report you must report for duty on any day at 10 a.m. within January 20, 2014. At the time of joining, you will be required to submit all the academic certificates.

Your Faithfully,
Dr. Michel John
Principal

4.der(purchase order)

ABC LIMITED
(Importers and Merchants)

291, Breezy Gardens,
MELBOURNE – 3036,
AUSTRALIA

31st January 2016 To :

Harriman Exports (P) Ltd.,
631, Sea View Drive,
MUMBAI – 400 022.
INDIA.

Dear Sirs,

Thank you very much for your quotation of reference No. 236/BAY dated 2nd January against our enquiry No. HEPL/1186 dated 3rd December 2015. we have carefully gone through your offer and pleased to place our order for 20Nos, of Taj Mahal model made out of ivory, the dimensions and the configuration of which have been forwarded by you along with the offer.

While you have given separate landed cost taking into account the mode of despatch as air and ship, since the material ordered is very delicate in nature, we have preferred mode of despatch as air. Accordingly we have indicated the price. We confirm the details of the order as below.

MODEL TM 23 Taj Mahal model made of ivory

Dimension   :   As per your catalogue
Price   :   US $ 40 each CIF Melbourne
Quantity   :   20Nos.

Packing	:	Export packing
Terms of payment	:	100% by Irrevocable Letter of credit to be opened in your favour in

Bank of Australia - Melbourne

Bank charges :	To our account
Mode of despatch	:	By air
Destination town	:	Melbourne
Delivery period	:	Within two months from the date of this order
Warranty	:	Six months from the date of supply
Duties and taxes	:	Will be taken care date of by us.

The required import license and the applicable statutory levies stipulated by our government will be taken care of by us.

We are quite particular that the entire quantity ordered is air freighted in one lot.

Thanking you.

Yours faithfully,

For ABC LIMITED

(W.A.THOMAS)

PURCHASE MANAGER

5. Business enquiries

SUMI ENGINEERING LTD

6, Bypass Road,
Badagara-560 021.
Phone : 0496 – 23245678
Fax : 096 - 13245678

Ref : PUR / PS / 126

10th January 2016

To :

Omega Switches Ltd.,
6, Nawaz Khan Road,
HYDERABAD-500 012.

Dear Sirs,

Please quote for pneumatic Receiver Pressure Switch of range 3-15 psi suitable for operating at 220 Volts and 50cps. We need thirty of them. We need them at the earliest date in order to meet our requirements.

Thanking you.

Yours faithfully,

For SUMI ENGINEERING LTD.,

(P. PRAJITH)
PURCHASE OFFICER

6. Reference letter

PRAKASH S
4th LINE Annex
PAYYOLI, KERALA, 673529
0496-2403017
prakashs@gmail.com

22/01/2016

To Whom It May Concern

I have known for the 7 years that her father has been my business partner. I have spent many hours in her company and have come to know Anju's several fine qualities.

Anju is an enthusiastic and helpful individual who displays a strong moral character. Her involvement in the local community provides an excellent example of her commitment and dedication. I have enjoyed interesting conversations with Anju where her strong communication skills and attention to other people and current events were clearly evident.

Anju has helped out in our office reception on occasion and her courteous and professional manner never failed to impress. She proved to be both willing and competent in this role. Her polite efficiency was commented on by a number of our colleagues.

It is with confidence that I recommend Anju for employment. I have no doubt that she will prove an asset to any organization. If you have any questions please do not hesitate to contact me.

Sincerely

PRAKASH S

7. Letter of complaint

M/s. Anna Food Products Ltd.
302, TUCSON AZ 85705, USA

Ref. ....   December 20, 2013

Manager
Michel Flour Mills Ltd.
10, Washington, New York

Dear Manager,

We have placed an order on December 05, 2013 for 2000 bags of flour to be sent within December 15, 2013. You have sent an order acknowledgement letter and promised to deliver the shipment within the stipulate time. But it is unfortunate that the actual   delivery was delayed for 03 (Three) days.

Due to your delay in sending the shipment, we could not maintain promise with our customers. Recurrence of this problem will force us to business elsewhere.

We expect that you will take the matter seriously and will take necessary step to prevent its recurrence. We are looking for future business.

Thanking you,
(Mr. Jonson)
Manager

8. Circular Letter

John's Collections
House no.07, Road no.14
North Washington C/A, New York - 1000

Date: December 19, 2013

Dear Customer,

Take our good wishes. We always try our best to reach our products to your destination. To materialize this objective, we have been opening new branches throughout the year. This time, we pleased to inform you that a new branch is to be open at 132, Washington Road, New York.

This new branch will offer some new and rare collections along with the products available to other branches. In our new branch, you will get one percent discount up to December 30, 2013.

Official opening of our new branch will take place on Sunday, October 10, 2006.

Hope you will provide us complete support to offer you more convenience.

Thanking you,
Sincerely Yours,
(Mick Jackson)
Manager

9. Letter of Agency/Dealer

<div align="center">

MOONLIGHT INSTRUMENTS LIMITED
3, Peter Moses Avenue,
CALCUTTA – 700 010.
Phone : 098 – 13245678
Fax : 098 - 13245678

</div>

3rd February 2015

Cauvery Trading Corporation,
3, Oliver Smith Road,
BANGALORE-560 018.

Attn : Mr. K. S. Prasanth : Sales Manager

Dear Sirs,

      Referring to your letter dated 15th January, we are pleased to appoint you as our dealer on an exclusive basis for the state of Karnataka. You are entitled to sell our products of entire range. Our terms and conditions will be as follows.

➢ We will allow you 10% commission on the ex-works price.
➢ If purchase enquiries from some customers come to us directly, we will forward the same to you. You can take suitable action to convert them into orders. You will get the usual commission for such orders also.
➢ Since the dealership is given on exclusive basis, it will be your responsibility to take care of the servicing.
➢ During warranty period of one year, you have to extend free service to your customers. However, later than one year of purchase, you can charge them for the service at rates mutually acceptable to you both.
➢ Replacement of defective components during warranty period will be free of cost. Beyond warranty period, you can procure fresh components from us on chargeable basis and charge your customer with your handling charges.
➢ Three months after you place the order with us, we will despatch the instruments to the destination specified by you.
➢ We will agree for terms of payment as 100% against despatch documents through bank.
➢ We will give free training for your service engineers at our works for a period of four weeks. Expenses relating to travel, boarding and lodging will be borne by you.
➢ We will send you sufficient number of catalogue and specification sheets of instruments in due course.
➢ We also invite you to visit our plant at a time convenient to you.

Should you require any clarification, please feel free to contact us. We will attend to your queries promptly.

We look forward to a long and pleasant business relationship with you for the mutual benefit.

Thanking you.

Yours faithfully,
For MOONLIGHT INSTRUMENTS LTD.
(V.K. BHAS PRAVEEEN)
MARKETING MANAGER

10. status enquiry Letter

Anna Enterprise
(wholesaler of Quality Fabrics)
20, TUCSON AZ 85705 USA

December 07,2013
Mr. Michel
Manager
Mahan Boutiques and Fabrics of taxes

Sub: Inquiring the financial status of John House, Washington, New York.

Dear Mr. Michel,

Will you Please respond to the following questions about John House, Washington, New York, which has listed your name as a credit reference on its letter for credit purchase?

1. How long John House has a credit account with your company?

2. What is the credit limit you currently extend to them?

3. What is the maximum amount of credit you have ever extended to them?

4. Has it ever been delinquent in paying his dues?

I assure you that information provided by you will be treated confidentially. If you send answers to the above questions with December 25, 2013 will be highly appreciated. We will be highly glad to provide you any such help in future.

Sincerely,

(Mr. Michel Jackson)
Manager, Credit Division

11. Notice

2. Notice of the meeting of the board of directors

Supto and Co. Ltd.
12 KDA- New York
New York- 9002
Date: March 10, 2013

NOTICE OF THE BOARD OF DIRECTOR'S MEETING

Dear Sir,
Being authorized I am informing you that the second meeting of the Board of Directors will be held at the head office of the company on March 20, 2013 at 10 a.m.

You are duly requested to attend the meeting.

Sincerely yours
John
Secretary
Agenda:
1. ....
2. ....
3. ....

12. Memo(memorandum)

FALCON CONTROLS LIMITED

Date : 3rd March 2015

From :

RATHEESH.K. NAIR
Corporate Office

To :

T.JOHNSON
Calicut Branch Officer

Sub : Labour problem

MESSAGE

I am quite concerned about the labour unrest in your office. I am sure you are taking best of efforts to contain the problem. I feel, my intervention can improve the situation.

I am visiting your office on 25th May. Please keep all the details ready and plan your own strategy. We both will discuss thoroughly before calling the union leader to the table. Please keep in mind that our stand should be tough.

(R. K. NAIR)

PERSONAL MANAGER

13. Sales Letter

Reliance Furniture Company
579 Lake Center Drive
Upper Marlboro, MD 20773
(301) 321-6543
info@reliance.com

Dear Sir:

We have been thinking for years how to design furniture which will enable you to eat your meals in a relaxed manner. And now we have produced a dining table and a set of chairs to go with it that makes eating more pleasure.

With our happy Home Table and chairs in the house it is a delight to feel hungry. The chairs will receive you with open arms and impart a feeling of comfort and the tables provide enough below space for all members of your family. Their sleek look will fit in with the modern decor of your house. And then you have a choice from seven sophisticated colours.

At present we offer sets to suit families of four, six, eight, and twelve. Their detailed description and coloured pictures are given in the enclosed folder.

Our Showroom remains open from 10 am to 8 pm on weekdays. You are most welcome to drop in and personally select what you need. Or if you choose to order by post, we shall send the set of your choice by our truck. An order form and a post-free envelope are enclosed for your convenience.

Yours sincerely,

Ellen J. Smith
Managing Director