**COLLEGE: CSS**

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**COURSE: BUSINESS COMMUNICATION**

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CHAPTER ONE

1. COMMUNICATION **1.1. Defining communication**

The word communicate comes from the Latin word **''communicare''** that means to impart, to

participate, to share or to make common. By virtue of its Latin origin it is the source of the

English word **''common''**. The word ―Communicare‖ is derived from the root ―**Communis**‖

which means to make common or to share. This stands for a natural activity of all human

beings to convey opinions, feelings, information, and ideas to others through words (spoken or

written), body language, or signs.

Communication is the exchange of ideas, opinions and information through written or spoken

words, symbols or actions. Communication is a dialogue, not a monologue**.** In fact,

communication is more concerned with a dual listening process. For communication to be

effective, the message must mean the same thing to both the sender and the receiver.

Workplace surveys and studies confirm that recruiters rank communication skills at the top of

the list of qualities they most desire in job seekers. Such skills are crucial in a tight employment

market when jobs are few and competition is fierce. Today‘s workplace revolves around

communication. In addition to technical knowledge in business, your future employer will expect

you to show professionalism and possess what are often referred to as ―soft skills.‖ Soft skills

are essential career attributes that include the ability to communicate, work well with others,

solve problems, make ethical decisions, and appreciate diversity.

Communication has a definite role to play in business, as a business person spends 75-90% of

his work-time in communication, whether it be speaking, reading, writing, or listening. That is

why effective communication is a must. Neglecting communication or underestimating its value

and importance will take us back to the dark ages and will deprive us of all the latest

developments.

Sometimes also called employability skills or key competencies, these soft skills are desirable

in all business sectors and job positions. Strong communication skills are critical to the success

of any organization despite its size geographical location, and its mission. Business

communication is intertwined with the internal culture and external image of the organization.

Good business communication practices assist the organization in achieving its objectives by

informing, persuading and building goodwill with in both the internal and external environment.

George Vardman as cited in Chatur Vedi & Chatur Vedi (2004:18) defines effective

communication as ''purposive interchange, resulting in workable understanding and agreement

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between the sender and receiver of a message''. Here we can clearly see that the purpose of

communication is to get your message across to others clearly and unambiguously.

Doing this involves effort from both the sender of the message and the receiver. And it's a

process that can be fraught with error, with messages often misinterpreted by the recipient.

When this isn't detected, it can cause tremendous confusion, wasted effort and missed

opportunity.

In fact, communication is only successful when both the sender and the receiver understand the

same information as a result of the communication.

By successfully getting your message across, you convey your thoughts and ideas effectively.

When not successful, the thoughts and ideas that you convey do not necessarily reflect your

own, causing a communications breakdown and creating roadblocks that stand in the way of

your goals – both personally and professionally.

In a recent survey of recruiters from companies with more than 50,000 employees,

communication skills were cited as the single most important decisive factor in choosing

managers. The survey, conducted by the University of Pittsburgh's Katz Business School,

points out that communication skills, including written and oral presentations, as well as an

ability to work with others, are the main factors contributing to job success.

In spite of the increasing importance placed on communication skills, many individuals continue

to struggle with this, unable to communicate their thoughts and ideas effectively – whether in

verbal or written format. This inability makes it nearly impossible for them to compete effectively

in the workplace, and stands in the way of career progression.

Getting your message across is paramount to progressing. To do this, you must understand

what your message is, what audience you are sending it to, and how it will be perceived. You

must also weigh-in the circumstances surrounding your communications, such as situational

and cultural context.

**1.2. The Importance of communication**

According to Hasan.S. (2010) Communication is important both for an individual and also for

the society. A person‘s need for communication is as strong and as basic as the need to eat,

sleep and love. Communication is the requirement of social existence and a resource in order

to engage in the sharing of experiences, through ̳symbol mediated interaction‘. Isolation is in

fact the severest punishment for human being.

Grown-ups, children and old people all need to communicate. Society punishes criminals by

locking them up in solitary cells, then starving them of the basic need, and indeed the

fundamental right to communicate. Communication thus involves active interaction with our

environments- physical, biological and social. Deprived of this interaction we would not be

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aware of whether we are safe or in danger, whether hated or loved, or satisfied or hungry.

However, most of us take this interaction and this relationship for granted, unless we

experience some deprivation of it. When that happens we adapt ourselves to the environment

so that we don‘t lose touch, in both the literal and figurative sense. For, to lose touch is to suffer

isolation.

The basic human need for communication can perhaps to trace to the process of mankind‘s

evolution from lover species. Animals, for instance, have to be in sensory communication with

their physical and biological surroundings to find food, protect themselves and reproduce their

species. A loss of sensation-the inability to hear a predator for instance can mean loss of life.

Thus, it is said that the biology of human beings and other living organisms is such that they

have to depend up on each other. This dependence gives rise to a situation where it is the

biological necessity for the human beings to live in groups.

Society is therefore, the outcome of the evolution of human race and man is a social animal not

by option but by compulsion. Here, communication becomes very vital in keeping the bond

between/among people for their survival.

**1.3. The purpose (functions) of communication**

The main functions of communication are information, education, entertainment, enlightenment

and persuasion. Therefore, the communication process should be designed as such so as to

gain the attention of the receiver, use the signals, symbols, or codes that are easily understood

by the receiver and it must arouse needs in the receiver and suggest some ways out to satisfy

to these needs. Only then it can create the desired response.

However, communication should not be confused with mass communication, while

communication is the activity of sharing, giving, imparting, receiving information, mass

communication is a process in which professional communicators use communication media to

disseminate messages widely, rapidly, simultaneously and continuously to arouse intended

meanings in large and diverse audiences in an attempt to influence them in a variety of ways.

Essentially, the primary function of communication is to inform, educate, entertain and persuade

people.

Following are the basic functions of communication

**1. Education and instruction**

This function of education starts early in life, at home and in school and continues throughout

life. Communication provides knowledge, expertise and skills for smooth functioning by people

in the society. It creates awareness and gives opportunity to people to actively participate in

public life.

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**2. Information**

Quality of our life will be poor without information. The more informed we are, the more

powerful we become. Communication provides information about our surroundings. Information

regarding wars, danger, crisis, famine, etc. is important for the safety and well being of our life.

**3. Entertainment**

To break the routine life and divert our attention from the stressful life we lead today,

entertainment is an essential part of everybody‘s life. Communication provides endless

entertainment to people through films, television, radio, drama, music, literature, comedy,

games, etc.

**4. Discussion**

Debates and discussions clarify different viewpoints on issues of interest to the people.

Through communication we find not reasons for varying viewpoints and impart new ideas to

others. **5. Persuasion**

It helps in reaching for a decision on public policy so that it is helpful to govern the people.

Though, it is possible that one can resort to persuasion for a bad motive. Thus, the receiver

must be careful about the source of persuasion.

**6. Cultural promotion**

Communication provides an opportunity for the promotion and preservation of culture and

traditions. It makes the people fulfill their creative urges.

**7. Integration**

It is through communication that a large number of people across countries come to know about

each other‘s traditions and appreciate each other‘s ways of lie. It develops integration and

tolerance towards each other.

**1.4. Types of communication (classification)**

One important aspect of communication is that it does not take place in isolation.

Communication occurs when at least two elements of a system are present. We often think of

communication as an interaction between two people. However, we participate in several

communication contexts or levels of communication. We classify communication according to

the number of persons (receivers) to whom the message is addressed.

**The major forms of communication are:**

1. Intrapersonal communication

2. Interpersonal communication

3. Group communication

4. Mass communication

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The number of persons involved in the process of communication distinguishes these levels.

These different forms of communication also differ in the degree of proximity or closeness

among the participants in the communication process-both at physical and emotional levels.

Another differentiating feature is the nature of the feedback, which could be immediate or

delayed.

**1.4.1. INTRAPERSONAL COMMUNICATION**

This is the most basic of the communication contexts or levels. ***It occurs when an individual***

***sends and receives messages internally.*** We spend most of our time thinking. And our

thought process is nothing but intrapersonal communication where one person is sending

messages and the same person receives them.

Here we use the central nervous system (CNS) and peripheral nervous system (PNS) for

generation, transmission, and receiving of messages. We react to both external and internal

stimuli this way. In addition to our thought process, many times we also talk aloud with

ourselves. Intrapersonal communication involves our intellect as well as our physical and

emotional sensations. The way we communicate with ourselves reflects the various aspects

the self-physical, emotional, intellectual and social. It also reflects our habits, roles, attitudes,

beliefs, and values.

Intrapersonal communication is not just a level of communication; it is in fact the very basis of

all communication. While participating in the higher levels of communication like interpersonal

communication, group communication, and mass communication, we also indulge in

intrapersonal communication. And it takes place every moment that we are alive.

To understand intrapersonal communication, we need to understand ourselves. At the physical

or physiological level or what is called the ̳**physical self’**, we have our bodily parts, the various

systems that perform the bodily functions like digestion, breathing, circulation, elimination of

bodily wastes, etc. Also there are the five senses that help us receive external stimuli. Then

there is processing of stimuli-both external and internal. Next there is the **‘emotional self’** who

prompts our emotional responses-as in case of our responses to stimuli like fright, flight and

fight, etc. Our ̳intellectual self‘ involves mental actions or behavior like word and sentence

formation, use of comparison, use of logic and reasoning, problem solving, and decision

making, etc.

**The process of intrapersonal communication**

Intrapersonal communication starts with a stimulus. Our intrapersonal communication is the

reaction to certain actions or stimuli. These stimuli could be internal, originating from within us,

or external, coming from an outside source. These stimuli are picked up by the sensory organs

(PNS) and then sent to the brain. This process is called ***reception.***

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The sense organs pick-up a stimulus and send it to the central nervous system through the

peripheral nervous system. While we receive all stimuli directed to us, we pay attention to only

a few. This is because we practice ***selective perception.*** Only high ̳intensity‘ stimuli like loud

sounds, bright colors, sharp smells, etc. are perceived and the low intensity stimuli are over

looked.

The next step is processing of the stimuli. It occurs at three levels. These levels are ***cognitive,***

***emotional,*** and ***physiological.*** Cognitive processing (thinking) is associated with the

intellectual self and includes the storage, retrieval, sorting, and assimilation of information.

Emotional processing (feeling) is associated with the emotional self. This does not have

anything to do with logic or reasoning. All our emotions and our attitudes, beliefs, and opinions

interact to determine our emotional response to any stimulus. Physiological processing occurs

at the physiological level and is associated with our psychological self. This kind of response is

reflected in our bodily behaviors like heart rate, brain activity, muscle tension, blood pressure,

and body temperature.

The next activity in intrapersonal communication is ***transmission.*** Here the sender (transmitter)

and receiver being the same person, transmission occurs through nerve impulses.

Intrapersonal communication also has feedback. Here it is called ***self-feedback.*** The next

element of intrapersonal communication is ***interference*** or ***noise.*** A sudden sound disturbing

our thought process is interference. Another form of interference occurs when we process

some information at a wrong level. For example, we are supposed to process bad news

rationally, i.e. through cognitive processing. But we often react to such news through emotions.

The opposite is also a case of interference.

**1.4.2. INTERPRESONAL COMMUNICATION**

This is the universal form of ***communication that takes place between two individuals.***

Since it is person-to-person contact, it includes everyday exchange that may be formal or

informal and can take place anywhere by means of words, sounds, facial expression, gestures

and postures.

In interpersonal communication there is face-to-face interaction between two persons, that is,

both are sending and receiving messages. This is an ideal and effective communication

situation because you can get immediate feedback. You can clarify and emphasize many points

through your expressions, gestures, and voices. In interpersonal communication, therefore, it is

possible to influence the other person and persuade him or her to accept you print of view.

Since there is proximity between sender and receiver, interpersonal communication has

emotional appeal too. It can motivate, encourage, and coordinate work more effectively than

any other form of communication. Also, in a crisis, through interpersonal channel, flow of

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information is tremendous, e.g. news of violence, famine or disaster. Interpersonal messages

consist of meanings derived from personal observations and experiences. The process of

translating thoughts into verbal and nonverbal messages increases the communicator‘s self-

concept. In fact, effective interpersonal communication helps both participants strengthen

relationships thought the sharing of meaning and emotions.

**Functions of Interpersonal Communication**

We use interpersonal communication for a variety of reasons. For example, interpersonal

communication helps us understand our world better. It helps us understand a situation in a

better way. We also use interpersonal communication to think and evaluate more effectively.

Often it is used to change behavior also. The three specific functions are:

1. Linking function

2. Mediation function and

3. Regulatory function.

The linking function connects a person with his or her environment. The meditation function

helps us conceptualize, remember, and plan. It is a mental or intellectual function. The

regulatory function serves to regulate our own and other‘s behavior.

Through interpersonal communication we are nurtured as infants, physically, emotionally and

intellectually. Again through interpersonal communication we develop cultural, social, and

psychological links with the world. In fact, interpersonal communication is the very basis of our

survival and growth as it helps us to function more practically.

**Variables Affecting Interpersonal Relationships**

Many variables affect the interpersonal relationships. These are self-disclosure, feedback,

nonverbal behavior, and interpersonal attraction. Our success or failure in handling these

variables, determine how satisfying our interpersonal relationships will be. Self-disclosure lets

others know what we are thinking, how we are feeling and what we care about. Self-disclosure

helps reduce anxiety, increase comfort, and intensify interpersonal attractions.

Feedback is the response of a receiver that reaches back the sender. It involves agreeing;

asking questions and responding through feeling statements. Nonverbal behavior plays an

important role in interpersonal communication. A smile, a hug, a pat, a firm handshake, etc.

can achieve much more than words in certain situations. Eye contact, gestures, posture, facial

expressions, etc. are also important elements of our nonverbal behavior. Interpersonal

attraction is the ability to draw others towards oneself. Some people are said to have magnetic

personalities. People are drawn to them. It is this special chemistry that causes *love at first*

*sight.*

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**Development of interpersonal Relationships**

Research has proved that like individual personalities, interpersonal relationships also evolve

over time through our experiences, acquired knowledge, and environmental factors. The

phases through which interpersonal relationships develop are:

▪ Initiating

▪ Experimenting

▪ Intensifying

▪ Integrating and

▪ Bonding

**Initiating** is the first phase during which we make conscious and unconscious judgments about

others. In fact, sometimes it takes us as little as 15 seconds to judge a person. Then

communication is started either verbally or nonverbally through eye contact, being closer to the

other person, etc.)

The next phase is **experimenting**. Here, we start small-talks (talking about general things

rather that about specific things), while attempting to find out common interests. During this

state we try to determine whether continuing the relationship is worthwhile.

The third stage is **intensifying**. Here the awareness about each other is increased and both the

persons start participating more in conversation. Self-disclosure by both participants results in

trust and creates a rapport. Experiences, assumptions, and expectations are shared and we

start becoming more informal. Also there is increased nonverbal behavior with more touching,

nodding, etc. the next step is integrating. Here, we try to meet the expectations of the person.

We also start sharing interests, attitudes, etc.

The final state is bonding. Here serious commitments and sacrifices are made. One example of

commitment is to decide or remain as friends. Another is marriage. All these phases can take

a few seconds to develop (as in case of love at first sight) or may take days or weeks or more

time.

**1.4.3. GROUP COMMUNICATION**

Group communication is an extension of interpersonal communication where more than two

individuals are involved in exchange of ideas, skills, and interests. A group is a number of

people with a common goal who interact with one another to accomplish their goals, recognize

one another‘s existence and see themselves as part of the group. Groups provide an

opportunity for people to come together to discuss and exchange views of common interest.

There could be many different groups for as many different reasons. For instance, casually

formed groups with friends over a drink, coffee break, games, dances or religious gatherings

have a different purpose than that of groups attending a meeting or seminar to help fight AIDS

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or interacting with committee members to draft a proposal. Goals including collective decision

making, self-expression, increasing one‘s effect, elevating one‘s status and relaxation. Group

communication is considered effective as it provides an opportunity for direct interaction among

the members of the group; it helps in bringing about changes in attitudes and beliefs. Group

communication has limitations too, as group interaction is time consuming and often inefficient,

especially in an emergency. Besides, imbalances in status, skills and goals, may distort the

process and the outcome sharply.

Groups have been classified as small groups and large groups. A small group comprises of

three to seven members. Small groups are informal and less structured. Larger groups adopt

formal rules to maintain order. There is more chance for individual participation in small groups.

Also small groups are easy to manage and are more efficient in accomplishing tasks and

making decisions. Most researchers define a small group as having at least three and no more

than twelve or fifteen members.

A group needs to have at least three members. With three members, coalitions can be formed

and some kind of organization is present. Too large of a group (more than twelve or fifteen

members) inhibits the group members‘ ability to communicate with everyone else in the group.

Members must be able to communicate freely and openly with all of the other members of the

group. Groups will develop norms about discussion and group members will develop roles,

which will affect the group‘s interaction.

A group must have a common purpose or goal and they must work together to achieve that

goal. The goal brings the group together and holds it together through conflict and tension.

**Types of Small Groups**

There are two major types of small groups, ***primary and discussion groups.*** The primary

group is more informal in nature. Members get together daily or very regularly. The primary

group is less goal-oriented and often there is conversation on general topics and not discussion

on specific topic. Primary groups are not bound by any rules and are highly flexible.

Discussion groups are highly formal. These are characterized by face-to-face interactions

where group members respond, react, and adapt to the communication of other participants. A

discussion group has one or more leaders. Members of discussion groups have common

characteristics geographic location, social class, economic level, life style, education level, etc.

Finally, members of a discussion group have a common purpose or goal. The strength

cohesiveness and longevity of the group depends upon the type of goal. One important type of

discussion groups is the problem solving group. Such groups are of four types depending upon

the tasks they perform:

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1. Fact finding group

2. Evaluation group

3. Policy making group and

4. Implementation group.

This kind of division occurs only where the group is big and the problem is complicated.

**Participation in Small Groups**

Participants in small group communication have certain responsibilities these are

▪ Having an open mind towards the issue or topic being discussed and other members of

the groups

▪ Having an objective mind and

▪ Showing sensitivity towards other‘s sentiments and moods.

These responsibilities fall under two categories:

1. Communicating and listening and

2. Feedback

Communication includes:

▪ Speaking or interacting with others with accuracy, clarity, and conciseness

▪ Avoiding speaking when you have nothing to contribute

▪ Addressing the group as a whole and

▪ Relating your ideas to what others have said.

These practices help make the interaction more fruitful. Listening and feedback are equally

important as speaking. Some suggestions for effective listening include:

▪ Consciously concentrating

▪ Visibly responding to the speaker

▪ Creating an informal situation

▪ Listening to more than just words.

**Development of a Small Group**

Individual members forming a group are different from each other as they have different

personalities. It takes time for the members to learn how to fit into the group and contribute in

the best manner. In fact, researchers have identified the following states of small group

development.

▪ Grouping or trying to find out how to work with others

▪ Grasping or understanding other members and the situation

▪ Grouping or getting together and development of bonding

▪ Group action or increased participation with each member playing constructive roles.

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**1.4.4. MASS COMMUNCAITON**

Outside the realm of interpersonal communication exist another form of communication, which

involves communication with mass audiences and hence the name mass communication; and

the channels through which this kind of communication takes place are referred to as mass

media. Both mass communication and mass media are generally considered synonymous for

the sake of convenience. Mass communication is unique and different from interpersonal

communication as evident from the following definition.

Any mechanical device that multiplies messages and takes it to a large number of people

simultaneously is called mass communication. The media through which messages are being

transmitted include radio, TV, newspapers, magazines, films, records, tape recorders, video

cassette recorders, etc and require large organizations and electronic devices to put across the

message. It is clear from the definition that mass communication is a special kind of

communication in which the nature of the audience and the feedback is different from that of

interpersonal communication.

**Mass communication Audience**

Whosoever is the recipient of mass media content constitutes its audience. For instance,

individuals reading newspapers, watching a film in a theater, listening to radio or watching

television, are situations where audience is large, heterogeneous, and anonymous in character

and physically separated from the communicator both in terms of space and time. A large

audience means that the receivers are masses of people not assembled at a single place. It

may come in different sizes depending upon the media through which the message is sent. For

TV network programs, for example, there could be millions of viewers, but only a few thousand

readers for a book or a journal.

By ***Anonymous,*** we mean that the receivers of the messages tend to be strangers to one

another and dot the source of those messages. So with respect to the communicator, the

message is addressed ̳to whom it may concern‘. Also, the audience tends to be

***heterogeneous*** rather than homogeneous in the sense that messages are sent to people in all

walks of life and person with unique characteristics.

**Feedback**

As compared to interpersonal communication, feedback in mass media is slow and weak. It is

not instantaneous or direct as in face-to-face exchange and is invariably delayed. Feedback in

mass media is rather a growing response, which the source gets after a considerable gap of

time. It is often expressed in quantitative terms: like circulation figures of newspapers and

magazines, the popularity of a movie at box office, success of a book on the basis of its sales,

or the findings of public opinion polls and on, the basis of other feedback devices which are

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used to determine what is acceptable or unacceptable to different audiences. In all such cases,

considerable time and money are required to process the feedback received from the audience.

Therefore, delayed and expensive feedback is ingrained in mass media.

**Gate keeping**

This is again a characteristic unique to mass communication. The enormous scope of mass

communication demands some **control** over the selection and editing of the messages that are

constantly transmitted to the mass audience. Both individuals and organizations do gate

keeping. Whether done by individuals or organizations, gate keeping individuals or

organizations, gate keeping involves setting certain standards and limitations that serve as

guidelines for both content development and delivery of a mass communication message.

There are two methods of communication: verbal and non-verbal. A message, when expressed

in words, either spoken or written, is an example of verbal communication. A message can also

be expressed non-verbally, using gestures or signs, where no words are used.

We may conclude by asserting that, for survival in this high-tech global world, a mastery over

communication in general and business communication in particular, is of prime importance. It

is the key to success at both personal/individual as well as organizational levels as it makes for

all-round development by promoting co-operation, co-ordination, unity, high morale, motivation,

good image, better performance, and general efficiency.

An organization uses official and unofficial channels of communication to circulate messages.

The purpose of such communication is to build a healthy partnership with its employees, which

leads to enhanced performance individually, and better results collectively. Organizations

communicate information,advice and counseling, orders and instructions to equip the

employees with necessary skills. It also educates employees, imparts training so that they can

better understand the organisational demands made on them, and are able to carry out specific,

assigned tasks. Persuasion,inviting suggestions, motivation help employees to have the right

attitude and willingness to work so that output is maximized.

Whenever you communicate with someone else, you and the other person follow the steps of

the process that will be specifically presented latter on.

Here, the person who is the source of the communication encodes it into a message, and

transmits it through a channel. The receiver decodes the message, and, in one way or another,

feeds back understanding or a lack of understanding to the source.

By understanding the steps in the process, you can become more aware of your role in it,

recognize what you need to do to communicate effectively, anticipate problems before they

happen, and improve your overall ability to communicate effectively.

The sections below help you do this, and help you improve the way you communicate at each

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stage of the process.

**1. The Source – Planning Your Message**

Before you start communicating, take a moment to figure out what you want to say, and why.

Don't waste your time conveying information that isn't necessary – and don't waste the listener

or reader's time either. Too often, people just keep talking or keep writing – because they think

that by saying more, they'll surely cover all the points. Often, however, all they do is confuse the

people they're talking to.

To plan communication

• Understand your objective. Why are you communicating?

• Understand your audience. With whom are you communicating? What do they need to

know?

• Plan what you want to say, and how you'll send the message.

Seek feedback on how well your message was received.

**Understand Your Objectives**

**Step 1.** Be clear about your overall communication objectives. What do you want to achieve,

when and why? Record your overall objectives in your plan.

**Understand Your Audiences**

**Step 2**. Now identify and list your different audiences. This can initially seem quite difficult : For

all but the simplest communications plan, it's good to use Stakeholder Analysis to help you do

this. Stakeholder Analysis helps you identify who to communicate with and why

**Step 3.** Now drill down into your communication objectives and clarify specific objectives for

each audience. A good way to do this is to think about the audience's needs – what do they

need and want to know from you? List all the objectives (there may be several) for each

audience in your plan.

**Plan Communications Messages and Channels**

Once you have clarified your objectives and got a full understanding of the different audiences

you need to communicate with, it's time to plan the communications – that means working out

the messages needed to meet your objectives and when and how these will be delivered.

**Step 4.** Before starting on the detail of your plan, first jot down all the possible communications

channels you could use. Think broadly and creatively! You probably already use lots of great

ways to communicate in your company, and some new ones may help get your message

across. Here is a list to get you started:

• Email

• Newsletter

• Teleconference

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• Notice boards

• CEO briefing

• Posters

• Lunchtime meeting

• Intranet article

• Launch event

• Team meeting

• Pod cast on intranet

**Step 5.** To plan out the message for each audience, start by thinking about the broadest

audience groups first. In our example, the broadest audience might be "All people working in

New Jersey Office" and "All people working in Sydney Office".

As you consider each audience in turn, ask the following questions:

• What does the audience need and want to know?

• When do we need to communicate?

• What is the regular or preferred channel for reaching this audience?

• For this specific audience and message, what is the most effective way to get your

message across?

Several messages over time may be required to meet the objectives of each audience. Make

sure the messages you plan "add up" to meet the audience's objectives.

**Monitor Effectiveness**

**Step 6.** It's good to get feedback on the communications you have planned and implemented.

Ask people from different audiences how you are doing. Check they understand the messages

you need them to hear. By getting timely feedback, you can tune any future communications

that you have planned to better meet people's needs or fill any gaps so far.

To be an effective communicator and to get your point across without misunderstanding and

confusion, your goal should be to lessen the frequency of barriers at each stage of this process

with clear, concise, accurate, well-planned communications.

You can find out which barriers your communications tend to get stuck at. But in summary,

here's some more information about each stage of the communication process:

**Source...**

As the source of the message, you need to be clear about why you're communicating, and what

you want to communicate. You also need to be confident that the information you're

communicating is useful and accurate.

**Message...**

The message is the information that you want to communicate.

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**Encoding...**

This is the process of transferring the information you want to communicate into a form that can

be sent and correctly decoded at the other end. Your success in encoding depends partly on

your ability to convey information clearly and simply, but also on your ability to anticipate and

eliminate sources of confusion (for example, cultural issues, mistaken assumptions, and

missing information.) A key part of this is knowing your audience: Failure to understand who you

are communicating with will result in delivering messages that are misunderstood.

**Channel...**

Messages are conveyed through channels, with verbal including face-to-face meetings,

telephone and videoconferencing; and written including letters, emails, memos, and reports.

Different channels have different strengths and weaknesses. For example, it's not particularly

effective to give a long list of directions verbally, while you'll quickly cause problems if you

criticize someone strongly by email.

**Decoding...**

Just as successful encoding is a skill, so is successful decoding (involving, for example, taking

the time to read a message carefully, or listen actively to it.) Just as confusion can arise from

errors in encoding, it can also arise from decoding errors. This is particularly the case if the

decoder doesn't have enough knowledge to understand the message.

**Receiver...**

Your message is delivered to individual members of your audience. No doubt, you have in mind

the actions or reactions you hope your message get from this audience. Keep in mind, though,

that each of these individuals enters into the communication process with ideas and feelings

that will undoubtedly influence their understanding of your message, and their response. To be

a successful communicator, you should consider these before delivering your message, and act

appropriately.

**Feedback...**

Your audience will provide you with feedback, verbal and nonverbal reactions to your

communicated message. Pay close attention to this feedback, as it is the only thing that allows

you to be confident that your audience has understood your message. If you find that there has

been a misunderstanding, at least you have the opportunity to send the message a second

time.

**Context...**

The situation in which your message is delivered is the context. This may include the

surrounding environment or broader culture (corporate culture, international cultures, and so

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on).

**Communication can be classified into the following ways:**

**1. Formal or informal**

Formal communication includes all forms of formal exchanges of information. Informal

communication is the opposite of the other. It is just normal conversation between known

people.

**2. Oral and written**

Speeches, presentations, discussions, face to face communication (meetings, lectures,

conferences, interviews etc. are oral communications. print (publications)-business letters,

memos, proposals, reports, resumes, brochures, leaflets, etc are written communication.

**3. Internal and External**

Internal communication is communication within an organization (letters reports , instructions ,

seminars etc.). External communication is communication outside of the organization.

**4. Verbal and non verbal**

We can categorize verbal communication into two parts: Oral communication and written

communication. Oral communication is when two or more parties communicate verbally with

words. Written communication can happen in any form of documented writing.

Non-verbal communication is mostly body language (Signs, gestures, facial expressions, Eye

contact , appearance .), Demonstration (e.g. task, aim, output,) Greeting (e.g. handshake,

personal distance), Visual aids (e.g. pictures, sign boards, and photographs , graphs, charts,

Power Point).

**1.5. Understanding the Communication Process**

The most successful players in the new world of work will be those with highly developed

communication skills. As you have seen, you will be communicating more rapidly, more often,

and with greater numbers of people than ever before.

Because good communication skills are essential to your success, we need to take a closer

look at the communication process.

Just what is communication? For our purposes *communication* is ―the transmission of

information and meaning from one individual or group to another.‖

The crucial element in this definition is *meaning*. Communication has as its central objective the

transmission of meaning. The process of communication is successful only when the receiver

understands an idea as the sender intended it.

**1. Sender has an idea.** The form of the idea may be influenced by the sender‘s mood, frame of

reference, background, culture, and physical makeup, as well as the context of the situation.

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**2. Sender encodes the idea in a message.** *Encoding* means converting the idea into words or

gestures that will convey meaning. A major problem in communicating any message verbally is

that words have different meanings for different people. That‘s why skilled communicators try to

choose familiar words with concrete meanings on which both senders and receivers agree.

**3. Message travels over a channel.** The medium over which the message is transmitted is the

*channel*. Messages may be sent by computer, telephone, letter, or memorandum. They may

also be sent by means of a report, announcement, picture, video, spoken word, fax, or other

channel. Because messages carry verbal and nonverbal meanings, senders must choose

channels carefully.

Anything that disrupts the transmission of a message in the communication process is called

*noise*. Channel noise ranges from static that disrupts a telephone conversation to spelling

errors in an e-mail or blog post. Such errors damage the credibility of the sender.

**4. Receiver decodes the message.** The person for whom a message is intended is the

*receiver*. Translating the message from its symbol form into meaning involves *decoding*.

Successful communication takes place only when a receiver understands the meaning intended

by the sender. Such success is often hard to achieve because no two people share the same

background. Success is further limited because barriers and noise may disrupt the process.

**5. Feedback travels to the sender.** The verbal and nonverbal responses of the receiver create

*feedback*, a vital part of the entire communication process.

Feedback helps the sender know that the message was received and understood.

Senders can encourage feedback by asking questions such as, ―Am

I making myself clear*?*‖ and, ―Is there anything you don‘t understand?‖

Senders can further improve feedback by delivering the message at a time when receivers can

respond. Senders should provide only as much information as a receiver can handle. Receivers

can improve the process by paraphrasing the sender‘s message. They might say, ―Let me try to

explain that in my own words,‖ or, ―My understanding of your comment is. . . .‖

**1.6. WHAT IS BUSINESS COMMUNICATION?**

Business Communication is any communication used to promote a product, service, or

organization – with the objective of making sale. As Business Communication plays an

important role in any business organization, it is necessary to focus on its meaning. Business

Communication is the sharing of information related to business activities and their results. In

**business communication**, message is conveyed through various channels of communication

including internet, print (publications), radio, television, outdoor, and word of mouth. In

business, communication is considered core among business, interpersonal skills and etiquette.

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**Historical Background**

Thousands years ago, people used to **communicate orally**. Greeks used a phonetic alphabet

written from left to right. After that, many books appeared on written communication principles.

As a result of this, Greek started her very first library.

When communism was ruling China, communication had become the biggest challenge not

only within the vast government, but also between the government and people of China. Postal

services were then; launched in China. Rome introduced the postal service after China. After

that paper and printing press was invented in china that made communication much easier.

Hence, today‘s principles of communication are founded on a mixture of ancient oral and written

traditions.

**Organization**

It‘s an arrangements between individuals and groups in human society that structure

relationships and activities (Business, Political, Religious or social). In other words, an

organization is a group of people identified by shared interests or purpose, for example, a

―Bank‖.

**Lifeblood of an Organization**

Communication is the lifeblood of an organization**.** If we could somehow remove communication

flow from an organization, we would not have an organization.

It is needed for:

• Exchanging information

• Exchanging options

• Making plans and proposals

• Reaching agreement

• Executing decisions

• Sending and fulfilling orders

• Conducting sales

When communication stops, organized activity ceases to exist. Individual uncoordinated activity

returns in an organization. So, Communication in an organization, is as vital as blood for life.

**1.7. Types of Business Communication**

There are two types of business communication in an organization:

• Internal Communication

• External Communication

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**1.7.1. Internal Communication**

Communication within an organization is called ―**Internal Communication**‖. It includes all

communication within an organization. It may be informal, formal function, or department

providing communication in various forms to employees.

Effective internal communication is a vital means of addressing organizational concerns. Good

communication may help to increase job satisfaction, safety, productivity, and profits and

decrease grievances and turnover.

Under **Internal Business Communication types**, there come:

. **Upward Communication**

Upward communication is the flow of information from subordinates to superiors, or from

employees to management. Without upward communication, management works in a vacuum,

not knowing if the messages have been received properly, or if other problems exist in the

organization. By definition, communication is a two-way affair. Yet for effective two-way

organizational communication to occur, it must begin from the bottom.

Upward Communication is a means for the staff to:

▪ Exchange information

▪ Offer ideas

▪ Express enthusiasm

▪ Achieve job satisfaction

▪ Provide feedback

**. Downward Communication**

Information flowing from the top of the organizational management hierarchy and telling people

in the organization what is important (mission) and what is valued (policies). Downward

communication generally provides information – which allows a subordinate to do something.

For example, instructions on how to complete a task. Downward communication comes after

upward communications have been successfully established.

This type of communication is needed in an organization to:

▪ Transmit vital information

▪ Give instructions

▪ Encourage 2-way discussion

▪ Announce decisions

▪ Seek cooperation

▪ Provide motivation

▪ Boost morale

▪ Increase efficiency

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▪ Obtain feedback

*Both Downward & Upward Communications are collectively called “Vertical Communication”*

**Horizontal/Literal communication**

Horizontal communication normally involves coordinating information, and allows people with

the same or similar rank in an organization to cooperate or collaborate. Communication among

employees at the same level is crucial for the accomplishment of the assigned work.

Horizontal Communication is essential for:

▪ Solving problems

▪ Accomplishing tasks

▪ Improving teamwork

▪ Building goodwill

▪ Boosting efficiency 1.7.2. **External Communication**

Communication with people outside the company is called ―**external communication**‖.

Supervisors communicate with sources outside the organization, such as vendors and

customers.

It leads to better:

o Sales volume

o Public credibility

o Operational efficiency

o Company profits

It should improve:

o Overall performance

o Public goodwill

o Corporate image

Ultimately, it helps to achieve:

o Organizational goals

o Customer satisfaction

**1.8. COMMUNICATION BARRIER**

The word barrier means an obstacle, a hindrance or simply a problem that comes in the way of

transmission of a message and blocks the process, either completely or partially. In the process

of communication, it is necessary that the sender ̳s message is not only received but also

understood, because it ensures proper feedback. However, sometimes the message is not sent

properly or received properly, or it is not fully or correctly understood. When any such thing

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happens, we say that a barrier has arisen in the process. A barrier, therefore, is any factor

which interrupts the process of communication. Barriers may arise at any point in the process of

communication from the sender or the receiver, in the message, the medium, or the feedback.

A barrier can even arise outside the process and still cause an interruption. This means that

there are different kinds of barriers. These can be divided into four main groups.

1. Physical or environmental barriers.

2. Language or semantic barriers

3. Psychological barriers

4. Cross - cultural barriers

**1. Physical or Environmental barriers**

Physical barriers can be caused by environmental factors like noise, time and distance. The

noise created by external factors like traffic, playing of loud music, trains and aeroplanes, or by

crowds of people, affects our communication. Time becomes a physical barrier when people

have to communicate across different time zones in different countries. The physical distance

between people who need to communicate can also cause problems because it does not allow

oral or face-to-face communication. Physiological defects and limitations like stammering,

hearing defects, mumbling while speaking, are examples of physical barriers. Mechanical

problems and defects in instruments of communication also create physical barriers, as in a

faulty fax machine or typewriter. Similarly, a computer that - hangs, or a - dead telephone line

can lead to non-transmission of messages.

**2. Language or Semantic Barriers**

Language is the main medium of communication and words are its tools. Language proves to

be a barrier at different levels, such as semantic (meaning), syntactic (grammar), phonological

(pronunciation, intonation, pitch etc.) and finally linguistic (across languages) Thus, language

barriers can arise in different ways:

(a) Words are of two kinds: extensional and intentional words. Extensional words are clear in

their meaning and therefore do not create barriers – such as words like boy, chair, garden etc.

Intentional words are words that describe and they can be understood differently by different

people, according to the meaning that a person gives to the word. Thus, - good‖-bad‖ -

beautiful‖ are intentional words, and a simple sentence like - she is a good girl‖ can create

confusion because the meaning of the word - good‖ is unclear.

(b) Sometimes, the same word is used in different contexts, giving rise totally different

meanings. A word like-hard ̳, for example can be used in different ways: hard chair, hard-

hearted, hard drink, having a hard time - all these use the same word but the meanings are

different.

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(c) Barriers can be created when we come across words, which have the same sound when

pronounced, but which mean very different things. Examples: words like fair and fare; bear and

bare; council and counsel.

(d) Unfamiliar language becomes a barrier when people do not know each other ̳s

language.This barrier can be overcome by using a common medium of communication, as in a

classroom. Translation is also an important way of overcoming this barrier.

(e) Jargon or Unfamiliar Terminology: There are some special terms or technical words used by

people belonging to a certain group or field of work such as doctors, lawyers, computer

software engineers or college students. They use words which are their own, specialised -

jargon‖ which cannot be understood by anyone outside their group.

**3. Psychological Barriers:** Psyche means mind. Psychological barriers are created in the

mind. Communication is a mental activity and its aim is to create understanding. But the human

mind is complex and not all communication can result in understanding. There are several kinds

of psychological barriers which can come in the way of understanding.

(a) **Emotions:** Emotions are among the most common psychological barriers to

communication. The emotion may be connected to the communication received or it may be

present in the sender ̳s or receiver ̳s mind, even before the communication takes place. In both

cases, it acts as a barrier. Emotions can be positive, like happiness and joy, or negative, like

fear, anger, mistrust etc. Both positive and negative emotions act as barriers, if they are not

kept in check.

(b) **Prejudice:** A prejudice is an opinion held by a person for which there is no rational basis or

valid reason. It can be against something or someone, or in favour of it, but it becomes a barrier

to a meaningful communication. Prejudices are based on ignorance and lack of information,

e.g., prejudices about certain communities or groups of people.

(c) **Halo effect:** Sometimes our reactions to people are not balanced or objective; they are of

an extreme nature. Either we like a person so much that we can find no shortcomings in

her/him, or we dislike someone so much that we can see nothing good in her/him. In both

cases, we commit errors of judgment and fail to understand the person.

(d) **Self-image** or different perceptions: Every person has in her/his mind a certain image of

herself/himself. S/he thinks of herself/himself in a certain way. This is their perception of

themselves, their self-image. One ̳s self-image is the product of one ̳s heredity, one ̳s

environment and one ̳s experiences, and thus every person ̳s self-image is unique and different

from the others. Self-image can create a barrier because we accept communication which is

compatible with our self-image. We avoid or reject communication, which goes against our

perception of ourselves.

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(e) **Closed Mind:** A closed mind is one which refuses to accept an idea or opinion on a

subject, because it is different from his idea. Such persons form their opinion on a subject, and

then refuse to listen to anyone who has something different to say about it. A closed mind may

be the result of some past experience or just habit. It is very difficult to remove this

psychological barrier.

(f)**Status:** Status refers to rank or position. It could be economic, social or professional status.

In any organisation, hierarchy creates differences in rank, and this is a normal situation. Thus,

status by itself does not cause barriers; but when a person becomes too conscious of his

status, whether high or low, then status becomes a barrier. For instance, in a business

organisation, a senior executive who is unduly conscious of his seniority will not communicate

properly with his juniors, and will refrain from giving them the required information. Similarly, if a

junior is acutely conscious of his junior status, he will avoid communicating with his seniors,

even when it is necessary

(g) **Inattentiveness and Impatience:** Sometimes the receiver may not pay attention to the

sender ̳s message, or he may be too impatient to hear the message fully and properly. Such

barriers are common in oral communication.

**4. Cross – Cultural Barriers : Mary Allen Guffey** defines culture as ―the complex system of

values, traits, morals and customs shared by a society. [*Business Comunication : Process and*

*Product , pg. 120*] Cultural diversity within a country, and cultural differences between people

from different countries, are a major cause of barriers. This is because people are conditioned

by their cultures, and they develop certain habits of working, communicating, eating, dressing

etc. according to their cultural conditioning. They find it difficult to get through to people who

come from an alien culture, and who have different habits. A simple thing like a greeting to

welcome a person is vastly different in India from a greeting in, for example, an Arab country, or

in Japan. Food and dress habits of a different culture can make a person uncomfortable.

Concepts of space and time are also different across cultures; for example, Indians do not mind

sitting close to each other and sharing space in offices or in public places. However, a

European would not be able to tolerate such intrusive behaviour. Similarly, people who come

from a culture where time is very valuable will be impatient with those who come from a culture

with an easygoing attitude towards time, where everything is done in a slow, unhurried way. **1.8.1. Overcoming Barriers**

Barriers disrupt communication and interfere with understanding. They must be overcome if

communication has to be effective. Physical barriers are comparatively easier to overcome. The

use of loudspeakers and microphones can remove the barriers of noise and distance in

crowded places like railway stations. Traffic signals and non-verbal gestures of the traffic

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policeman remove physical barriers on the roads. Technological advancement has helped in

reducing the communication gap arising due to time and distance. It is possible to make an

alternative arrangement, should the technological instruments fail. A back-up plan helps in

tidying over any snag. Language or Semantic Barriers can be overcome if the sender and the

receiver choose a language which both of them understands very well. Help from a translator or

an interpreter also helps in overcoming the language barrier. Exposure to the target language

and training oneself in the acquisition of skills of the given language too help in overcoming the

language barrier. Language barriers can be avoided by careful study and accurate use of

language. Clarity should be the main objective when using language. Jargon should be

avoided.

Psychological barriers,as also cross-cultural barriers are difficult to overcome, as they are

difficult to identify and even more difficult to address. Even these can be avoided or reduced by

adopting a flexible and open-minded attitude. The ultimate aim is to build bridges of

understanding between people – that is the main aim of communication. Training oneself to

listen to different views, exposing oneself to different environments help in broadening one ̳s

outlook and cultivating tolerance to multiple views. Teaching oneself to listen with empathy

helps in making oneself more open to others ̳ perceptions. While dealing with psychological or

cross-cultural barriers the sender should make it a point to–

(i) Use language that is politically neutral and correct.

(ii) Present views in simple and objective manner

(iii) Focus on the objective of communication

**1.8.2. Removing Barriers in the communication process**

**1. Source**

To deliver your messages effectively, you must commit to breaking down the barriers that exist

in each of these stages of the communication process.

Let's begin with the message itself. If your message is too lengthy, disorganized, or contains

errors, you can expect the message to be misunderstood and misinterpreted. Use of poor

verbal and body language can also confuse the message.

Barriers in context tend to stem from senders offering too much information too fast. When in

doubt here, less is oftentimes more. It is best to be mindful of the demands on other people's

time, especially in today's ultra-busy society.

Once you understand this, you need to work to understand your audience's culture, making

sure you can converse and deliver your message to people of different backgrounds and

cultures within your own organization, in this country and even abroad.

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**2. Encoding** – **Creating a Clear, Well-Crafted Message**

When you know what you want to say, decide exactly how you'll say it. You're responsible for

sending a message that's clear and concise. To achieve this, you need to consider not only

what you'll say, but also how you think the recipient will perceive it.

We often focus on the message that we want to send, and the way in which we'll send it. But if

our message is delivered without considering the other person's perspective, it's likely that part

of that message will be lost. To communicate more effectively:

• Understand what you truly need and want to say.

• Anticipate the other person's reaction to your message.

• Choose words and body language that allow the other person to really hear what you're

saying.

**3. Choosing the Right Channel**

Along with encoding the message, you need to choose the best communication channel to use

to send it. You want to be efficient, and yet make the most of your communication opportunity.

When you determine the best way to send a message, consider the following:

• The sensitivity and emotional content of the subject.

• How easy it is to communicate detail.

• The receiver's preferences.

• Time constraints.

• The need to ask and answer questions.

**4. Decoding – Receiving and Interpreting a Message**

It can be easy to focus on speaking; we want to get our points out there, because we usually

have lots to say. However, to be a great communicator, you also need to step back, let the other

person talk, and just listen.

This doesn't mean that you should be passive. Listening is hard work, which is why effective

listening is called active listening. To listen actively, give your undivided attention to the speaker:

• Look at the person.

• Pay attention to his or her body language.

• Avoid distractions.

• Nod and smile to acknowledge points.

• Occasionally think back about what the person has said.

• Allow the person to speak, without thinking about what you'll say next.

• Don't interrupt.

• Emphatic Listening also helps you decode a message accurately. To understand a

message fully, you have to understand the emotions and underlying feelings the speaker

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is expressing. This is where an understanding of body language can be useful.

**5. Feedback**

You need feedback, because without it, you can't be sure that people have understood your

message. Sometimes feedback is verbal, and sometimes it's not. We've looked at the

importance of asking questions and listening carefully. However, feedback through body

language is perhaps the most important source of clues to the effectiveness of your

communication. By watching the facial expressions, gestures, and posture of the person you're

communicating with, you can spot:

• Confidence levels.

• Defensiveness.

• Agreement.

• Comprehension (or lack of understanding).

• Level of interest.

• Level of engagement with the message.

• Truthfulness (or lying/dishonesty).

As a speaker, understanding your listener's body language can give you an opportunity to

adjust your message and make it more understandable, appealing, or interesting. As a listener,

body language can show you more about what the other person is saying. You can then ask

questions to ensure that you have, indeed, understood each other. In both situations, you can

better avoid miscommunication if it happens.

Feedback can also be formal. If you're communicating something really important, it can often

be worth asking questions of the person you're talking to to make sure that they've understood

fully. And if you're receiving this sort of communication, repeat it in your own words to check

your understanding.

Generally, communication can take a lot of effort to be effective. However, you need to be able

to communicate well if you're going to make the most of the opportunities that life has to offer.

By learning the skills you need to communicate effectively, you can learn how to communicate

your ideas clearly and effectively, and understand much more of the information that's conveyed

to you.

As either a speaker or a listener, or as a writer or a reader, you're responsible for making sure

that the message is communicated accurately. Pay attention to words and actions, ask

questions, and watch body language which will be discussed next. These will all help you

ensure that you say what you mean, and hear what is intended.

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UNIT TWO

VERBAL COMMUNICATION FOR BUSINESS

Verbal Communication uses language to communicate messages. Language uses spoken and

written words; therefore verbal communication includes oral and written communication. 2.1. Oral communication

Verbal communication is a common way individuals transfer their message to other individuals

and businesses. Verbal communication methods may include meetings, in-person interviews,

telephones and video conferencing. Verbal communication may be the best communication

method because it allows people to assess the verbal or nonverbal inferences by individuals

giving a message. It may also create a more comfortable environment for receivers to ask

questions and get feedback from individuals giving the message.

The increasing use of global business operations has created challenges for verbal

communication. These challenges may include language barriers, cultural or social barriers,

and time differences when giving messages. These challenges must be overcome for verbal

communication to present a clear-cut message that receivers can act on quickly with little to no

confusion.

A good speaker uses his voice to maximum advantage. Attention must be paid to volume, pitch,

speed of speaking and correct pronunciation of words. Your voice must be clear, pleasing; and

varied in volume, pitch and speed, to be interesting. Good delivery depends on using your voice

well.

 Know when to stop: The length of the oral message has a lot to do with its success. The

message must aim for just the right length, neither too short nor too long. All points must be

covered and yet there should be no repetitions or unnecessary elaboration.

**Advantages of oral communication:**

Oral communication is generally more preferred, as compared to written communication. Its

popularity is due to its several advantages.

1. It is direct and time-saving. The listener understands the words as soon as they are spoken.

Oral communication is the best way to transmit messages quickly and to save time.

2. It saves money. It is economical as it does not require costly equipment or stationery.

3. It conveys the exact meaning of words. A great advantage of oral communication is its use of

non-verbal elements like body language and paralanguage. Body language includes facial

expressions and posture. Paralanguage includes features like voice volume, pitch and speed of

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speaking; it also includes the sounds we make while speaking, like sighing or clearing the

throat. These non-verbal elements allow the speaker to express his/her meaning more

accurately.

4. It provides immediate feedback from the receiver. The sender gets the receiver ̳s response

immediately, even on the telephone. This also explains why oral communication is so effective

in teaching and coaching.

5. It is more persuasive in nature. Oral communication is more useful when arguments and

reasons have to be given to convince someone, as in sales and marketing, or in a court of law.

6. On-the-spot additions and corrections are possible. The speaker has the scope to change,

improve and add to her/his message as s/he is speaking.

7. Confidential messages can be communicated. When subjects of a delicate and confidential

nature cannot be written, one can take recourse to oral communication.

8. It is informal and friendlier. It can build friendly relations with people and develop social

contacts.

**Disadvantages of oral communication:**

Oral communication, however, has several drawbacks.

1. It lacks legal validity. Oral messages have no legal proof.

2. It lacks accountability. In oral messages, we cannot fix responsibility. The speaker can deny

that he said something.

3. Possibility of misunderstanding. This happens when the listener is not attentive to the

message.

4. Problem of retention. People do not remember oral messages for a long time. Or they may

retain only a part of the message.

5. Not always effective. Oral communication is not effective when the distances are great or

when the message is very lengthy.

6. The need for good speaking skills. Oral communication cannot be effective, if the speaker

does not have the necessary skills.

**B. Face-to-face communication** takes place when two or more people meet personally.

**Advantages of face-to-face communication**

1. It is a combination of verbal and non-verbal factors. This makes the message more effective,

due to the use of paralanguage and body language.

2. Immediate feedback is possible.

3. The speaker can modify his message immediately if the receiver ̳s response tells him it is

necessary. The receiver can also ask questions and clear his doubts immediately.

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**Disadvantages of face-to-face communication:**

1. Face-to-face communication is difficult to practice in large organisations where there are

many people in different departments, and in different places.

2. It is not effective when the receiver does not pay attention to the message.

3. It is not effective when the gathering consists of too many people. 2.2. Written Communication

Written communication involves any type of interaction that makes use of the written word.

Written communication includes internal business memos, formal letters, bulletin boards or

posters and other various written communication forms. Written communication also creates a

paper trail for important messages. Individuals may be required to acknowledge receipt of the

message or respond within a limited time frame. Organizations often use written communication

to ensure they have documentation when correcting an issue or dealing with important legal

situations.

Communicating through writing is essential in the modern world and is becoming ever more so

as we participate in what is now commonly called the information age. In fact, written

communication is the most common form of business communication. It is essential for small

business owners and managers to develop effective written communication skills and to

encourage the same in all employees. The information age has altered the ways in which we

communicate and placed an increasing emphasis on written versus oral communications.

Written communication is the expression of language by means of visible signs. Despite the far

wider use of oral communication, modern civilisation cannot function without the written form.

Business organisations need it to run their systems efficiently and effectively. It should be noted

that written communication is not merely oral communication written down. It has its own

dynamics. Its importance is mainly in organising and documenting knowledge.

**Advantages of written communication:**

1. Reference: Written communication provides a permanent record. It can be filed and stored

for future reference whenever needed.

2. Legal validity: It provides legal proof. Documents of importance are always stored in written

form.

3. It aids memory and retention: the reader can go to the written matter again and again. This

aids understanding as well as retention.

4. It is more accurate and organised. Written messages are drafted with greater time at our

disposal; they are more accurate. The writer can edit and alter his message to make it as

perfect as possible, and add the details needed. Words are chosen carefully to convey the

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exact meaning and matter is organised properly. This makes written communication an

essential part of every business organisation.

5. Fixing responsibility: Written documents are always signed; hence it is possible to fix

responsibility on a certain person or group of persons.

6. Wider reach: Written messages have a wider reach than oral messages, as printing and

photocopying make it possible to transmit messages easily to a very large number of people. 7.

Goodwill: Good written communication can create a good impression and generate goodwill for

a business organisation.

**Disadvantages of written communication:**

1. Time, trouble, expense: A written message needs more time and care to prepare. It is also

costlier as it needs machinery and stationery.

2. Feedback is slow: Feedback is slow and often delayed in written messages – sometimes it

may even be absent. Getting answers to queries and clarifications may become difficult.

3. Written communication can create problems of storage: The number of documents is almost

always far greater than the space and means available for storage.

4. Lacks friendliness: Written communication is essentially formal in nature. It cannot have the

warmth and personal touch of oral communication.

5. Unsuited to countries where there is a great degree of illiteracy: Written communication is a

literate skill. The lack of literacy makes it impossible to use written communication.

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UNIT THREE ORAL COMMUNICATION **3.1. Oral Communication: Definition, Types & Advantages**

Oral communication is the process of expressing information or ideas by word of mouth. The

types of oral communication commonly used within an organization include staff meetings,

personal discussions, presentations, telephone discourse, and informal conversation. Oral

communication with those outside of the organization might take the form of face-to-face

meetings, telephone calls, speeches, teleconferences, or videoconferences.

Great communication skills are your ticket to success in the academic and business world. But

have you ever been overcome by fear or anxiety prior to going on a job interview or speaking in

front of an audience? Knowing when to choose oral communication and polishing your

speaking skills can help you at every stage of your career.

Oral communication is the process of verbally transmitting information and ideas from one

individual or group to another. Oral communication can be either Formal or Informal. Examples

of informal oral communication include:

• Face-to-face conversations

• Telephone conversations

• Discussions that take place at business meetings

More formal types of oral communication include:

• Presentations at business meetings

• Classroom lectures

• Commencement speech given at a graduation ceremony

**Advantages**

There are many situations in which it makes sense to choose oral over written communication.

Oral communication is more personal and less formal than written communication. If time is

limited and a business matter requires quick resolution, it may be best to have a face-to-face or

telephone conversation. There is also more flexibility in oral communication; you can discuss

different aspects of an issue and make decisions more quickly than you can in writing. Oral

communication can be especially effective in addressing conflicts or problems. Talking things

over is often the best way to settle disagreements or misunderstandings. Finally, oral

communication is a great way to promote employee morale and maintain energy and

enthusiasm within a team.

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**Disadvantages**

Despite the many benefits of oral communication, there are times when written communication

is more effective. For example, you may want to exchange important information that needs to

be documented using written communication. A lot of transactions in the business world require

some type of written record, and you will find that even strong verbal skills are not a substitute

for putting things in writing. Additionally, oral communication tends to be less detailed and more

subject to misunderstanding than written communication. It's best to always think carefully

about which method of communication best fits your objective.

Oral communication is communication by means of the spoken word. It can take place as a

face-to face meeting or over the telephone. It could be a personal and informal communication,

or a formal interview, business meeting, a conference or a speech before an audience.

**Principles of effective oral communication:** Oral communication is a very effective and

powerful medium. Effective oral communication depends on the speaker following certain

principles. These principles are as follows:

 Know your objective: You must know what you want your message to do – you may

need to inform, to entertain, to convince, to express an opinion, or to explain.

 Know your audience: Consider carefully the nature of your audience – their age, level

of understanding, their occupations and their level of interest in your message.

 Know your subject: Prepare your message thoroughly. See that you know your main

ideas and key points. You must also know your facts and figures.

 Know (how to use) your voice:

**3.2. ELEMENTS OF SPEAKING**

 Body language

 Voice quality

 Intention

 Manner: directness, sincerity

 Dress and clothing (style, color, appropriateness for situation)

 Visual aids, animation

 Eye contact

 Emotional content, energy, strength

 Self-concept

 Concept of others

 Listening, hearing the underlying message

 Speaking from the heart

 Energy

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 Setting, time, place, timing

 How the messenger holds the message

 Sensitivity

 Rhythm and pacing

 Attitude and confidence

 Rapport

 Agenda

 Purpose of communication - knowing what you want to communicate

 Clarity

 Silence, centering, looking

**3.3. ORAL PRESENTATION SKILLS**

The public presentation is generally recognized as the most important of the various genres of

oral business communication. As is true of all kinds of communication, the first step in preparing

a public speech or remarks is to determine the essential purpose/goal of the communication. As

Hildebrandt and Murphy note, business presentations tend to have one of three general

purposes: to persuade, to inform or instruct, or to entertain. Out of the purpose will come the

main ideas to be included in the presentation. These ideas should be researched thoroughly

and adapted to the needs of the audience.

The ideas should then be organized to include an introduction, a main body or text, and a

summary or conclusion. Or, as the old adage about giving speeches goes, "Tell them what

you're going to tell them, tell them, and tell them what you told them." The introduction should

grab the listener's interest and establish the theme of the remainder of the presentation. The

main body should concentrate on points of emphasis. The conclusion should restate the key

points and summarize the overarching message that is being conveyed.

Visual aids are an important component of many oral presentations. Whether they are

displayed on chalkboards, dry-erase boards, flip charts, or presented using a slide projector,

overhead projector, or computer program, visual aids should be meaningful, creative, and

interesting in order to help the speaker get a message across. Visual aids should also be

adapted to the size of the audience.

Once the presentation has been organized and the visual aids have been selected, the speaker

should rehearse out loud and revise as needed to fit time constraints, cover points of emphasis,

etc. It may help to practice in front of a mirror or in front of a friend in order to gain confidence. A

good oral presentation will include transitional phrases to help listeners move through the

material, and will not be overly long or technical. It is also important for the speaker to anticipate

questions the audience might have and either include that information in the presentation or be

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prepared to answer afterward. Professional and gracious presentation is another key to

effective communication, whether the setting is a conference, a banquet, a holiday luncheon, or

a management retreat. "Recognize that when you speak at a business event, you represent

your company and your office in that company, " stated Steve Kaye in *IIE Solutions.* "Use the

event as an opportunity to promote good will. Avoid complaints, criticism, or controversy. These

will alienate the audience and destroy your credibility quickly. Instead, talk about what the

audience wants to hear. Praise your host, honor the occasion, and compliment the attendees.

Radiate success and optimism."

Oral presentations can be delivered extemporaneously (from an outline or notes); by reading

from a manuscript; or from memory. The extemporaneous approach is often touted as a

method that allows the speaker to make eye contact and develop a rapport with the audience

while simultaneously conveying pertinent information. Reading from a manuscript is more often

utilized for longer and/or detailed communications that cover a lot of ground. Memorization,

meanwhile, is usually only used for short and/or informal discussions.

The delivery of effective oral presentations requires a speaker to consider his or her vocal pitch,

rate, and volume. It is important to incorporate changes in vocal pitch to add emphasis and

avoid monotony. It is also helpful to vary the rate of speaking and incorporate pauses to allow

the listener to reflect upon specific elements of the overall message. Finding the appropriate

volume is crucial to the success of a presentation as well. Finally, speakers should be careful

not to add extraneous words or sounds—such as "um, " "you know, " or "okay"—between

words or sentences in a presentation.

Nonverbal elements such as posture, gestures, and facial expression are also important factors

in developing good oral communication skills. "Your outward appearance mirrors your inner

mood, " Murphy and Hildebrandt confirmed. "Thus good posture suggests poise and

confidence; stand neither at rigid attention nor with sloppy casualness draped over the podium,

but erect with your weight about equally distributed on each foot." Some movement may be

helpful to hold listeners' attention or to increase emphasis, but constant shifting or pacing

should be avoided. Likewise, hand and arm gestures can be used to point, describe, or

emphasize, but they should be varied, carefully timed, and adapted to the audience. Finally,

good speakers should make frequent eye contact with the audience, let their facial expression

show their interest in the ideas they are presenting, and dress in a way that is appropriate for

the occasion.

Small business owners reflect the general population in that their enthusiasm for public

speaking varies considerably for individual to individual. Some entrepreneurs enjoy the limelight

and thrive in settings that call for public presentations (formal or informal). Others are less adept

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at public speaking and avoid being placed in such situations. But business consultants urge

entrepreneurs to treat public presentations and oral communication skills as a potentially

invaluable tool in business growth. "You may consider hiring a presentation coach or attending

a workshop on business presentations, " counseled Kaye. "These services can show you how

to maximize your impact while speaking. In fact, learning such skills serves as a long-term

investment in your future as an effective leader."

3.4. ORGANIZING THE CONTENT OF ORAL PRESENTATION

Once you have decided your purpose and analyzed the audience, you are ready to

collect information and organize it logically.

In the INTRODUCTION, the opening of your presentations hould strives to

accomplish three specific goals:

• capture listeners’ attention and get them involved

• identify yourself and establish your credibility

• Preview your main points of the topic.

In the BODY part, your presentation should include a limited number of main

points, say two to four. Develop each main point with simple and logical adequate

explanation and details. Main ideas can be organized according to time,

component, importance, criteria, or conventional groupings.

In the CONCLUSION, skilled speakers use the conclusion to review the main themes

of the presentation and focus on the goal. They concentrate on what they want the

audience to do, think, or remember. Even though they were mentioned earlier,

important ideas should be repeated.

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UNIT FOUR WRITTEN COMMUNICATION

Written communication involves any type of interaction that makes use of the written word. It is

one of the two main types of communication, along with oral/spoken communication. Written

communication is very common in business situations, so it is important for small business

owners and managers to develop effective written communication skills. Some of the various

forms of written communication that are used internally for business operations include memos,

reports, bulletins, job descriptions, employee manuals, and electronic mail. Examples of written

communication avenues typically pursued with clients, vendors, and other members of the

business community, meanwhile, include electronic mail, Internet Web sites, letters, proposals,

telegrams, faxes, postcards, contracts, advertisements, brochures, and news releases.

Written communication is the expression of language by means of visible signs. Despite the far

wider use of oral communication, modern civilisation cannot function without the written form.

Business organisations need it to run their systems efficiently and effectively. It should be noted

that written communication is not merely oral communication written down. It has its own

dynamics. Its importance is mainly in organising and documenting knowledge.

**4.1. ADVANTAGES AND DISADVANTAGES OF WRITTEN COMMUNICATION 4.1.1. Advantages of written communication**

1. Reference: Written communication provides a permanent record. It can be filed and stored

for future reference whenever needed.

2. Legal validity: It provides legal proof. Documents of importance are always stored in written

form.

3. It aids memory and retention: the reader can go to the written matter again and again. This

aids understanding as well as retention.

4. It is more accurate and organised. Written messages are drafted with greater time at our

disposal; they are more accurate. The writer can edit and alter his message to make it as

perfect as possible, and add the details needed. Words are chosen carefully to convey the

exact meaning and matter is organised properly. This makes written communication an

essential part of every business organisation.

5. Fixing responsibility: Written documents are always signed; hence it is possible to fix

responsibility on a certain person or group of persons.

6. Wider reach: Written messages have a wider reach than oral messages, as printing and

photocopying make it possible to transmit messages easily to a very large number of people.

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7. Goodwill: Good written communication can create a good impression and generate goodwill

for a business organisation. **Disadvantages of written communication**

1. Time, trouble, expense: A written message needs more time and care to prepare. It is also

costlier as it needs machinery and stationery.

2. Feedback is slow: Feedback is slow and often delayed in written messages – sometimes it

may even be absent. Getting answers to queries and clarifications may become difficult.

3. Written communication can create problems of storage: The number of documents is almost

always far greater than the space and means available for storage.

4. Lacks friendliness: Written communication is essentially formal in nature. It cannot have the

warmth and personal touch of oral communication.

5. Unsuited to countries where there is a great degree of illiteracy: Written communication is a

literate skill. The lack of literacy makes it impossible to use written communication.

**4.2. WRITTEN COMMUNICATION SKILLS FOR BUSINESS**

As the business environment grows in its complexity, the importance of skillful communication

becomes essential in the pursing of institutional statistical skill, you will find it necessary to

effectively communicate form date solutions to business problems in the out transmitting this

information to others involved in the problem- saluting process.

**4.2.1. Writing application, personal Resumes,**

**Business Letters, and Memos**

A business organization has to write a number of letters every day. Almost every business

involves a wide range of activities, which require frequent communication links between the

concerned parties. Business letters not only help the businessmen to build new relations and

maintain the established ones, but they also help them to plan, manage and organize the

business activities which are more diversities and specialized today the an ever before.

Many employers consider written communication skills to be one of the most important job skills

an employee can have. Studies have indicated that the ability to write well seems to be

diminishing among students.

Therefore, if you can write a message clearly and accurately, that skill will benefit you in the

working world. As you study to become a healthcare worker, you must practice using clear,

concise writing in your assignments.

Composing written communications can be done effectively if you possess good writing skills.

Written communication requires the presentation of clear, logical thoughts. Today, few written

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communications are actually written by hand, except quick notes like telephone messages. The

vast majority of written communications are prepared electronically.

Written communications offer an excellent opportunity to make a good impression on others,

but developing these skills takes time and effort.

Writing requires thought, preparation, skill, and confidence. Throughout your healthcare career,

you might be asked to write a variety of communications such as original letters, memos,

responses to information requests, telephone messages, e-mails, patient instructions, and

supply orders. You will also fill out a variety of forms on a regular basis.

Of course, to obtain a job you may be asked to present a cover letter, job application, and a

résumé, all of which will require you to possess good writing skills. **4.2.1.1. Business Letters**

Good business letter writing is almost lost in our society today. With the speed of electronic

mail, voice mail, and faxes, good letter writing has held less importance in daily business

operations.

Among the same lines, it is important to note that when you write a well prepared business

letter, it can exert tremendous influence over its reader. Good writers are like good speakers;

they are able to build strong relationships using words. There feature it is in your best interest to

spend time developing your business letter writing skills. There are basically two types of

business letters: formal business letters and informal business letters. Often times, there is a

fine line between the two.

**Formal Business Letter Writing**

Formal business letters do not have to be all business. Business letters may include one or two

personal sentences or even touch on a personal subject. There are several rules of stipulate

that you should follow in your business letter writing.

• Use company letter head when appropriate. Make sure that you only use company letter

head for business, font for personal matters.

• Use the proper salutation to open your letter. It you have just met someone who is more

or less your peer, than the proper salutation would be ―Dear Hiwot‖. If you have just net

an executive level person and do not feel comfortable using their first name, use both

names to show that you do not want to be too stiff or formal (i.e. Dear Hiwot Betigil). If

you are a young executive who has just been introduced to a senior executive, do not

use their first name in correspondence service it may come across as too aggressive

and lacking in respect. Instead use the more formal introduction, ―Dear Ms Hiwot‖.

• Use a complimentary closing: for any formal business correspondence, using either

―sincerely‖ or ―sincerely yours‖ to close your letter is an appropriate way.

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• Always sign your letter: many letters inched a typed signature block followed by a hand

written signature. The primary reason for this is that many people‘s handwriting is

illegible. However, it is a serious error in judgment to only include the typed signature.

Make sure you include your written signature underneath the typed signature block. **Informal Business Letter Writing**

Business executrices on a regular basis exchange informal letters these days. These letters are

most commonly used to please the recipient in some manner.

Examples of informal letters in chide congratulatory letters, complimentary letter, and requests

for favors, thank you letters, and letters of encouragement. Good business writing letters.

• Should be brief

• Are thoughtful, honest, simple, and prompt.

• Inched an informal and personal statement immediately following the opening salutation

• Have a trace of humour as well as a trace of praise in it in regard to the recipient of the

letter.

• Refrain from foul or offensive language.

• Inched everything that you feel it important for the recipient to know

• Do not include any exaggerations

• Are interesting in style

• Are carefully edited.

Overall, both formal and informal business letters are professional letters of the heart meant to

build bridges and grow relationships. By prating your business letter wring skills, you will find

what is most effective for you.

**Transactional Letters**

The letters are in response to advertisements, notes, invitations, etc. and can be either formal

or informal, depending on whom the letter is written to. Transactional letters should include all

the relevant information and each paragraph should deal with only one topic. These letters can

be any type like the complaints, applications, invitations, or information saving.

The structure of a business letter constitutes the following parts.

**a. Heading**

**b. Date**

**c. Reference**

**d. Inside address**

**e. Salutation**

**f. Subject line**

**g. Body**

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**h. Complimentary close**

**i. Signature**

**j. Enclosures**

Transmission of messages with business letters is a preferred way of communication. Despite

the popularity of e-mail communication for internal and external communication, business

letters have maintained their importance in commercial communication. A business letter has all

the advantages of written communication in that it is a permanent legal document; it can be

stored and referred to when required. A business letter is different from a personal letter in its

structure. Since a business letter represents the organization, this chapter proposes to revise

for students the basics of business letter writing.

I. **Components / Parts of a Business Letter :**

A business letter has the following components:

i) **The Basic/Obligatory Parts**:

1. The address of the Sender/ Letter Head/ The Head address

2. Date

3. Inside Address/ Receiver ̳s Address

4. Salutation

5. Body of the letter

6. Complimentary Close

7. Signature

**1. The Address of the Sender/ Letter Head or The Head Address** This is the address of the

sender. It is printed at the top of the letter. It includes

i. The name of the sender- an individual or the organisation

ii. The postal, web, e-mail address

iii. Contact details such as telephone, telex, fax numbers

iv. Logo or emblem of the sender The Head address is prominently displayed and is the first to

catch the receiver ̳s attention. Therefore, a lot of effort is taken by the sender, especially

organizations, to aesthetically design it. While writing the sender ̳s address one should keep in

mind that it should look neat, uncluttered and they should include only necessary details. For

Example:

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Mr. Ashsish Awasthi,

Marketing Manager,

Career Watch, 7, Ahuja Gardens,

Andheri [W], Mumbai 600085

Ph. 266664320. Mob. 9823342405.

Email aash92@gmail.com.

Wappinger ̳s Falls, New York-12590

**Phone :** (866) 528-9151 - Ext 22

**Fax :** (866) 849 6857

**Mail:** sales@vindhya.us

**Websites:** www.vindhyaglobal.com; www.vindhya.us

**2. Date:** A business letter must contain the date, month and the year on which it is written. This

gives the letter its legal validity and lets the receiver know when it was written. It is essential for

the purpose of filing and sorting of letters. It also helps in tracing a letter. Various ways of

writing the date:

**a. The American Way:** September 9, 2008 [Month is written first, followed by the date, which is

followed by the year]

**b. The British Way:** 9th September, 2008 [Date is followed by the month and the year]

**c. The Indian Way** 09/09/2008 [Day and month are both written in figures. This could cause

confusion. So it is best to avoid this way of writing the date]

**3. Inside Address**: This is the address of the receiver of the letter. It contains the details of the

receiver. In official correspondence, normally this address includes the designation of the

receiver, and his address for correspondence.

**Example:**

Mr.H.R.Nahta,

The Personnel Manager, Personnel Manager,

Bayer India Ltd., Bayer India Ltd.,

ExpressTowers, Nariman Point, Nariman Point, Mumbai 400001

Express Towers,

Mumbai 400001

It may comprise the full name and designation of the receiver as well as the name and address

of the company he works for. The letter could be addressed to the company itself. In the case of

partnership concerns ̳Messrs ̳ or ̳M/s ̳ can be placed before the name.

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**4. Salutation:** This is the mode of addressing or greeting the receiver. Salutation indicates the

relationship between the sender and the receiver. Some of the formal modes of addressing the

receiver:

i. Sir /Madam [Subordinate addressing the superior, very formal]

ii. Dear Sir/Dear Madam [Most commonly used form]

iii. Sirs or Dear Sirs [To be used when one is writing to a company and not to an individual]

iv Respected Sir [no longer being used, avoid using it while applying for a job]

v. Dear Mr. So and So [When one knows the receiver]

**5. Message:** This forms the core of a business letter. Planning a business message involves

deciding about the purpose of the letter, how to communicate to the receiver to meet that

purpose, who the receiver is, and what the sender wishes to achieve by sending it. The next

step is that of structuring the business message. A business message must have an opening

that gives the required information, a middle that gives the required details, and a close that

suggests the expected action.

**6. The Complimentary Close [Subscription]:** This is a conventional way of signaling a polite

end of the letter. One must not end the letter abruptly. Salutations and complimentary closes

that go together:

 ̳Sir ̳ or

―Dear Sir

 ̳Yours faithfully, ̳ or

 ̳Yours truly, ̳.

 ̳Dear Mr. ...... ̳

 ̳Yours sincerely, ̳ or

 ̳Yours cordially, ̳.

 **Things to remember while writing the complimentary close:**

 Ending with participle phrases like ̳thanking you ̳, ̳awaiting your reply ̳, must add words like

 ̳We are ̳, or ̳I am ̳, just before the complimentary close to complete the syntax. Endings such

as ̳Thanking you in anticipation ̳, have become obsolete and are very rarely used in

commercial correspondence of the day.

 While writing the complimentary close, please note that

 ̳ **Y** ̳ in ̳Yours ̳ is capital.

 ̳ **s** ̳ in sincerely [the first letter of the second word is lower case.]

 The word Yours does **not** have an apostrophe. It should **not** be written in the following

manner: Your ̳s [This is incorrect]

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**7. Signature:** A letter is incomplete if it is not signed. The signature of the sender must be

followed by his full name and designation. The signature authenticates a letter. It is the

signature that makes the letter a legally binding entity, both on the sender as well as the

receiver. However, in many electronically generated letters, signatures are not required, or an

electronic signature is used. Various ways of signing a letter :

 i. Sd/- M Ahuja Mrs. Mona Ahuja, Manager.

 ii. A person holding special power or power of attorney signing on behalf of the firm. Per pro

S4 Solutions Sd/ Ashish Awasthi

 iii. A person signing in place of a senior authority in his absence For the Principal Sd/- Mrs.

Job Vice-Principal.

**ii). Optional Parts of a Business Letter:**

**1. Reference number**: Business letters possess a reference number which normally comprises

of the typist ̳s initials, the date on which the letter was received and the serial number of the

letter. However, this coding may differ from organization to organization. A reference number

helps in maintaining the record. At the receiver ̳s end it serves as a context in which the

messages get exchanged. For instance, The receiver who is responding to a letter of complaint

received writes This is in reference to your letter no.......... The reference number may contain

two numbers and could be written in the following manner: Your Reference : Our reference :

**2. Attention Line:** Attention line is inserted when the sender wants to focus the attention of the

receiver to whom the letter is addressed. It is written in the following manner:

For your kind attention:

**3. Subject/ The Caption Line:** The subject line tells the receiver, at a glance, what the letter is

about. It highlights its main purpose. The letterwriter must determine beforehand what s/he

wants the receiver to understand from the letter. The subject line should be written in as few

words as possible, and should capture the essence of the letter. Caption also helps while

sorting letters by the subject and storing them accordingly.

**For Example:**

 i. Subject: Excuse Note.

 ii. At times, instead of subject, ref: or re: is used to refer to correspondence. For instance: Re:

Your letter dated Sept 9, 2008.

 iii. However, nowadays, letters may not carry either the subject or the ref. They may simply

have a caption that captures the essence of the letter. For example; Billing Statement for the

period 01/02/2008 to 01/05/2008.

**4. Enclosures/ [Encl:]** This section contains the attachments, additional papers that one sends

along with the letter. It could be the copies, photographs or any other supplementary

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documents. Previously, attached and stapled papers were labeled separately as attachment/s.

But nowadays, anything that is sent along with the main document is considered as enclosure.

The items enclosed must be listed in a serial order. This helps the receiving or the filing clerk.

**5 c.c** : These are carbon copy notations that tell the receiver who the other receivers of the

letter are. For example: i. c.c. Chairperson, Students‘ Council Chairperson, Gymkhana ii. When,

instead of a carbon copy, a fresh copy is sent to more than one receiver, it is sent with a

caption: Copy to Chairperson, Students ̳ Council. iii. When a copy is sent to another receiver

without the knowledge of the original receiver, then the copy is marked b.c. which means ̳blind

copy ̳.

**6. P.S. [Post Script]:** This part of the letter has almost become redundant in the era of

computers where pasting messages, inserting any bit of information into the main body of the

letter is possible. Earlier, P.S. or post scriptum made possible inclusion of any piece of

information, which the writer had forgotten to include in the main message and which was

important from the writer ̳s point of view. However, insertion of P.S. implied carelessness on the

part of the writer who had not planned his message properly.

**II. Positioning of the Components and Layouts /Formats of a Business Letter:** Layout

refers to the systematic arrangement of the components of a business letter, in order to have

better readability. There are many layouts of business letters, namely, Block, Modified Block,

Semi-Block, Hanging Indention, Norma Dorma, Demi-Official, etc. It would suffice to study the

most frequently used formats of the letter. These are –

**1. Full Block Form** *1 Sender’s Address* .................... .................... *2. Date* .................... *3. The Inside Address* .................... .................... *4. Salutation* .................... *5. Subject* ............................................................ *6. Message* ......................................................................... ............................................................................ *7. Complimentary Close* ............................. *8. Signature* .................... .................... *9. Encl :* ....................

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This is a much used format for business letters. In this format all the components are arranged

close to the left hand margin. It follows two-line spacing between the paragraphs. It uses ̳open

punctuation ̳ while writing the sender ̳s and receiver ̳s addresses, which means that it does not

use commas while writing these. There is no comma after the complimentary close as well. This

gives the letter a neat and uncluttered appearance. It is a convenient form for the typist, as all

the components are flushed to the left margin. Some people, however, find it imbalanced for

this reason.

**Example of a well written Business letter** This is an ideal letter in terms of appearance,

content, and conventions of letter writing. The content of the letter and the style will naturally

differ from subject to subject and from letter writer to letter writer.

**..........Bank**

**E 18 Express Towers**

**Nariman Point**

**Mumbai400021.**

**Ph. (022) 228766564/65/66**

**Telefax. (022) 228766569**

**11th January 2008**

**Mr. N.R.Rana**

**23, Alok , V.M.Marg**

**Kanjurmarg,Mumbai.**

**Dear Customer,**

**Thank you for being a valued customer of ....... Bank.**

**It has been our continuous effort to offer you the best banking products and services. As part of**

**this endeavour, we offer Email Statements to our Savings and Current Accounts customers**

**absolutely FREE.**

**Now, you can look forward to a world of convenience. Not only will you be able to do away with**

**paper clutter, but also maintain the statements in your mailbox or on a CD, and take printouts**

**whenever needed.**

**If you have a Savings Account, you will get monthly statements by Email. If you have a Current**

**Account, you can opt for Daily/Weekly/Monthly statements by Email.**

**We assure you of our best services at all times.**

**Sincerely**

**.........**

**Akhila Shrivastav**

**Head, Payments**

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**4.2.1.2. Writing Memos**

Memos have one purpose: Memos solve problems.

Memos solve problems either by informing the reader about new information, like policy

changes, price increases, etc or by persuading the reader to take an action, such as attend a

meeting, use less paper, or change a current production procedure. Regardless of the specific

goal, memos are most effective when they cannot the purpose of the writer with the interests

and needs of the reader.

When you think of a memo, what do you think of? Is it a little piece of paper with a cute

letterhead that says something like: ―from the desk of ... ―or‖ ―Don‘t forget...‖ or ―Reminders...‖

The message itself may be very simple like:

―By more paper chips‖ or ―meet with president at 2:30‖ .

While these memos are informative or persuasive, and may serve their simple purposes, more

complex memos are often needed in an office setting. Even though business memos may be

more formal and complicated the intention in writing one is still the same. You want to achieve

your purpose with your reader effectively.

The propose of a memo is usually found in their opening paragraphs and is presented in three

parts: the context and problem, the specific assignment or task, and the purpose of the memo.

1. The context is the event, circumstance, or background of the problem you are solving.

You may use a paragraph to establish the background or state the problem or simply the

opening of a sentenced, such as, ― In our effort to reduce bad faster in our product...‖

Include only what your reader needs, but be sure it is clear.

2. In the task statement you should describe what you are doing to help solve the problem.

It the action was requested, your task may be indicated by a sentence opening like, ― you

asked that I look at...‖ If you want to explain your intentions, you might say, ―To

determine the best method of controlling the parentage of pest extremities, I will...‖

3. Finally, the purpose statement of a memo gives your reason for writing it and forecasts

what is in the rest of the memo. This is not the time to be shy, you want to come right out

and tell your reader thanking of information that‘s in store. For example, you might say: ―

This memo presents a description of the current situation, some proposed alternatives,

and my recommendations. ― If you plan to use headings for your memo segments, you

can refer to your major headings in this forecast statement to provide a better guide for

your reader.

• Include only as much information as is needed by the decision makers in the context, but

convincing that a real problem exists. Do not ramble on with insignificant details.

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• If you are having trouble putting the task into words, consider whether you have clarified

the situation. You may need to do more planning before you‘re ready to write your memo.

• Make sure your purpose-statement forecast divides your subjects into the most important

topics that the decision-maker needs.

• Begin with the information that is most important. This may mean that you will start with

key findings or recommendations.

• Here you want to think an inverted pyramid. Start with your most general information and

move to your specific or supporting facts.

• For easy reading, put important points or details into lists rather than paragraphs when

possible.

• Be careful to make lists parallel in grammatical form.

After the reader has absorbed all of your information, you want close with a courteous ending

that states what action you want your reader to take. Make sure you consider how the reader

will benefit from the desired actions and how you can make those actions easier. For example,

you might say, ― I will be glad to discuss this recommendation with you during our Tuesday trip

and follow through an any decisions you make. ―Make sure you document your findings or

provide defiled information whenever necessary. You can do this by attaching lists, graphs

tables, etc at the end of your memo. (P.680)

A memo ̳ is a short form of the word memorandum which means, . . . a written statement

prepared by the person in order to give information about a particular matter‖. In the

organization it is a short formal note written to a receiver or many receivers in order to apprise

her/him/ them of matters.

[This letter should not be confused with memo, meaning a warning letter, which is a formal and

official communication to an erring employee. Nor should it be confused with memorandum of

demands or understanding, which again is a formal mode of individual or collective

communication.]

**What,** then, is an inter-office memo?

This is a short, handwritten or typed message which is sent within the organization for

immediate or quick implementation of ideas. It could be used for reporting a matter, or giving

instruction, or simply to inform a colleague, or a superior, or a subordinate. There are many

reasons for using memos. First, they are convenient. Second, they take little time to read. Third,

they provide a written record for future reference. While writing an inter office memo the writer

should bear in mind that he has to pass on official information concisely and clearly. Brevity and

clarity are two essentials of a good memo.

**How** is a memo written?

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Usually, there is a standard printed format the contents of which include (a) The names of the

Sender and Receiver (b) The matter to be communicated (c) The date (d) The signature, which

authenticates the note. [optional]

**Example 1**

Company ̳s Letter Head Inter-Office Memo

To : Adil Shrivastav Date: 17-3-2009 From: Manish Khanna Subject: Arrangements for the Board Meeting.

This is to inform you that the following arrangements are made for the 11 o ̳clock Board Meeting today. 1. Seating and mike arrangement for 8 members. 2. Projector 3. Files containing the latest Profit and Loss account 4. Tea and Snacks. Should you happen to need anything else please call me on ext 2009. xxxxxxxx Signature. [Optional]

**4.2.1.3. Job Application Letter and Resume**

**4.2.1.3.1 *Resume writing*** The resume is a tool with one specific purpose: to win an interview. If it does what the fantasy

resume did, it works. If it does what the fantasy resume did, it works. If it doesn‘t it isn‘t an

effective resume. A resume is an advertisement, nothing more, nothing less. A great resume

doesn‘t just tell them what you have done but makes the same assertion that all good

advertisements do: If you buy this product, you will get these specific, direct benefits. It presents

you in the best light. It convinces the employer that you have what it takes to be successful in

this new position or career.

***A resume serves the following purposes:***

• To pass the employer‘s screening process (requisite educational level, number years‘

experience, etc), to give basic facts, which might favorably influence the employer

(companies worked for, political affiliations, racial minority, etc). To provide contact

information: an up-to date address and a telephone number ( a answered during

business hours\_.

• To establish you as a professional person with high standards and excellent writing skills,

based on the fact that the resume is so well done (clear, well-organized, well written,

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well-designed, of the highest professional grades of printing and paper). For persons in

the art, advertising, marketing, or writing professions, the resume can serve as a sample

of their skills.

• To have something to give to potential employer, your job- hunting contacts and

professional references, to provide back ground information, to give out in ―information

interviews‖ with the request for a critique ( a concrete creative way to cultivate the

support of this new person), to contact, and to keep in your briefcase to give to people

you meet casually- as another form of ―business card.‖

• To use as a covering piece to another form of job application, as part of a grant or

contract proposal, as an accompaniment to graduate school or other application.

• To put in an employer‘s personnel files.

• To help you clarify your direction, qualifications, and strengths, boost your confidence, or

to start the process of committing to a job or career change.

To write an effective resume, you have to learn how to write powerful but subtle advertising

copy. Not only that, but you must sell a product in which you have a large personal investment:

you what‘s worse, given the fact that most of us do not think in a marketing –oriented way

naturally, you are probably not looking forward to selling anything, let alone yourself? You do

not need to hard sell or make any claims that are not absolutely true. You do need to get over

your modesty and unwillingness as people more often buy the best advertised product than the

best product. ***Focus on the Employer’s Needs, not yours***

Imagine that you are the person doing the hiring. Usually, the person who makes the hiring

decision is also the person who is responsible for the bottom line productivity of the project or

group you hope to join. This is a person who cares deeply how well the job will be done. You

need to write your resume to appeal directly to them.

The ̳Summary‘ or Summary of Qualifications‖ consists of several concise statements that focus

the reader‘s attention of the most important qualities, achievements and abilities you have to

offer. Those qualities should be the most compelling demonstrations of why they should hire

you instead of the other candidates. It gives you a brief opportunity to telegraph a few of your

most sterling qualities. It is your one and only chance to attract and hold their attention, to get

across what is most important, and to entice the employer to keep reading.

The ̳Summary‘ is the one place to include professional characteristics (extremely energetic, a

gift for solving complex problems in a fast-paced environment, a natural salesman, exceptional

interpersonal skills, committed to excellence, etc), which may be helpful in winning the

interview. Gear every word in the ―summary‘ to your targeted goal.

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The most common ingredients of a well-written ̳summary‘ are as follows:

• A short phrase describing your profession

• Followed by a statement of broad or specialized expertise

• Followed by two or three additional statement related to any of the following:

- Breadth or depth of skills

- Unique mix of skills

- Range of environments in which you have experience

- A special or well-documented accomplishment

- A history of awards, promotions, or superior performance commendations

- One or more professional or appropriate personal characteristics

- A sentence describing professional objective or interest.

In this final part of the assertions section of your resume, you go in to more detail. You are still

writing to sell yourself to the reader, not to inform them. Basically, you do exactly that you did in

the previous section, except that you go into more detail. In the summary, you focused on your

most special highlights. Now you tell the rest of the best of your story. Let them know what

results you produced, what happened as a result of your efforts, what your are especially gifted

or experienced at doing. Flesh bout the most important highlights in your summary.

You are still writing to do what every good advertisement does, communicating the following: if

you buy this product, you will get these direct benefits. If it doesn‘t contribute to furthering this

communication, don‘t bother to say it. Remember, not too much detail. Preserve a bit of

mystery. Don‘t tell them everything. In a chronological resumes, it can have several possible

titles, it can have several possible titles, depending on your situation:

• Skills and accomplishments

• Accomplishments

• Summary of accomplishments

• Selected accomplishments

• Recent accomplishments

• Areas of accomplishment and experience

• Areas of expertise

• Career highlights

• Professional highlights

• Additional skills and accomplishments.

There are a number of different ways to structure ― skills and Accomplishments‘ sections. In all

of these styles, put your skills and accomplishments in order of importance for the desired

career goal. If you have many skills, the last skill paragraph might be called‘ Additional skills‘.

There are three basic types of resumes: Chorological, Functional, and combined‘ chronological-

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Functional.

***Chorological***: The chronological resume is the more traditional structure for a resume,

The experience section is the focus of the resume; each job ( or the last several jobs) is

described in some detail, and there is no major section of skills or accomplishments at the

beginning of the resume. This structure is primarily used when you are staying in the same

profession, in the same type of work, particularly in very conservative fields. It is also used in

certain fields such as law and academics. It is recommended that the chronological resume

always have an ̳objective‘ or summary‘, to focus the reader.

***The advantages:*** May appeal to older, more traditional readers and be best in very

conservative fields. Makes it easier to understand what you did in what job. May help the name

of the employer stand out more, if this is impressive. The disadvantage is that it is much more

difficult to highlight what you do best. This format is rarely appropriate for someone making a

career change.

***Functional:*** The functional resume highlights your major skills and accomplishment from

the very beginning. It helps the reader see clearly what you can do for them, rather than having

to read through the job descriptions to find out. It helps target the resume into a new direction or

field, by lifting up from all past jobs the key skills and qualifications to help prove you will be

successful in this new direction of field. Actual company names and positions are in a

subordinate position, with no description under each.

There are many different types of formats for functional resumes. The functional resume is a

must for career changers, but is very appropriate for generalists, for those with spotty or

divergent careers, for those with a wide range of skills in their given profession, for students, for

military officers, for homemakers returning to the job market and for those who want to make

slight shifts in their career direction.

***Advantages***: It will help you most in reaching for a new goal or direction. It is a very effective

type of resume, and is highly recommended. The disadvantage is that it is hard for the

employer to know exactly what you did in which job, which may be a problem for some

conservative interviewers.

***Combined***: A combined resume includes elements of both the chronological and functional

formats. It may be a shorter chronology of job decryptions preceded by a short ̳Skills and

Accomplishments‘ section (or with a longer summary including a skills list or a list of

qualifications‘); or it may be a standard functional resume with the accomplishments under

headings of different jobs held.

There are obvious advantages to this combined approach: it maximizes the advantages of both

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kinds of resumes, avoiding potential negative effects of either type. One disadvantage is that is

tends to be a longer resume. Another is that is can be repetitious: Accomplishments and skills

may have to be repeated in both the ̳functional‘ section and the ̳chronological‘ job descriptions. **4.2.1.3.2. Covering Letter**

A covering letter is a letter that introduces the applicant to his prospective employer, explains

his suitability for the job applied for, by summarizing his skills, abilities, experience. The main

purpose of the letter is to catch attention of the prospective employer by highlighting the

applicant ̳s strengths, and encourage her/him to take a look at the resume with interest. While

writing a cover letter, requirements mentioned in the advertisement should always be

remembered. The applicant should try to relate his strengths to that of the requirements of the

advertisement. One could roughly divide the message into three parts: Introductory paragraph,

Middle and Concluding Paragraph. **i. Solicited Letter of Application**

**Introduction:**

While responding to a newspaper advertisement, [Solicited Letter of Application], the applicant

should mention his source of information and then state the purpose of his application. Here are

some of the conventional openings of a solicited letter of application:

▪With reference to your advertisement which appeared in the Times of India dated \_\_\_\_\_\_\_\_ for

the post of ........

▪This is in response to your advertisement in..........

▪I refer to your advertisement in............. .

▪Your advertisement in ..........dated ............ interested me

▪I am responding to your advertisement in..... for the post of.... **ii. Unsolicited Letter of Application**

If a letter is drafted on the applicant ̳s own initiative, when the applicant has either come to know

of a vacancy through some source, or he is anticipating one, and when the organisation has not

advertised the post in any newspaper, the letter could begin as follows:

(a) Being given to understand that there is / there is likely to be a vacancy for the post of..........

I wish to forward my application for the same.

(b) I have come to know from Mr....... that there is / there is likely to be.......................

(c) I am applying for the summer job/ leave vacancy for the post of

 **Middle**: The second paragraph in the letter of application should introduce the applicant. The

writer must highlight her/his strengths and convince the prospective employer that s/he is the

best suited candidate for the post in question. S/He must describe her/his academic

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achievements, along with her/his skills and experience that qualify her/him for the post in

question.

 **Conclusion:** The third paragraph should ask for a positive action in the form of the

prospective employer contacting the candidate or giving him a call for a personal interview.

**Example of a Covering Letter:**

11, Aradhana, B wing Nehru Nagar Kurla [W] Mumbai 400 098 Mob. 932225678

January 1st, 2008

The Advertiser Post Bag No.1234, The Times of India, Mumbai 400001

Dear Sir, Re : Post of IT Consultant

Please consider my application for the post of IT Consultant in your organisation advertised

by you in The Times of India dated 25 December 2007.

I am a Commerce graduate from the University of Mumbai, having completed my

graduation from GES with a first class, in the year 2006. Thereafter, I joined NIIT and

completed a two-year course in Software solutions. I learnt C, C++, and Java programming

languages. Post instruction training involved working on live projects with two reputed IT

companies. Besides my training in the programming languages, I have also been trained in

systems design and analysis.

My project on ̳Security Enhancement of Confidential Data ̳ won appreciation of the senior

officials at Larson and Tubro Company Ltd., where I was placed for summer training.

I am enclosing my resume, along with all other testimonials and certificates. I look forward

to an interview with your firm, which is known for grooming freshers like me.

Yours faithfully

Anisha Patel

**Encl:**

1. Resume

2. Copies of the mark list

3. Graduation Certificate

4. NIIT Certificate

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 A resume can record events in a chronological or functional manner.

a) **Chronological Pattern**:

Chronological resume presents sequential work history/ academic history in reverse order,

starting with the most recent achievement/experience first. This format is preferred by recent

graduates and mid-level managers /executives.

**Example 1**: **Chronological Pattern RESUME**

1. Name Miss Anisha Patel

2. Address 11, Aradhana, B wing, Nehru Nagar, Kurla [W],

Mumbai, 400067 Cell -932225678

E-mail – Ap\_0612@yahoo.co.in

3. Date of Birth 11/ 04/1985

4. Education i.Completed graduation in Commerce in 2006

with 67% marks from the University of Mumbai.

ii. Passed H.S.C. in 2003 with 70% marks from

Maharashtra Board.

5. Professional Qualifications And

Skills

Successfully completed GNIIT two-year course

in Software Solution in 2007. Can handle

requirements of a given system and devise

modular programming to reach the objective.

Can handle programming in C,C++ and Java

6. Experience Successfully completed six month summer

training with L.and T. in System Design

Software application.

7. Extra-Curricular activities Have been a sports-person, have won meal in

Athletics at the University for three consecutive

years for my college.

Am a good organizer, having organized Inter-

collegiate events at my college.

8. References i. Mrs. Annie Joseph, Principal, St.Stephen

College, Bandra,[W] Mumbai 400 050 Tel

:(022) 285799340

(ii) Mr. Ravindra Adhikari Officer-in-Charge,

Students‘ Welfare Dept. University of Mumbai.

Mumbai 400 032. Tel : (022) 26543210

The same resume can be presented differently as well.

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**Example 2:**

**RESUME**

1.

Objective To acquire the position of System Analyst and

devise innovative cost saving solutions for the

benefit of the Organization.

2. Professional

Qualification

Successful completion of a two-year course form

NIIT in Software Solutions. Training as Software

programmer and System Analyst.

3. Experience Exposure to the System Design exercise at L and T

as a trainee. Production and application of the Data-

Protection Module to protect organisation ̳s

sensitive data.

4. Special Skills Good at organizing events, Good at people ̳s skills

Good at sports Good Communication Skills in

English, Gujarati, Marathi

5. Personal Details Age: 23 yrs

Address: 11

Aradhana, B Wing

Nehru Nagar, Kurla (W),

Mumbai – 400 067.

Cell- 932225678

E-mail – Ap\_0612@yahoo.co.in

Marital Status: Single

**b) Functional Resume:** A functional resume highlights the most relevant aspects of one ̳s

professional history, academic information, specialization areas and other relevant history.

**Example :1**

Mr. xxxxxxxxxxxxxxxx

Email**: xxxxxxxxx@yahoo.com**

Mob**: +91 xxxxxxxxxx** Alt**:** +**91 xxxxxxxxxx**

**Summary:**

• Over four and a half years of IT experience in creating solutions for IT Applications in various

positions.

• Over two and a half years in OBIEE and Siebel Analytics Applications.

• Worked on Configuration of Siebel e business Applications.

• Experience of working on Siebel Implementation, Support and Maintenance Projects. • Good

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understanding of Oracle Business Intelligence Architecture.

• Involved in Disconnected Analytic Client Installation.

• Good Knowledge on the Siebel Marketing Segmentation.

• Experience in Siebel Analytics 7.x.

• Experience in Working on Siebel Analytics Tool and Analytics Web.

• Good experience in Configuration, Customization and Integration of Siebel Applications.

• Good Understanding on Siebel Remote Administration.

• Installation and Data warehouse Admin Console.

• ETL Tools (Informatica knowledge and Basic Knowledge on OWB, ODI)

• Basic Knowledge on ISO/CMM Standards.

• Have an excellent track record of inter-personal skills, professional approach and as a team

player.

Exceptional ability to quickly master new concepts,

applications and a team player with exceptional technical,

analytical and communication skills.

• Able to work well under extreme pressure, often meeting

tight deadlines, and able to effectively handle multiple

ongoing projects

**Education:**

• MBA-Banking and Finance from Allagappa University.

• Post Graduate Diploma in Customer Relationship

Management (PGDCRM) from Symbiosis University, Pune

• B.TECH in Information Technology from University of

Madras with 79%.

• Intermediate with 69% and 10th with 74% at Mount Saint

Joseph Matri.Hr.Sec.School associated with the

Matriculation Board, Tiruvannamalai. **Trainings:**

• Trained in Oracle Business Intelligence 10.1.3.3.3 from

Oracle University.

• Attended in-house training on Siebel ebusiness

Applications From Capgemini Consulting Limited.

• Attended in-house training on Siebel Marketing Manager

(Siebel 7.7) From Oracle University.

• Attended in-house training on Oracle 9i From Capgemini

Consulting Limited. Attended in-house training on Actuate 8

Siebel business

Application & Tools

7.7

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From Capgemini Consulting Limited.

**Technical skills:**

**CRM Tools**

**Business Intelligence** Oracle BI 10.1.3.3.3,

Siebel Analytics 7.7,

7.8.2

**RDBMS** Oracle

**Operating Systems** UNIX, Dos, Windows

95/98/2K

**Configuration Management/ Version control** Source Forge, VSS

and Share Point

Portal

**Documentation:** Ms-Office, Adobe.

**Professional Experience:**

• Working as **(OBIEE Consultant) Siebel Analytics Consultant** for **Capgemini Consulting**

**Limited**, from April 06 to Till Date.

• Working as Associate Consultant **(Siebel Configurator)** for **Datamatics Limited**, from Feb

05 to Mar 2006.

• **Siebel 7.0.3** Trained from **Future Point Technologies** from July 2004 to December 2004.

**Work Experience:**

**Australia‘s First Bank-Westpac Agencies Project**: Analytical Reporting System.

**Role**: OBIEE 10.1.3.3.3 (Siebel Analytics) Support Consultant. In-stores is an agency used by

Westpac in regional areas where no branch footprint is available. Currently, In-stores receives

full commission for referrals that result in (primary) sale, and part commission for related cross-

sales. Currently, these referrals are sent via paper fax to the relevant (parent) branch manager.

The branch manager then loads and tracks the primary referral and any related cross sales

through ASTS. It is actioned in ASTS and not RB to ensure that In-stores received the correct

commission. The objective of this project is to provide functionality within relationship Builder

application that will enable capture of the In-store referrals within RB, removing the need to

manage the referrals solely via ASTS. Information would be stored against the referral which

would indicate the referral came from an In-store, and this information would in turn be provided

to the In-store application from RB, mimicking the current process from ASTS. By providing the

capability to Branch Managers to load, track and report on primary and cross-sales resulting

from In-store referrals, we reduce the need to deploy RB to the In-stores, and accelerate the

decommissioning of legacy system ASTS.

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**Responsibilities:**

• Building OBI Repository/Metadata

• Creating physical joins, logical joins and complex joins in Physical and BMM Layer.

• Setting the subject Area permission for the users.

• Administration of Oracle Intelligence Dashboards & Web Components

• Enabling Ad hoc Querying support through Siebel Answers

• Migration/Deployment of Siebel Analytics Development to Production & Testing Environments

• Preparation of Dashboard Technical Specification

• Employing Siebel Answers and Intelligence Dashboards to create reports and charts

• Performance Analysis of Analytics Dashboards.

• Being involved in Level 3 Production Support, which demanded frequent client interactions.

**Environment**: Oracle Business Intelligence 10.1.3.3.3, Siebel Analytics 7.8, Siebel e-Clinical

Analytics Application.

**Project**: Siebel Clinical for Shire Pharmaceuticals

**Role: OBIEE (Siebel Analytics) Consultant Siebel**

**eClinical: CTMS – Clinical Trail**

**Management System : CTMS** is a management tool used for Clinical Trial Management,

based on **Siebel eClinical**

**.** This project involves implementing Siebel CRM by a huge Pharmaceutical company for its

Clinical Trial processes. The application used is e-clinical. Clinical Trials involve testing any

molecule or combination of molecules on specimens before it reaches the market for sale. It

involves preliminary tests on animals, followed by tests conducted on humans. Each human

volunteer for these tests is called a Subject and goes through a Screening and Enrollment

process conducted by certain Hospitals, called Sites. These Sites belong to a specific Region.

Regions are those states/countries where the Pharma Company conducts Clinical Trials. All this

information is captured in a single system, which is currently being built.

I had been involved in:

 Resolving Tickets by a set Dead Line.

 Reviewing Test Scenarios, Cates & Test Plans.

 Periodic Team Meetings and Client interaction.

 Analysing & Reviewing User Requirements. Managing Bug Fixing & Post Implementation

Support.

**Responsibilities:**

• Used Siebel Analytics for generating Sales reports, which provides web based reports for

executive, management individuals.

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• Created custom mappings to accommodate customized fields. Utilized Intelligent Dashboards,

Siebel Answers for reporting requirements.

• Developed business models conforming to functional mapping-defined logical and Complex

joins for the dimension tables.

• Extensively used Siebel Analytics Administration Tool for customizing and modifying the

physical, business and presentation layers of the metadata repository.

• Worked extensively on Siebel Answers to create the reports as per the Client.

**Requirements** :

• Used filters and provided Customized prompts appropriately to avoid excessive data Showing

up Reports.

• Created ibots and Delivers to send Alert messages to subscribed users.

• Created Analytics Reports including Charts and Pivot tables, Compound layout using Siebel

Answers.

• Performed end-user training to develop ad-hoc reports using Siebel Answers. **4.2.1.4. Preparation of Matters of Meetings**

***Business Meetings***

Meetings come in all shapes and sizes. There are the everyday office meetings, board

meetings, and seminars-all the way up to major conferences. And meetings can now be face-to-

face, teleconference, videoconference, or online via the internet. Meetings are more important

than ever as modern workplace are but on teams, sharing of ideas, and effective project

coordination

If communication is the lifeblood of any organization, then meetings are heart and mind. The

place where we communicate our ideas, hash them out share our passion for better or worse,

develop new understandings and new directions. It ̳s where deals can happen or fall apart,

where strategies are articulated and debated, in short, where we engage with others. That‘s

what it ̳s all about, people meeting with people.

Survey results published show that executives on average spend 40-50% of their working hours

in business meetings. Further evidence of the pervasiveness of meetings comes for a recent

issue of Fast company magazine. Where organizational psychologist says he advises corporate

clients to provide twice as much meeting space as they did 20 years ago. Surveyed

professionals agree that as much as 50% of that meeting time is unproductive and that up to

25% of meeting time is spent discussing irrelevant issues. Typically, they complain that

meetings are too long, are scheduled without adequate time to prepare and end without any

clear result.

Most of us have been to seminars or conferences where we‘ve left feeling inspired and

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rejuvenated. But how many of us have every left ever day meetings feeling the same way. The

reason is that good seminars and conferences are organized precisely to engage us. Shadily,

most office meetings are not. Meetings can and should be the most interesting and productive

part of your day. And if you‘ve ever been to a great conference or seminar, you already have

seen some of the basic principles at work.

• ***These cab be summarized as:***

1. Preparation

2. Facilitation

3. Inspiration

4. Results

Preparation means making sure your meeting has a clear stated purpose, and an agenda.

Participants are chosen carefully, invited in professional way and given sufficient prior

information. Preparation also means attention to details including: from bookings, catering, a/v

equipment, and reminders.

Facilitation means that someone or a term is responsible for guiding the meeting, a plan for the

meeting is reflected in the agenda and the facilitator (or chair) keeps things on time and on

track.

Inspiration is probably the most overlooked aspect of everyday meetings. All the attention to

detail and process can push the opportunity for spontaneity and enthusiasm aside. Build in

activities that engage participants, use strategies to generate discussion, or visual aids to grab

attention.

Results mean that every meeting should be directed toward one or more outcomes. Participants

must feel that something has been accomplished, and they must see all of their meetings as

part of the bigger strategy to involve them in the future of the organization. Achievements at one

meeting should be recapped in the next, and so on.

***Preparation of Matters of meetings***

Suitable subject: The subject of a committee meeting must be suitable for discussion. Care

should be taken, as some subjects are only suitable for individual discussions only.

Authority and scope of the meeting: The chairman has to control land guide the members of the

committee. He has to allow the members to express their thoughts without fear or terror. He

must not be authoritarian, give proper direction to the discussion. He has to control the

dominating members. He must motivate the silent members to express themselves.

**Competent and appropriate membership**: the committee members must be selected

carefully. They must be competent, positive and experienced. They should have adequate

knowledge of the subject in which they have to contribute to decision-making. They must not be

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submissive or aggressive. In business, appropriated representation must be given to various

groups, departments, employees and other people who are connected with it.

***Correct size***: The size of committee must be adequate. It should neither be too small nor too

large. It is found that the committee, in which the membership is limited from five to eleven,

gives best results. Too many members cause delay in decisions, whereas too small committee

may not provide necessary deliberation.

***Procedure***: A committee meeting must follow the prescribed procedure. The agenda of the

meeting must be prepared properly before the given date of the meeting. The date, time and

venue of the meeting must be suitable to the members. The agenda must be circulated well in

advance to every member of the committee. There should be provision for writing minutes of

the committee meeting.

***Effective Business Meetings***

While effective meetings are essential to any organization and to getting work done, most

meetings leave us still looking for a decision and tired. A good meeting, like a football team‘s

huddle, should bring people together, facilitate decision making, assist people in taking

responsibility, energize the participants, and contribute to building team effort within the

organization. Successful meetings are ones where attention is paid to three areas:

• Content

• Design

• Process

***Selection of content is crucial***: All too often meetings are called to discuss issuers which

would be better resolved with a couple of phone calls while at the same time core issues remain

unmentioned. The key is to focus meetings around key issues, the ones that motivate

employees and to let the meeting participants identify the priority of items to be addressed.

Secondly, the design of the meeting can hinder or support the decision-making, problem solving

or the informational task at hand. In designing attention needs to be given to idea generation

methods, decision processes, agenda, time frames, problem-solving steps, etc.

Third, and most often ignored, is making sure the individual and group needs of the participants

are met. Are people participating, included, fell that there is room for their ideas? Are

dysfunctional behaviors openly dealt with, is there positive energy in the group, are people

committed to the task at hand and enthused about the way the group is working to complete the

task? Meetings are too often seen as an end unto themselves. Once there, we dutifully filled the

time allotted while producing only a minimum of new ideas, plans and action.

Using meetings effectively starts with the understanding that meetings are not the destination

but a vehicle for reaching strategic objectives or organizational destinations. With this mind we

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can move meetings forward.

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a vehicle for reaching strategic objectives or organizational destinations. With this in mind we

can move meetings forward.

Thinking of meetings as vehicles, as the means to an end, clarifies objectives. It enables us to

get in the driver‘s seat and focus our attention on the results we want to achieve and the means

of achieving them. This requires selecting the appropriate type and structure of meeting, picking

a competent meeting leader and facilitator, determining the key participants, and identifying

critical steps in order to make the best use of peoples‘ time and energy.

With a clear destination in mind and key waypoints noted, it is possible to map possible routes

and determine when a bike, a bus, a plane, chariot or truck is the appropriate vehicle to get you

there quickly. With clear objectives, we can determine how each part of the meeting should be

structured and managed to achieve the desired results.

The success of meetings is limited only by your understanding of their purpose and our ability to

plan and manage them.

***Creating a Meeting Agenda***

The meeting agenda is a roadmap for the meeting. It lets participants know where they

reheated so they do not get off track. Most importantly, the meeting agenda gives a sense of

purpose and direction to the meeting.

***All agendas should list the following***:

• Meeting start time

• Meeting end time

• Meeting location

• Topic headings

• Include some topic detail for each heading

• Indicate the time each topic expected to last.

• Indicate which meeting participants are expected to be the main topic participants.

***Minutes of Meetings***

These days, many of us find ourselves in the position of taking minutes of meetings without a

clue of how to go about it. The following is a guide for making this task easier:

• Make sure that all of the essential elements are noted, such as type as type of meeting,

name of the organization, date and time, name of the chair or facilitator, main topics and

the time of adjournment, for formal and corporate meetings include approval of previous

minutes, and all resolutions.

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• Prepare an outline based on the agenda ahead of time, and leave plenty of white space

for notes. By having the topics already written down, you can jump right on to a new

topic without pause.

• Prepare a list of expected attendees and check off the names as people enter the room.

Or, you pass around an attendance sheet for everyone to sign as the meeting starts.

• To be sure about who said what, make a map of the seating arrangement, and make

sure to ask for introductions of unfamiliar people.

• Don‘t make the mistake of recording every single comment, but concentrate on getting

the gist of the discussion and taking enough notes to summarize it later. Remember that

minutes are the official record of what happened, not what was said, at a meeting

• Use whatever device is comfortable for you, a notepad, a laptop computer, a tape

recorder, a steno pad, shorthand. Many people routinely record important meetings as a

backup to their notes.

• Be prepared and study the issues to be discussed and ask a lot of questions ahead of

time. If you have to fumble for understanding while you are making your notes, they

won‘t make any sense to you later.

• Don‘t wait too long type up the minutes and be sure to have to fumble for understanding

while you are making your notes, and be sure to have them approved by the chair or

facilitator before distributing them to the attendees

• Don‘t be intimidated, you may be called upon many times to take minutes of meetings,

and the ability to produce concise, coherent minutes is widely admired and valued.

***Managing a Meeting***

Choosing the right participants is the key to the success of any meeting. Make sure all

participants can contributed and choose good decision makers and problem solvers. Try to

keep the number of participants to maximum of 12, preferably fewer, Make sure the people with

the necessary information for the items listed in the meeting agenda are the ones that are

invited.

If you are the leader, work diligently to ensure everyone‘s thoughts and ideas are heard by

guiding the meeting so that there is a free flow of debate with no individual dominating and no

extensive discussions between two people. As time dwindles for each item on the distributed

agenda, you may find it useful to stop the secession, than quickly summarize the debate on the

agenda item and move on the next item on the agenda.

When an agenda item is resolved or action is agreed upon, make it clear who in the meeting

will be responsible for this. In an efforts to bypass confusion and misunderstandings,

summarize the action to be taken and include this in the meeting‘s minutes.

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***Time Keeping***

Meetings are notorious for eating up people‘s time. Here are some ways of ensuring that time is

not wasted in meetings:

• Start on time.

• Don‘t recap what you‘ve covered if someone comes in late: doing so sends the

message that it is OK to be late for meetings, and it wastes everyone else‘s valuable

time.

• State a finish time for the meeting and don‘t over-run

• To help stick to the stated finish time, arrange your agenda in order of importance so

that if you have to omit or rush items at the end to make the finish time, items at the end

to make the finish time you don‘t omit or skimp on important items.

• Finish the meeting before the stated finish time if you have achieved everything you

need to.

***During the Meeting to Ensure Effective Meetings***

Effective use of meeting time builds enthusiasm for the topic. It generates commitment and a

feeling of accomplishment from the participants. People feel part of something bigger than their

day-to day challenges. Therefore, a well- facilitated, active meeting, that sets the stage for

follow-up will produce meeting results.

***Effective meeting facilitation***

The meeting leader sets a positive, productive tone for interaction among the meeting

participants. Effective meeting facilitation starts with a review of the goals, or anticipated

outcomes, and the agenda. The facilitator helps group members stay focused and productive.

Meeting design and the agenda set the framework for the meeting. An effective facilitator, who

keeps participants on track, ensures the accomplishment of expected, desired results from the

meeting.

***Involve Each Participant in Actions***

Every work group has various personalities that show up for meetings. You have quiet

coworkers and people who try to dominate every platform. Whether facilitating or attending the

meeting, you need to involve each attendee in the accomplishment of the meeting goal. This

ensures that each participant is invested in the topic of the meeting and in the follow-up. You‘ll

accomplish more results with the whole team pulling than with one dominant staff person trying

to push everyone else up the hill.

***Create on effective meeting follow-up plan***

During the meeting, make a follow-up plan with action items effective plans include:

• The specific action item,

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• The name of the person who committed to ̳owning‘ the accomplishment of the action

item,

• The due date of the action item,

• An agreement about what constitutes completion of the action item.

Discuss real life scenarios and barriers to success that team members may experience as they

try to accomplish the items that will produce the required results. Set a time for your next

meeting, if needed, while participants are in attendance.

***After the Meeting***

Actions and planning before and during the meeting play a big role in helping you achieve

expected, positive, and constructive outcomes. Your actions following the meeting are just as

crucial. Follow-up at the next scheduled meeting is never enough of an investment to ensure

results.

***Publish Meeting Minutes***

Begin by publishing your minutes and action plan within 24 hours. People will most effectively

contribute to results if they get started on action items right away. They still have a fresh

memory of the meeting, the discussion and the rational for the chosen direction. They remain

enthusiastic and ready to get started. A delay in the distribution of minutes will hurt your results

since most people wait for the minute to arrive before they begin to tackle their commitments.

***Effective Meeting Follow –up***

Respecting and observing deadlines and follow up will help you achieve results from your

meetings. The deadline was established during the meeting. Following the meeting, each

person with an action item should also make a plan for their personal accomplishment of their

commitment. Whether they write the steps in their planner, delegate the tasks to another staff

person. Or just complete the task, the individual is responsible for follow. Up.

You can improve meeting results by following up with each person who has an action item

midway between meetings. Your goal is to check progress and ensure that tasks are underway.

Remember that what you ask about gets accomplished.

***Follow-up for Next Meeting***

Follow-up by the facilitator mid-way between meetings helps, but the group must make failure

to keep commitments unacceptable. Report on progress and outcomes at the next meeting and

expect that all will have been accomplished. Alternatively, check progress at the next meeting

and if there is a real roadblock to progress, determine how to proceed.

***Debrief the Meeting***

The practice of debriefing each meeting is a powerful tool for continuous improvement.

Participants take turns discussing what was effective or ineffective about the current meeting

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process. They also discuss the progress they feel the group is making on the topic of the

meeting. Taking continuous improvement to another level, successful teams debrief their entire

project as well as the process to determine how effectively they managed to create results.

Future meetings reflect the evaluation. Meetings evolve as an even more effective tool for

creating organization results.

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UNIT FIVE

NONVERBAL COMMUNICATION FOR BUSINESS

When we think about communication, we most often focus on how we exchange information

using words. While verbal communication is important, humans relied on nonverbal

communication for thousands of years before we developed the capability to communicate with

words. Non verbal communication is a process of generating meaning using behavior other

than words. Rather than thinking of nonverbal communication as the opposite of or as separate

from verbal communication, it‘s more accurate to view them as operating side by side—as part

of the same system. Yet, as part of the same system, they still have important differences,

including how the brain processes them. For instance, nonverbal communication is typically

governed by the right side of the brain and verbal, the left. Peter A. Andersen, *Nonverbal*

*Communication: Forms and Functions* (Mountain View, CA: Mayfield, 1999), 2–8. This

hemispheric distinction has been clearly evidenced, as people who suffer trauma to the right

side of their brain lose the ability to recognize facial expressions but can still process verbal

communication. Conversely, people whose left hemisphere of the brain is damaged lose the

ability to speak, read, and understand language. Interestingly, a person with damage to the left

hemisphere of the brain who loses the ability to speak can often still sing since the creation, but

not the reading, of music is governed by the right brain. The content and composition of verbal

and nonverbal communication also differs. In terms of content, nonverbal communication tends

to do the work of communicating emotions more than verbal. In terms of composition, although

there are rules of grammar that structure our verbal communication, no such official guides

govern our use of nonverbal signals. Likewise, there aren‘t dictionaries and thesauruses of

nonverbal communication like there are with verbal symbols. Finally, whereas we humans are

unique in our capacity to abstract and transcend space and time using verbal symbols, we are

not the only creatures that engage in nonverbal communication.Owen Hargie, *Skilled*

*Interpersonal Interaction: Research, Theory, and Practice*, 5th ed. (London: Routledge, 2011),

49. These are just some of the characteristics that differentiate verbal communication from

nonverbal, and we will discuss in more detail the principles, functions, and types of nonverbal

communication and conclude with some guidance on how to improve our nonverbal

communication competence. **5.1. NON VERBAL COMMUNICATION**

Verbal media can be used to communicate almost any thought, feeling or idea, but the non-

verbal media has comparatively very limited range. Especially, it communicates feelings of

likings and disliking and reinforces the feelings expressed through verbal media. Occasionally, it

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contradicts those feelings, which are expressed verbally by the communicator.

The following are the types of non-verbal communication:

▪ Facial behavior

▪ Kinesics or body movement

▪ Posture and gestures

▪ Personal appearance

▪ Clothing

▪ Proxemics

▪ Para language

Often we think that communication means only words. This is because mostly we use words

while communicating. Written communication occurs through printed or written words. And oral

communication occurs through words spoken ̳out loud‘. But all communication does use

words. Sounds unbelievable! Albert Mehrabian, expert on body language and author of books

like *silent Messages,* fund out that the total impact of oral message is only about 7% verbal,

38% vocal and 55% non verbal. **5.2. What constitutes nonverbal communication?**

Everything from the simple shrug of the shoulder, the V-sign, the OK ring, the thumbs up

gesture, eye movement, facial expressions, body postures, gestures, gait, clothing or the tone

of voice, the accent. Nonverbal components of communication also involve the use of space, of

touch and small and para language. **5.3. Types of Non-verbal communication**

We use our body and its different parts to communicate a lot of things. This communication

through our body and its various parts is called ̳body language‘. Often people consider body

language to be the only form of nonverbal communication. However, non-verbal communication

includes body language and much more. These include the way we dress up for different

occasions, the way we greet people, the way we use our hands while talking, the way we use

space, etc. **Facial Expressions**

Face, it is said, is the mirror of the mind. It is the most obvious vehicle for non verbal

communication. It is a constant source of information to the people around us. Our faces

reveal how we are feeling inside while we might be trying to present a different emotion.

Present a different emotion. For example, while telling a lie, a child tries to cover his or her

mouth with both the hands. A teenager tries to cover her/his mouth with one hand. These

gestures are called the ̳mouth guard‘ gestures.

Also, the colors of one‘s face, the wrinkles, presence or absence of facial hair, etc. reveal a lot

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about a person‘s personality. For example, people with dark tans supposedly spend a lot of

time outdoors. Hairstyles and make up provide insight into one‘s economic status, interest in

fashion, etc.

**Eye Behavior**

Eyes and their effect on human behavior are as important to poets and painters as to the

students of nonverbal communication. This is because one can communicate a lot just with the

help of the eyes. From winking, seeing, glaring, staring eyes can perform many functions. The

size of the eye, particularly the size of the pupil, is indicative of a person‘s mood when one is

happy, the pupil dilates or grows larger. When we are angry, our pupils constrict or grow

smaller.

Eye contact is another important facet of eye behavior. When one maintains eye contact with

the audience, he or she is perceived as sincere, friendly, and relaxed. Those who don‘t maintain

eye contact while talking to others are perceived as nervous. In fact, effective orators and

communicators use periodic eye checks to find out if the audience members are being attentive

or not. Another important function of eyes is expressing intimacy. Eyes help us create

 ̳connections‘ with others. In fact, eyes have been described as ―windows to the soul‘. We

communicate important information and feelings through the eyes in addition to oral

communication. Eyes also help us encourage or discourage others. For example, a simple

glare may stop students from talking, while a warm glance and an encouraging smile often win

many friends. **Kinesics and Body Movement**

Ray Birdwhistell, an expert in the field of non-verbal communication, coined the term ̳kinesics‘

for the different body expressions. ̳Kinesics‘ means study of body movements. Five categories

of specific body expressions are:

▪ Emblems

▪ Illustrators

▪ Regulators

▪ Affect displays and

▪ Body manipulators

**Emblems** are commonly recognized signs that are used very frequently. These include the OK

ring, touching the temple, putting a finger to the lips (asking for silence), the V-sign, the thumbs

up sign, etc.

**Illustrators** are signs that are directly related to the verbal messages. For example, spreading

the palms often illustrates the size or length while we talk about something. Illustrators help

emphasize the verbal message.

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**Regulators** include signs like gazes, nodes, raised eyebrows, etc. These signs help us

regulate or control verbal communication.

Facial expression like angry stares, wide eyes (fear), trembling hard or knocking knees, indicate

one‘s internal emotional states. These are called **affect displays. Posture and Gait**

The way we stand or sit and the way we walk (**gait**) are strong indicators of our physical and

emotional states. When we are aggressive we sit or stand straight and in an alert manner.

When we are defensive we usually sink into our chair or stand with our head, shoulders

hanging. When confident we walk with our chin raised, chest puffed, and arms swinging freely.

Our legs are often little stiff and our walk has a ̳bounce‘ when we are confident. A standing

posture with ̳hands on hips‘ indicate an aggressive frame of mind. **Personal Appearance**

Physical appearance is one of the most important factors that influence the effectiveness of our

interpersonal and group communication. In fact, one‘s personal appearance is very crucial as it

makes the all-important ̳first impression‘. This is particularly important as advertisements shape

our minds day in and day out through all those beautiful people who endorse everything from

hairpins to aero planes. So we manipulate our personal appearance to look good. We try to

accentuate or highlight our best features while hiding and underplaying the others. **Clothing**

Our clothes provide the visual clue to our personality. Clothes also indicate about one‘s age,

interests, and attitudes. Information about one‘s status can be judged from the clothes‘ age,

condition, and fashion. Clothes are used as means of keeping up with the latest social changes.

Also clothes are means of decoration and self-expression. Clothing also indicates about a

person‘s confidence, character, and sociability. These are the reasons why it‘s said that ̳clothes

make a person‘. **Touching**

It is the most common form of physical contact between human and animals. In fact animals

use touching much more frequently and to great effects. Human beings use touching to

emphasize a point, interrupt, as a calming gesture, to reassure. Also, touching is very important

to healthy development of children. **Proxemics**

This is an addition way of communicating by use of ̳space‘. Often we place ourselves in certain

special relationships with other people and objects. The study of these special factors is called

 ̳proxemics‘. Intimate distance ranges from actual contact to about 18 inches. We allow only

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intimate persons within this range. Of course, there is forced closeness as in the case of a

crowded lift. Social distance is maintained with people with whom we are meeting for the first

time. This distance ranges from 4 feet to 12 feet.

The term proxemics was introduced by anthropologist Eward T. Hall in 1966. Proxemics is the

study of set measurable distances between people as they interact. The effects of proxemics,

according to hall, can be summarized by the following loose rule: body spacing and posture,

according to hall, are unintentional reactions to sensory fluctuations or shifts, such as subtle

changes in the sound and pitch of a person‘s voice. Social distance between people is reliably

correlated with physical distance, as are intimate and personal distance, according to the

following delineations:

Intimate distance for embracing, touching or whispering

▪ *Close phase* - less than 6 inches (15cm)

▪ *Far phase* – 6 to 18 inches (15 to 46 cm)

Personal distance for interactions among good friends or family members

▪ *Close phase –* 1.5 to 2.5 feet (46 to 76 cm)

▪ *Far phase* – 2.5 to 4 feet (76 to 120 cm)

Social distance for interactions among acquaintances

▪ *Close phase* – 4 to 7 feet (1.2 to 2.1 m)

▪ *Far phase –* 7 to 12 feet 92.1 to 3.7 m)

Public distance use for public speaking

▪ *Close phase –* 12 to 25 feet (3.7 to 7.6 m)

▪ *Far phase –* 25 feet (7.6 m) or more

Hall notes that different cultures maintain different standards of personal space. In Latin

cultures, for instance, those relative distances are smaller, and people tend to be more

comfortable standing close to each other; in Nordic cultures the opposite is true. Realizing and

recognizing these cultural differences improves cross-cultural understanding, and helps

eliminate discomfort people may feel if the interpersonal distance is too large or too small.

Comfortable personal distances also depend on the culture, social situation, gender, and

individual preference. **Para Language**

Oral communication does not just occur through words uttered. The words are supplemented

by a lot of other factors, particularly related to the voice. The pitch, tempo, range, resonance,

and quality of voice add a lot of flesh and blood to the words. These vocal characteristics and

vocal sounds constitute ̳para language‘. Speaking without pitch variation makes the speech

monotonous. ̳Pitch‘ is the raising or lowering of our voice. ̳Resonance‘ on the other hand is the

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variation of volume from a quiet and thin voice to loud, booming voice. Speaking too fast or too

slow is a variation of ̳tempo‘. Para language gives us clues about age, sex, emotional states,

personality, etc. **Smell and Taste**

We receive a lot of information about our environment through the sense of smell. Like a

particular fragrance announces the arrival of a particular person. Body odors also provide clues

about a person‘s hygienic state. We also send out a lot of information through smell. We use

deodorants, body sprays, hanky sprays, etc. To hide smell of onion or garlic we brush our teeth

and gargle with mouthwash. Like smell, taste is also a silent sense that receives and sends

messages. **Environmental Factors**

Architectural arrangement of objects, interior decoration, colors, time, music, etc are the

environmental factors that provide a lot of nonverbal cues and clues. Dim lighting, quite

atmosphere, and soft music leads to greater intimacy and has a soothing affect. Similarly,

colors also have wide-ranging associations. For example, one turns pink when embarrassed

and one sees red when angry.

**5.4. Functions of Nonverbal communication**

Non-verbal communication plays an important role in any communication situation. It often

plays a supplementary role to the verbal content delivered orally. Some other times, nonverbal

symbols communicate on their own. More specifically, nonverbal communication serves the

following functions:

▪ Repeating verbal messages

▪ Substituting verbal messages

▪ Complementing verbal messages

▪ Regulating or accenting verbal message and

▪ Deception.

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