

# COMMUNICATION SKILLS

Post Graduate Diploma in Travel and Tourism Management, Paper - II

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## FOREWORD

Since its establishment in 1976, Acharya Nagarjuna University has been forging ahead in the path of progress and dynamism, offering a variety of courses and research contributions. I am extremely happy that by gaining a B++ (80-85) grade from the NAAC in the year 2003, the University has achieved recognition as one of the front rank universities in the country. At present Acharya Nagarjuna University is offering educational opportunities at the UG, PG levels apart from research degrees to students from about 447 affiliated colleges spread over the three districts of Guntur, Krishna and Prakasam.

The University has also started the Centre for Distance Education with the aim to bring higher education within reach of all. The Centre will be a great help to those who cannot join in colleges, those who cannot afford the exorbitant fees as regular students, and even housewives desirous of pursuing higher studies. With the goal of bringing education to the doorstep of all such people, Acharya Nagarjuna University has started offering B.A. and B.Com courses at the Degree level and M.A., M.Com., M.Sc, M.B.A and LL.M. courses at the PG level from the academic year 2003-2004 onwards.

To facilitate easier understanding by students studying through the distance mode, these self-instruction materials have been prepared by eminent and experienced teachers. The lessons have been drafted with great care and expertise within the stipulated time by these teachers. Constructive ideas and scholarly suggestions are welcome from students and teachers involved respectively. Such ideas will be incorporated for the greater efficacy of this distance mode of education. For clarification of doubts and feedback, weekly classes and contact classes will be arranged at the UG and PG levels respectively.

It is my aim that students getting higher education through the Centre for Distance Education should improve their qualification, have better employment opportunities and in turn facilitate the country's progress. It is my fond desire that in the years to come, the Centre for Distance Education will grow from strength to strength in the form of new courses and by catering to larger number of people. My congratulations to all the Directors, Academic coordinators, Editors and Lesson - writers of the Centre who have helped in these endeavours.

**Prof. Y. R. Haragopal Reddy**

Vice - Chancellor

Acharya Nagarjuna University

**PG Diploma in Travel and Tourism Management**  
**PAPER – II : COMMUNICATION SKILLS**  
**Syllabus**

**COMMUNICATION:** The intent and content of Communication – Types of Communication – Process of Communication – Communication Networks in an Organisation – Formal Network – Informal Communication Network.

**VERBAL COMMUNICATION:** The use of the Seven C's of Communication – Courtesy – Clarity – Conciseness – Concreteness – Correctness – Consideration – Completeness – Oral Communication – Written Communication – Business English – Barriers in Sentence constructions.

**NON-VERBAL COMMUNICATION:** Human body-The Medium of the Message – Non-verbal Signifiers are like words – Non-verbal Communication Sub-disciplines  
Body language: Kinesics – Oculistics – The Face – Paralinguistics – Proxemics: The Cultural Iceberg – Personal Space Must be Respected – Artifacts – Chronemics – Tactilics – Gesture Clusters – Meaning Attached to Certain Gesture Clusters – Neuro-Linguistic programming (NLP) and the power of the Non-verbal.

**LISTENING:** Misconceptions/Myths about Listening – Listening Barriers – Types of Listening – Marginal Listening – Evaluative Listening – Active/Analytical Listening – Different Stages in Listening – Overcoming Listening Barriers – How to Increase Listening Efficiency – Benefits of Effective Listening – The Body Language of an Active Listener.

**BASIC SKILL-SETS OF A MANAGER:** Interpersonal Skills – The Closed Style – The Blind Style – The Hidden Style- The Open Style – Dealing with Criticisms – Managing Conflict – Communicating Assertively – Negotiating Skills – Communication in a Team – Manager's Telephone Skills – Group Communication.

**PRESENTATION SKILLS:** Pre-presentation Jitters – Misconceptions about Presentation – Getting ready for a Presentation - Preparation and Practice – Presentation Structure – Getting Started – Practice before you present – Take Care of How You Dress/Look – Writing Down the Presentation – Delivering the Presentation – The Introduction – Body Language – Qualities of a Skilful Presenter – Capturing and Maintaining Attention – Bringing Your Presentation to a Close – Handling Questions: Things that you should not commit in Public Speaking

**WRITTEN COMMUNICATION:** Basic Requirements of a Business Letter – Organizing Your Thoughts – Strategies for Writing Business Letters – Direct Approach – Structure of a Bad News Letter (Idea of BILL) – The Debate Over the use of Direct/Indirect Approach for Bad/Neutral Message – Report Writing – Types of Report – How to become a Good Report Writer - Constructing a Long Formal Report – Resume Writing – Types of Resumes – Miscellaneous Letters.

**COMMUNICATING IN A MULTICULTURAL WORLD:** The Idea of a Global World – The Communication Dimensions of Multicultural Business – Example – Impact of Globalization on Organizational and Multicultural Communication – Understanding Culture for Global Communication – An Effective Communicator Always Adapts to Global Audiences – Etic and Emic Approaches to Culture – How can we Overcome Cross-Culture Communication Problems - Non-verbal Communication – Overcoming Cultural Barriers – Cultural Protocol in Various Countries – Expatriate Manager's Experiences in India.

**KEEPING PACE WITH A CHANGING WORLD: THE PR WAY:** Definitions of PR – Misconceptions about PR – The Realities of Public Relations – Use of Communication Skills for Media and Public Relations – Exhibit – Press Release – How to Write a Good Release – How to Handle a Press Conference – Media Interviews.

**PRESCRIBED BOOK:**

1. Leena Sen : Communication Skills, Prentice Hall of India – New Delhi – 2005.

## RECOMMENDED BOOKS:

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(DTTM 02)

**P.G. DIPLOMA EXAMINATION, MAY 2006**  
**TRAVEL AND TOURISM MANAGEMENT**  
**Paper - II - COMMUNICATION SKILLS**

Time : Three hours

Maximum : 75 marks

Answer any FIVE questions  
All questions carry equal marks.

1. Explain the process of communication.
2. What are the barriers in communication? How do you classify them?
3. Examine the importance of non-verbal communication.
4. Explain different types of listening. Give your plan to increase listening efficiency?
5. What do you mean by 'Interpersonal Skills'? Why are they viewed as a basic skill set of a manager?
6. Explain the qualities of a skilful presenter.
7. How do you bring presentation to a close? Explain the procedure for handling questions.
8. Examine strategies for writing business letter.
9. Examine the impact of globalisation on organisational and multi-cultural communication.
10. How do you handle a press conference and media interviews? Offer your suggestions to make them effective.

**(DTTM 02)**

**P.G DIPLOMA EXAMINATION, MAY 2007  
Travel and Tourism Management  
Paper-II COMMUNICATION SKILLS**

Time : Three hours

Maximum : 75 marks

**Answer any FIVE questions**

**(5 x 15=75)**

1. Explain the process of communication.
2. Describe the relevance of communication networks in an organisation
3. Explain the principles of effective oral communication
4. Examine the different types of written communication.
5. "Non verbal communication is spontaneous and uncontrolled"- substantiate.
6. What are the different stages in listening ? Explain
7. What are the basic skills that are to be acquired by a manager ? Explain
8. Describe the qualities of a skilful presentation
9. What are the essentials of good report writing ?
10. How can cross cultural communication barriers be avoided ? Explain



(DTTM 02)

**P.G. DIPLOMA IN TRAVEL AND TOURISM MANAGEMENT EXAMINATION,  
DECEMBER 2007**

**Paper II — COMMUNICATION SKILLS**

Time : Three hours

Maximum : 75 marks

Answer any FIVE questions.

(5 × 15 = 75)

1. Discuss the intent and content of communication.
2. Explain the essentials of good writing skills.
3. What are gesture clusters? Explain the meaning attached to certain gesture clusters.
4. Explain the benefits of effective listening.
5. How are formal reports prepared? Explain.
6. What are the prerequisites for good resume writing?
7. What is the difference between Etic and Emic approaches to culture?
8. Explain the experiences of expatriate managers in India.
9. Why is PR a significant communication tool?
10. How are media interviews conducted? Explain.

**P.G. DIPLOMA EXAMINATION, MAY 2008**

**Travel and Tourism Management**

**Paper II — COMMUNICATION SKILLS**

Time : Three hours

Maximum : 75 marks

Answer any FIVE questions.

(5 × 15 = 75)

1. Explain the types of communication.
2. Differentiate between types of communication networks.
3. What are the uses of Seven's of communication?
4. Explain the effectiveness of non-verbal communication in today's business.
5. Explain myths about listening.
6. What are the interpersonal skills required for a manager?
7. Explain process of preparation for presentation.
8. Explain the strategies for writing business letters.
9. Discuss the impact of globalization on organizational and multicultural communication.
10. How to use communication skills for media and public relations?

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## **Lesson - 1**

# **COMMUNICATION SKILLS**

## **1.0 Objectives:**

Travel and Tourism both knowledge and economics point of view has been a promising and lucrative industry. In the globalized scenario today, this industry is getting more attention and attraction. This world-wide phenomenon, like any other Multi National Company has its own modern features and a must requirements and standard communication skills in its management are a top priority for the personnel working in this vast industry.

Objective of this lesson is to acquaint the student with power of the three V's of communication - the verbal, the visual and the vocal. It appears two unique conceptual models of ISEP and ISEC that are complementary to successful communication. It also examines the formal and informal communication networks, highlighting the role of the grapevine in organisations.

## **Structure:**

- 1.1 Introduction**
- 1.2 Definition**
- 1.3 Advantages of good Communication Skills**
- 1.4 The Intent and the Content of Communication**
  - 1.4.1 Personal of Interpersonal Communication**
  - 1.4.2 Interpersonal Communication**
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  - 1.5.1 A Communication Process Comprises the Following Elements**
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**1.5.1.6 The Receiver of the Message****1.5.1.7 The Receiver Decodes the Message****1.5.1.8 Feedback Sent by the Receiver****1.5.1.9 Frame of Reference of the Sender and the Receiver****1.5.10 The Context of Communication****1.6 Communication Networks in an Organisation****1.6.1 Formal Network of Communication****1.6.1.1 Downward Communication****1.6.1.2 Upward Communication****1.6.1.3 Horizontal Communication****1.7 Informal Communication Networks****1.8 Summary****1.9 Self-Assessment Questions****1.10 Reference Books****1.1 Introduction:**

Communication plays a vital role in the smooth functioning of an organisation. The need to impart communication skills has assumed greater importance. Social advancement has to be matched with the development of efficient techniques of communication of sustain the tempo of growth. Communication skills play as much an important role as knowledge does. In modern professional organisations a great deal of importance is, therefore, attached to devising and maintaining an efficient system of communication. It enables the gathering and marshalling of data which is necessary for decision making. Researches in this area have shown that 70% to 80% of the total working time of a professional is spent on communication.

In the multicultural environment today, to reach out of the stakeholders through corporate communication channels, the need for good communication skills is being increasingly felt by managers at all level. The ability to communicate effectively in various business situations has to be developed. The managers have to be well equipped to handle these situations through the most important management tool of all - that of communication skills.

**1.2 Definition:**

'Communication' is derived from the Latin term 'communicate' or 'communico', or "communis" three of which mean 'to share ' or 'common'. To elaborate, when an idea is shared between two persons by word of month or through a piece of writing it has to be well understood by both the participants involved. Any idea that is to be brought to light requires some kind of medium in order that it can be understood, and that is through words, signs, or symbols. And in the act of communication there are as such many variables.

To put it in simple terms, communication is expression of an idea, which may be verbal, non-verbal, or vocal, that is perceived, heard or read by another person.

And there are as many definitions for 'communication' given the fact that it has essentially become a modern day corporate management tool.

Some of them are as under:

1. Communication is a transactional process that involves an exchange of ideas, information, feelings, attitudes, or beliefs and impressions.

Peter Ustinov famously and aptly defines communication as 'the art of being understood'.

Communication does not take place only by using words. The success rate of it crucially depends more on 'how' something is communicated than 'what' is communicated.

The non-verbal accompaniments or signals do also play a very important role in our messages being understood or accepted. These, accompaniments include personal appearance, postures gestures, voice, pitch, facial contact, eye contact, space distancing etc., All these non-verbal clues taken together are also known as body language. Body language plays a significant role in oral communication. It is important that the speaker pays attention to the invisible presence of the non-verbal factors in the act of communication. Studies indicate that 35% of the message is carried verbally, while 65% is conveyed non-verbally.

The presence of these non-verbal factors in written communication is equally important. Long paragraphs, cluttered text, poor use.

Of while space in the page, poor layouts of business letters, memos, letters, reports and other business documents are serious non-verbal errors. They affect the level of interest in the readers. Readability suffers in the process. Skilled communicators, hence, pay great attention to these facts. If, for instance, a letter of enquiry is not carefully drafted, it is liable to get rejected.

Communication, oral or written, in order to be positive and forceful, therefore has to consist of the awareness of the power of the non-verbal factors. Right words have to match thoughts and feelings.

### **1.3 Advantages of Good Communication Skills:**

Communication is a dynamic process. The intricate and interactive nature of the process of communication is challenging. To overcome this challenge one has to train oneself to be a communicator. The ability to communicate effectively, therefore, is a learned behaviour. By applying the techniques and the skills, a communicator can strike a better understanding with people in our environment. Through communication skills, differences can be erased, and a climate of understanding can be created.

There are a number of benefits of communication. Some of the identified advantages of good communication skills are as under. A good communication.

1. Leads to personal effectiveness.
2. Helps to network with people
3. Helps to collaborate with every one at the workplace.
4. Influences motivation for enhanced performance

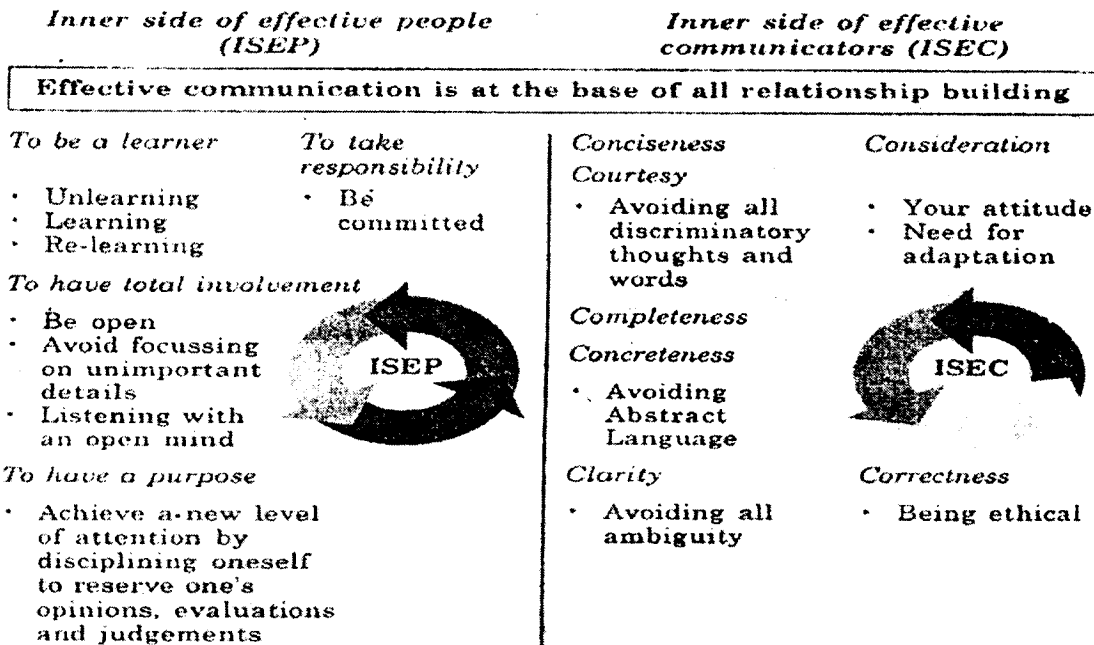
5. Builds better understanding between boss and subordinates.
6. Creates better interpersonal relations
7. Increases listening ability
8. Helps employees to understand need for change.
9. Creates better environment for understanding resistance to change.

### 1.4 The Intent and the Content of Communication:

Communication is associated with two important features, namely 'intent' which means 'thought process' and 'content' which means 'the words we use to communicate. The relationship between thoughts and expressions is the relationship between intent and content of a message.

Any communication, in order to be positive and pleasant warrants both 'intent' and 'content' right. A communicator's inner qualities/are competencies which should be positive would make him a better communicator.

Based on 'intent' and 'content' thinking and communicating patterns respectively - ISEP (Inner Side of Effective People). ISEC (Inner side of Effective Communicators) are the two concepts formed to be called the coin of communication. The perfect blend of ISEP and ISEC brings success to a communicator. These concepts are at the basis of all effective communication. They are for functional skills of communication. They emphasize that communication is not only about learning a few functional skills in isolation but also about knowing the 'why' and 'how' of communication. The concept of ISEP illustrates some of the core competencies of an effective communicator and the concept of ISEC illustrates the power of the 'Cs' of communication. The values of ISEP and ISEC are not only meant for interpersonal communication, but they are also integral to all types of communication.



Model 1.1 Concepts of ISEP and ISEC



There are various types of communication, and an aspiring good communicator needs to know them integrating the qualities from them for an effective communication.

#### **1.4.1 Personal or Intrapersonal Communication:**

The process of self-thinking and self-feeling is intrapersonal communication. In this, an individual processes the information and seeks time to strike understanding with others. This communication keeps the individual intact with himself/herself, and it enables him/her to shape self-concept and develop conviction of opinion. It helps one to think, plan, analyze and interpret messages. It gives the opportunity to think of new ideas and be creative about new decisions, approaches and solutions to organisational problems. This type of communication has great value to an individual and to an organisation.

#### **1.4.2 Interpersonal Communication:**

Communication between two persons or in a small group, on one-to-one basis is interpersonal communication. Exchange of ideas and opinions on the spot proves valuable in an organisation. Staff meetings, briefings, feedback and customer relations are examples of this type of communication.

#### **1.4.3 Organisational Communication:**

Communication at all levels in an entire organisation, from the board room decision to team briefings to shop floor instruction and departmental meetings, is organisational communication. In a successfully governed, well-understood and networked organisation, a positive communication climate does away with various complexities.

#### **1.4.4 Mass Communication:**

Communication that spreads news about the organisation to the stakeholders as well as to the public in terms of changes in policies, new projects, mergers and acquisitions, etc., is Mass Communication. It is done through staff news letters, press releases, annual reports and interviews to the media.

#### **1.4.5 Social Communication:**

Communication that occurs in social gatherings outside the organisation is Social Communication. Very often businesses happen in such social parties where ideas are shared and pleasantries are exchanged. Social communication demands social skills like greeting, introduction and sociability.

#### **1.4.6 Transformational Communication:**

Communication that originates from the main source, that is the sender is Transformational Communication. The sender conscientiously builds a larger frame of reference for a healthy understanding to develop. This type of communication is also known as supportive communication. The four elements of this communication are: thinking, sensing, intuiting and feeling. Counsellors, teachers, human resource managers practise this communication by listening to the grievances of the employees and seek solutions to the problems. Non-governmental organisations also use it to provide succour to the disadvantaged and the needy.

### 1.4.7 Corporate Communication:

Communication in which all the employees of a company, its dealers, its business houses and all its stakeholders are involved. All specialists from various departments - advertising, public relations, sales and marketing, finance, business promotion, production, planning, etc., also play a key role to achieve the organisation's planned objectives. Each employee plays a key role in enhancing the corporate culture of an organisation.

### 1.4.8 Group Communication:

Communication that happens face-to-face among the members when meetings are held is Group Communication. They discuss issues affecting the working lives of employees. The group works for common goals and follows its governing norms. Each member of the group is allowed to express his thoughts and opinions in cordial atmosphere. The group works for common goals and follows its Governing norms. Each member of the group is allowed to express his thoughts and opinions in cordial atmosphere. The group upholds the spirit of shared values and beliefs. A purposeful interaction takes place, among the group members, and the mode of communication may be either verbal or non-verbal. The pattern of communication is interdependent.

## 1.5 Process of Communication:

Communication is the transmission of information from the sender to the receiver. The word 'process' indicates that it is an activity that is connected with a series of steps that are deliberately undertaken to reach a goal.

Communication when taking place demands understanding of relationship between the sender and receiver, and 'process' demands that both the sender and the receiver pay attention to the finer aspects or elements of successful communication.

The following three diagrams illustrate the challenges that are an integral part of the communication. If these challenges are competently handled, a successful communication would take place.

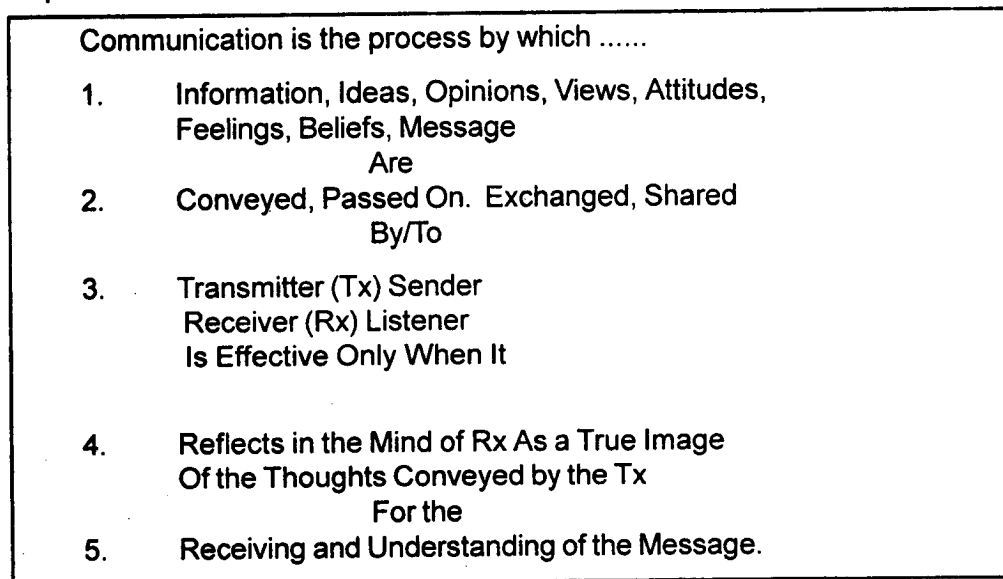


Figure 1.1 Process of Communication

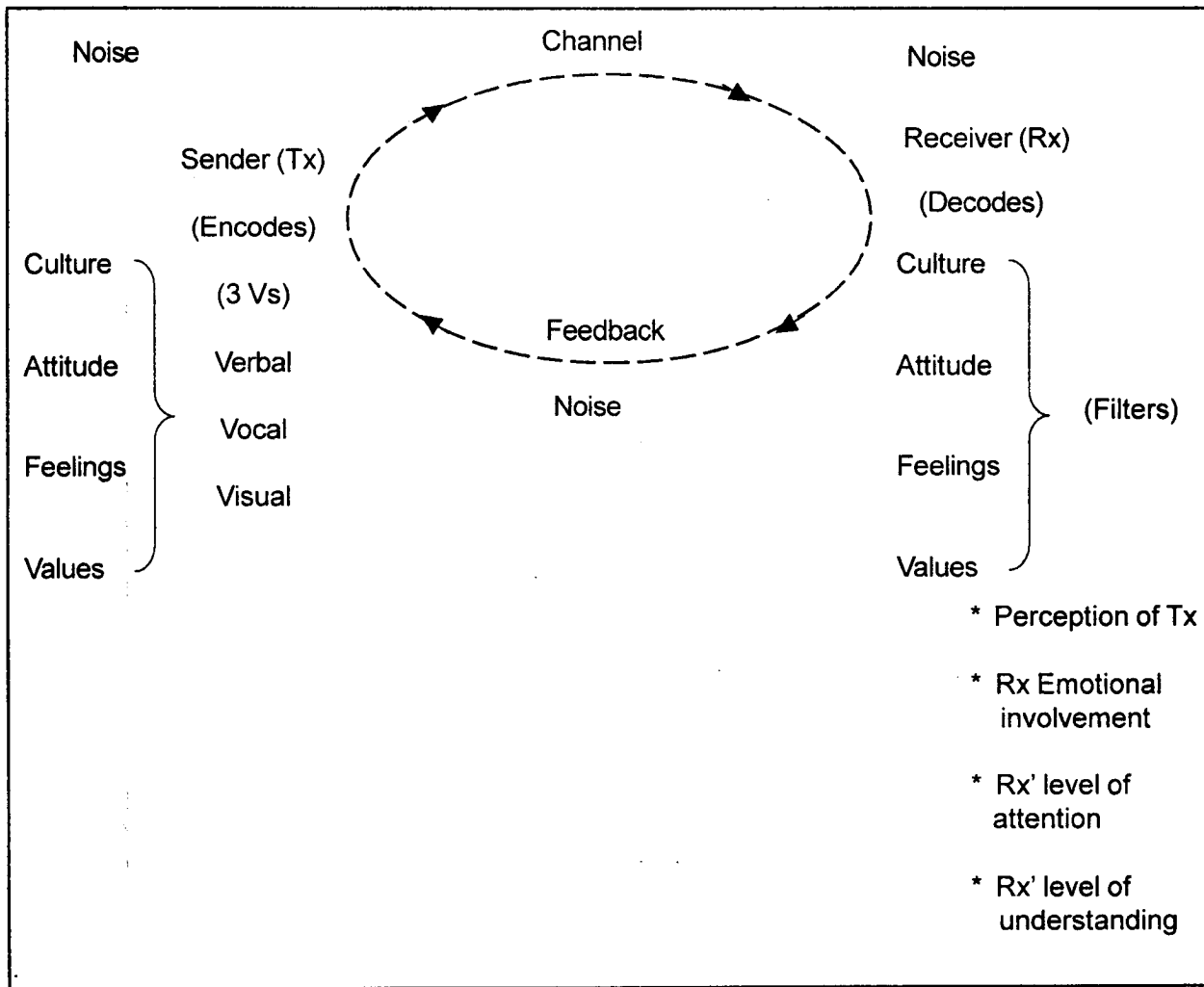


Figure 1.2 Cycle of Communication

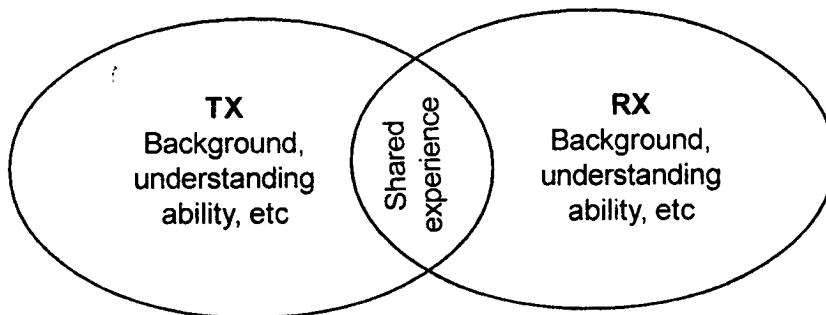


Figure 1.3 Frame of Reference

## **1.5.1 A Communication Process Comprises the following Elements:**

### **1.5.1.1 The Sender:**

The sender of a message can be any individual working in an organisation irrespective of his position, status or resignation. For example, he can be a manager, a vice-president, a CEO or a Managing Director.

### **1.5.1.2 The Sender has an Idea:**

The process of communication begins with an idea. Idea works as a stimulus and it leads the sender to think about it. The stimulus that interests and possesses the sender's attention becomes an idea, and then he wishes to share/convey/exchange the idea with another person.

### **1.5.1.3 The sender encodes the idea into a Message:**

Encoding is the process of converting an idea into a message. This is done through verbal or non-verbal mediums of communication. These mediums can be words, signs, signals, gestures, symbols or body movements. The sender encodes the idea into a message, and this conversion connects the sender to the receiver. Words or non-verbal signals should be clear so that the receiver may understand the message without any ambiguity, confusion or misunderstanding. Only a skilled communicator can translate the idea into a message vividly.

### **1.5.1.4 The message travels thorough the channel:**

A message needs a channel to travel to the receiver. A suitable channel depends on the purpose of the communication, the sender's needs and the profile of the reader. A sender must know the suitable channel for the kind of message that has to be transmitted. Various channels include postman, computer, fax, letter, telephone, memorandum, report, picture, film, radio, television and book.

### **1.5.1.5 Noise in the Channel/ Transmission Process:**

Anything that disrupts or interferes with the transmission process is called 'noise' or the 'barrier' to communication. For example, channel noises in the telephone, computer, television, radio, fax machine, or errors in typography in e-mail messages, unclear pronunciation in oral communication, poor facial expressions or poor gestures. Poor selection of the channel for transmission of the message can also be a noise to the receiver.

### **1.5.1.6 The Receiver of the message:**

The receiver of the message, as has the sender of the message, has also a set of personal filters like, attitudes, values, ideas, opinions, beliefs, feelings and culture. The elements of perception - acceptance or rejection of the message plays a crucial role on the part of the receiver. Perception, hence, plays a major role in influencing communication. The success and failure of communication also depends on how the receiver receives the message. It is, therefore, aptly said that communication is message perceived, and not message sent.

### **1.5.1.7 The receiver decodes the message:**

While the sender of a message is an encoder, the receiver of it is a decoder. Decoding is the process of translating words, signs, symbols into meanings. The receiver moves through the entire

filtering process before successfully decoding and accepting the message. Successful decoding is correct understanding of the intent of the message. Encoding, transmitting, and decoding, understanding the message between the sender and the receiver becomes a successful communication if many disruptive noises in the entire process of communication are managed well.

#### **1.5.1.8 Feedback sent by the receiver:**

Feedback is the receiver's response to the sender's message. The responses can be both verbal and non-verbal. It is an important factor in the communication process because it helps the sender to know whether the message has been understood or not. Feedback demands greater attention from the receiver of the message. Good listening skills, ability to read between the lines, and interpret a net message or a hidden message are expected of a competent receiver of communication. Successful communication, therefore, is a two-way process. Both the sender and the receiver have an equal share of responsibility in the cycle of communication.

#### **1.5.1.9 Frame of reference of the sender and the receiver:**

Frame of reference, like the filters, is a combination of ideas, beliefs, opinions, attitudes, values, knowledge, culture, past experiences and many other elements. The frame of reference of both the sender and the receiver of the message should match from each other from which a successful communication is possible. A mirror reflection of the intended message in communication with the meeting of two frames would take place.

#### **1.5.1.10 The context of Communication:**

Every communication takes place within a context. Context is formed by the combination of circumstances that influence the piece of communication at a certain point of time. The factors that influence a context are physical surrounding, emotions and reactions of people to whom the communication is transmitted, their attitudes, and opinions. These factors differ from situation to situation. Therefore, no two transmissions can be replica of each other because the situations are different. Context influences both the encoding and the decoding stages.

An organisation can function efficiently only if it creates a system of communication networks that will specify who will communicate with whom. A proper communication system can only lead the organisation to function as cohesive body that is well networked for the daily work to go on smoothly.

### **1.6. Communication Networks in an Organisation:**

Communication network refer to regular patterns of interaction among people and a systematic flow of information. The two kinds of networks that exist are:

1. Formal Network of Communication
2. Informal Network of Communication

#### **1.6.1 Formal Network of Communication:**

The hierarchy of command in an organisation is reflected in Formal Network. Formal Network is labelled as the 'Chain of command model. All organisational policies originate with the top hierarchy and they flow down through the managers and supervisors to the lower level employees.

However, modern day managements are encouraging for open communication with employees which generates a free communication climate as a result of which exchange of information will greatly be possible. Such climate will help organisations know their employees better, and in turn can understand the organisational goals and objectives. Through open communication an organisation will be well informed the changing trends in the market, increase efficiency and productivity and most importantly build employee morale. Today, organisations are laying down communication policies that have to be followed by their employees across the levels. Regular interactions help the human resource department to keep assessing the areas for improvement.

The Organisational chart of a company will show that information mainly flows in three directions:

1. Downward
2. Upward
3. Horizontal

#### **1.6.1.1 Downward Communication:**

Downward communication passes from higher to the lowers in an organisation - superiors send down messages to their subordinates about job plans, job rationale, relevant instructions, policies and procedures so that the organisational culture and nature of work are clearly understood by the employees. Downward communication process is a kind of indoctrination process which is aimed at impressing the organisations mission and vision upon the subordinates and how they can play a dynamic role in fulfilling them. The superiors also discuss the feedback for correction of errors so that subordinates can work better with a clearer sense of responsibility and commitment.

Downward communication is not without any barrier either, the biggest one being the long line of communication from top level to the lower levels. There is a greater chance for distortion of the message if the line of downward communication is longer. Immediate feedback is impossible as it is oneway communication. Most of the time it is written in form.

Downward communication has other barriers also. Superiors perception of the subordinates and vice versa, element of instruct (employees who mistrust a superior may block the relay of downward message) lack of contact with the superior., superiors perceived as biased source of information than the organisation's grapevine are a few.

Modern managements having realized the importance of downward communication and shortened the line are encouraging team work and interacting directly with the team leaders. They are paying a great deal of attention to the powerful impact that news letter, company intra-help, house organs, and videos can play in spreading up the entire process of information flow. Open Downward Communication has great motivational value.

#### **1.6.1.2 Upward Communication:**

Messages that are sent by subordinates to superiors are labelled as Upward Communication. In this communication, employees discuss their problems with superiors and also seek suggestions for improvement, sort out unsolved work problems, seek solutions to recurring conflicts, discuss steps for quicker completion of projects and such other related matters. The channels used for upward communication are face to face talks, memos, reports, e-mails and phone messages. In

this type of communication, regular meetings with subordinates give the superiors opportunities to find out what the subordinates are doing, and most importantly what they feel about each other, the assigned work and about organisational working climate.

Among the barriers in Upward Communication are: there may exist a perpetual gap between the superiors and the subordinates; people at lower hierarchical level may distort information when communicating to persons of higher ranks for pleasing the boss or impressing the boss for a promotion. If a subordinates shows stronger interest in advancement and promotion, there would be greater chance for distortion.

Among the strong advantages with Open, Upward Communication, positive approaches from the superiors can convert distrustful, intriguing and scheming employees into producing individuals. An open and healthy communication climate acts as a touchstone for quality.

With "Open Door" Policy, managers encourage meetings with the subordinates by which they get a chance to interact with subordinates and know their minds. A personal and human touch with subordinates goes a long way in building trust-relationship with the subordinates and it also helps in sustaining their morale.

### **1.6.1.3 Horizontal Communication:**

Horizontal Communication is also known as 'Lateral Communication'. Messages are passed on between employees working at the same organisational levels. For instance, communication is transacted between the head of the accounts/production/maintenance/creative/marketing and communication division. Similarly, workers in the office and workers on the site are laterally connected.

In Horizontal communication, there are advantages and disadvantages. Among the advantages, employees enjoy a congenial environment for discussing their work. Task coordination, brainstorming ideas for projects, sharing and managing information and knowledge, a constant endeavour to build rapport are some of the benefits of Lateral communication network.

Disadvantages are that not such interactions always go smoothly. The most common drawback is the prevalence of professional rivalry among members. Ego, prejudice, turf wars, territoriality, jealousy, rivalry and a superior attitude are the drawbacks of lateral network.

## **1.7 Informal Communication Networks:**

The informal network of communication is people oriented. When the formal network fails to keep the employees informed about the happenings in the organisation, the informal network functions with great efficacy.

The informal communication network is also labelled as 'grapevine' shared personal experiences, career interests, interpersonal attraction, curiosity about people, things happening within the organisation and social interactions are the reasons behind its existence. 'Grapevine' is mainly the network of 'to who talks to whom' which does not figure on the organisational chart.

Grapevine has been conventionally linked with gossip or rumormongers. It is generally believed that people who are less serious minded and indulge in loose talks are the ones who keep the grapevine alive and strong in an organisation. This may not be always a correct way of interpreting the informal network of communication.

Grapevine exists because the formal network does not always provide adequate information about organisational life. So, employees seek information from grapevine to satisfy their curiosity. It

may be about a superior's bias towards a certain employee, the possibility of number of public holidays being reduced, shift hours being changed, or somebody preferred by the top management is assigned new project and so on. People take interest in such talks because they are 'juicy', 'interesting' and have freshness about the stories.

Grapevine also exists in organisations because information is powerful. Whoever possesses information and is prepared to barter it will find themselves in positions of strength.

Grapevine can be a powerful network of communication in an organisation. The management often uses the service of the informal leaders to disseminate information about organisational development. This way the management can control the spread of untrue rumours and unfounded fears.

Modern managements have realized the power of grapevine and have moved away from the rigid management structure in which only or few of them shared vital information. With the flattened hierarchical organisational structure, now followed in many organisations, increased teamwork and collaborative style of functioning have brought employees in close proximity. This gives them a chance to interact well and know the latest buzz in the corridors. Employees feel important because they get a chance to keep themselves informed about various things happening and they need not be dependent on the informal leaders who some times can become the power brokers.

It is important to note that when formal communication network is weak and ineffective, there is bound to be a great deal of irresponsible talk creeping into the organisation, and the grapevine then becomes more abuzz. Grapevine flourishes during periods of uncertainty and due to lack of clearly spelt out formal communication networks. Employees must know who is to report to whom. Role definitions and role responsibilities for employees are important for the success of an organisation.

## 1.8 Summary:

It is a brief sketch of the dynamic nature of communication. In communication, we deal with ideas and ideas cannot be communicated unless we code them appropriately either in words, or in signs or in symbols. The three V's play a significant role in making our communication effective to the recipient. Communication may be verbal, visual and vocal.

Successful communication transmits values, attitudes and feelings through properly chosen words. The concepts of ISEP and ISEC illustrate why and how communication is a responsible talk.

Several elements play an integral part to make the communication interactive. An organisation has formal and informal communication networks. A skilled communicator need to understand both. Downward, upward, horizontal or lateral communications are different in many ways. The informal network of communication, popularly called the 'grapevine' is people-oriented. Informal network functions effectively when formal network fails.

## 1.9 Self-Assessment Questions:

1. Discuss elaborately the intent and content of communication
2. How does the process of communication take place?
3. Communication Networks - Elaborate.



### 1.10 Reference Books:

1. Marphy, H.A., H.W. Hildebrandt, and J.P. Thomas: *Effective Business Communication*, 7th ed. McGraw Hill, Missouri 2000.
2. Bell, Arthur H and M. Smith Day he: *Management Communication*, John Wiley & Sons, Inc. Toronto, 1999.
3. Kreps, Gary L : *Organisational Communication' - Theory and Practice*, 2nd ed., Longman, London, 1990
4. Leena Sen : *Communication Skills*, 3rd ed: Prentice - Hall, India, 2005.

- E. SUDERSHAN

## Lesson - 2

# VERBAL COMMUNICATION

## 2.0 Objectives:

After studying this lesson, you shall be able to understand:

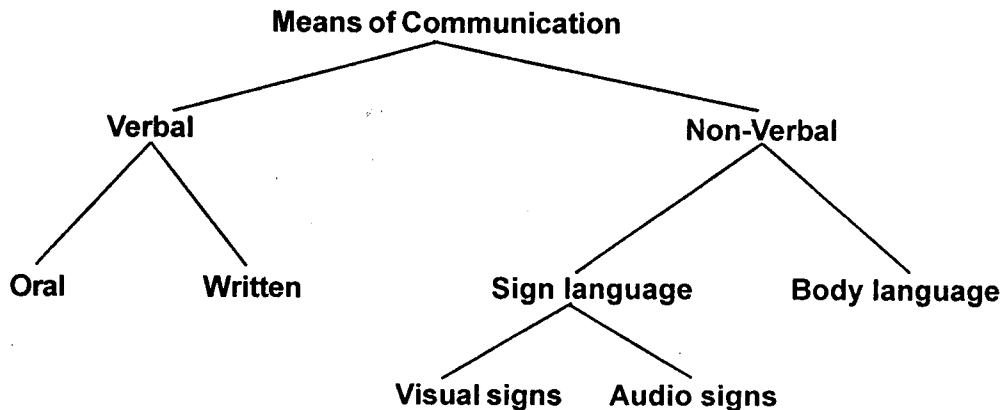
- \* different types of Communication
- \* types of Communication Networks
- \* strategy for Effective Communication: the use of the seven C's of Communication
- \* characteristics of Oral and Written communication
- \* verbal communication - use of words and sentences
- \* business English
- \* business in Sentence Constructions

## Structure:

- 2.1 Different types of Communication
- 2.2 Types of Communication Networks
- 2.3 Strategy for Effective Communication
  - 2.3.1 Courtesy
  - 2.3.2 Clarity
  - 2.3.3 Conciseness
  - 2.3.4 Concreteness
  - 2.3.5 Correctness
  - 2.3.6 Consideration
  - 2.3.7 Completeness
- 2.4 Oral Communication
- 2.5 The Characteristics/Factors of Effective Oral Communication
- 2.6 Barriers in Sentence Constructions
- 2.7 Summary
- 2.8 Technical Terms
- 2.9 Self-Assesment Questions
- 2.10 Reference Books

## 2.1 Different types of Communication:

All communications cannot be of the uniform type and cannot be transmitted through the same means. According to the context, sender of the message and the recipient of the message and the purpose, it varies. There are a number of means of communication. Diagrammatically to show it:



The concern here is to discuss verbal language where verbal means “connected with words and the use of words”. The process of communication makes use of a common set of symbols between the sender and the recipient. Words being very accurate and powerful set of symbols, nearly all the formal communication is carried on in words.

It is necessary to note here that knowing English language is not enough to be able to use it for communication precisely and tactfully especially for a business purpose. Business communication, both oral and written, demands a lot more competency not only in the language but also in communication skills. The latter being one of the areas which needs to be improved upon, companies keep holding training programmes on communication to enable their personnel to unlearn, learn and re-learn these skills.

As already mentioned verbal communication includes both oral and written skills. Both need to be clear, specific, tactful and precise. Of course, these two forms of communication have basic differences between them since they are two different mediums of expression.

## 2.2 Types of Communication Networks:

There are different kinds of situations in business for which different kinds of communication skill sets have to be used. In an organisation there are upward, downward, horizontal, grapevine and external forms of communication to enable people to interact and collaborate or co-ordinate for the growth of their organisation. The communication network in an organisation is of two types-internal and external.

**Internal Network:** It includes interaction between the members of an organisation like:

- \* Shop floor construction given by superiors for work to be carried out.
- \* Workshop specifications given to the workers in the tool room, assembly shop, inspection, packaging, dispatch section, warehouse etc.

- \* Administrative communication which includes sales, marketing, public relations, finance, business expansion, production, market research, general administration etc.
- \* Human resource/personnel communication or employee communication.
- \* Orders, instructions, sharing and exchange of information, motivating, explaining matters etc.

**External Network:** An organisation has to regularly communicate to customers, suppliers, service companies, other business organisations, the media and the government for goodwill, image and growth of the organisation. External communication passes information to the key stakeholders in an effective way. Social communication is also important with a personal touch and congenial ambience.

Corporate communication through which a senior executive has to reach his various stakeholders in conferences, seminars. Annual general meetings is another aspect of external communication. Clarity, tone, modulation with a good command over language and modulation of voice do make a tremendous impact on the recipient.

## 2.3 Strategy for Effective Communication:

The use of the seven C's of communication:

The powerful seven C's of communication govern the composition of all messages - oral or written. These seven C's make or mar the effectiveness of the communication. Devoid these, messages may turn out to be either harsh or incomplete or incorrect. These are as follows:

**2.3.1 Courtesy:** The speaker/writer is expected to be sensitive to the listener's/reader's feeling. In business communication we pass on the information besides sharing an understanding with the recipient of the communication at the other end. In addition to the usage of the polite expressions like 'please' and 'thank you', it calls for a sincere and genuine expression with respect and care for others. The tips which may be useful in making the communication courteous are:

- \* Be sincere
- \* Avoid anger or extreme rapture
- \* Refrain from preaching/moralizing
- \* Use positive words
- \* Avoid negative expressions
- \* Avoid all discriminating words

A few examples to show courteous expression:

1. "Please sign here", said the counter-girl quite surly (impolite)
  - \* "Sir/Madam, would you please sign here? (recommended usage)
2. "Why do you ask me to ring you up when you are not free to receive my calls!" (anger/rudeness)
  - \* "Could you tell me when I could ring you up/when you could be a little free?" (recommended)

Usages like the following are preferred :

- \* I am pleased to meet you
- \* I hope you will be able to meet the dead line.
- \* Could you please let me know - - - - -
- \* May I help you?

### 2.3.2 Clarity:

A choice of simple, precise, familiar, right words and short sentences to express ideas leads to a good communication. Clear expression is a fine balance between familiar and precise words. Precision does not mean jargon. For clarity, the writer or the speaker must know what kind of words the recipient will accept. A sound knowledge of the technical words contributes to precise communication.

#### Examples:

1. "I am sorry I cannot grant you the request unless you submit the statement for payment." (It is ambiguous whether the payment is the final one or the temporary one).
  - \* Your request would be considered provided the invoice is submitted first (recommended)
2. "Will you please ensure that all the necessary machines are kept free to be used for operations?" the young supervisor said to the workers.
  - \* "Please see that the production line is kept clear" (recommended)

There are several other factors which affect the clarity of communication. In speaking the standard pronunciation of words is to be kept in mind. The encoded message has a mirror effect on the listener. Therefore it is better to avoid:

- \* Use of camouflaged words
- \* Use of passive voice
- \* Use of long and flowery style
- \* Use of cliches/rubber stamp words
- \* Use of unfamiliar words

Messages that are not clear have double meanings or are ambiguous and can result in waste of time, loss of goodwill and finally cancellation of orders. In business, confused messages are to be avoided.

### 2.3.3 Conciseness:

Messages must be concise to avoid waster of time and ambiguity. Only relevant words and phrases are permitted in conciseness.

#### Examples:

1. "I want to take this opportunity to tell you that we are grateful to you for all the help that you extended when were in Hong Kong". (very long, unnecessary)

- \* Thank you for your hospitality during our stay in Hong Kong". (recommended)
- 2. I will try to submit the report sometime during the next week". (not clear/definite)
  - \* I'll try to submit the report by Thursday (recommended)

#### 2.3.4 Concreteness:

Clarity and conciseness come with the use of concrete words. Use of figures, facts, names, examples and vivid nouns add a special touch to expression. Especially in business communication facts are essential.

#### Examples:

1. "I will send the goods to the upper floor by noon". (But how?)
  - \* "The goods will be sent by the conveyor belt to the upper floor". (recommended)

#### 2.3.5 Correctness:

Correct use of grammar, message composition and appropriate words and adapting the right level of communication to suit the recipient's level determine the correctness of communication. Also necessary is the right tone to convey the message. Shop floor instructions are different from client servicing communication.

#### Examples:

1. "Since the last two days, I've been waiting for your call". (grammatically wrong)
  - \* "For the last two days ---- ('Since' to be used for a point of time and 'for' for a period of time (recommended)
2. "I want to use you", the manager said (very wrong usage)
  - \* "May I use your services?" (recommended)

#### 2.3.6 Consideration:

This implies that the sender of the message gives due importance to the receiver and composes the message keeping in mind various factors like price, delivery date specifications etc. This kind of considerate approach is also termed as "you-attitude". The writer/speaker must cultivate the habit of viewing things from the point of view of the reader/receiver of letters. The focus should not be on "I" or "We".

#### Examples:

1. We have received your letter of March, 15 (We-attitude)
  - \* Thank you for your letter of March, 15 (You-attitude)
2. I am happy to report (We/I - attitude)
  - \* You will be happy to know (You-attitude)

#### 2.3.7 Completeness:

It is clear that all the seven C's must be adhered to in communication. Completeness does not only mean providing all necessary information but also how the matter has been put across.

**Examples:**

1. "I sent you the letter hoping that I would receive a reply by the end of this week. I still have not". (which letter, dated when? About what?)

\* The letter dated \_\_\_\_\_ (give the date, topic to be clear and complete).

**2.4 Oral Communication:**

Oral Communication is as important as written communication, though the latter is permanent and forms a part of documentation that can be referred to as and when required. Oral Communication requires some qualities to be effective. Good writers need not be good speakers always. In business communication, one has to make an attempt to excel in both the forms of communication.

While it is true that one need not be very particular about the correctness of pronunciation, the listener expects the reader to have the standard pronunciation. A good speaker forces the people to listen. It should be remembered that oral communication as well as the written one depends on the basic fulfillment of the factors concerning the sender, the process of encoding the message, the channel, the receiver, the decoding and the feedback.

Good speech involves words and also nuances of voice that acts as a communication channel. Clarity, correctness, rhythm and pleasantness do make one a good speaker.

**2.5 The Characteristics/Factors of Effective Oral Communication:**

**2.5.1 Projection:** An effective voice with clarity and adjustable loudness is very important. The voice should reach the listener at the end of a big room; at the same time should be just enough in a small group. There must not be 'yelling' or 'shouting' which may be misunderstood as 'anger' or 'rudeness'.

**2.5.2 Articulation:** It means speaking all the parts of a word carefully. The speaker should not (a) leave-off parts of a word i.e. deletion; (b) add parts to a word, i.e. addition, or (c) slur words together. Deletion occurs when youngsters utter words 'going' as 'goin', 'doing' as 'doin' etc. Words ending with 'th' lose the 'th' sound. For example myth, birth, mirth sound myt, birt, mirt. It leads to confusion. Addition implies an extra sound either as a habit or in course of grouping for the exact words. For example, far and, anda, I mean, you know, and all, incentive as incentative, athlete as ath-a-lete etc.

Slurring is caused when the speaker in a hurry speaks two or more words at once. For example, sort of as sorta, kind of as kinda etc.

Also there are 'verbal tics'. People consider it fashionable to use 'ehs', 'ums'm 'err...' etc. in process of getting the right word. Every word must be clearly heard and understood. Speaking fast and swallowing words are to be avoided.

**2.5.3 Modulation:** Varying the tone and pitch of voice is called modulation. Pitch refers to the sound vibration frequency. It should not be too high or too low but balanced or controlled. Modulation means the rise and fall in pitch and results in pleasantness and eagerness to listen. The lack of it leads to monotony.

**2.5.4 Pronunciation:** It deals with the stress patterns, intonation, besides the exact pronunciation of a word. Regional influence and mother tongue influence often find their way in this aspect. In

business and corporate communication, correct pronunciation matters a lot. Dictionaries are of immense help in this regard.

**2.5.5 Enunciation:** This means the care and precision with which tongue and jaw are used to produce clear speech sounds while consonants provide sharpness/crispness to sounds. Vowels add melody and richness. Here also dictionaries are the best guides.

**2.5.6 Repetition:** The key phrases are used with different vocal emphasis for creating an impact on the listeners. The listener may miss out some details. Repetition helps him get them once again.

**2.5.7 Speed:** The rate and timing of the words used while speaking is called speed. Relevant gaps or pauses punctuate speech and they are very important. Too much of fastness may lead to slurring and also loss of some essential information.

These are some of the main factors stimulating oral interactions. A good speaker has to guard against wrong choice and pronunciation of words. Discrimination, should be made between advice/advise, eyes/ice, borne/born, between/among, eminent/imminent, urban/urbane, human/humane, to cite a few examples.

Once the art of speaking is mastered, a touch of regional/dialectic flavour may not matter much. Good manners are also necessary while speaking. Keeping one's temper in control while talking is one of the first requisites of good manners in conversation. Patience to listen to and appreciate what others say is also equally important. Listening is one of the best qualifications of a good communicator. Civility is every essential and it adds flavour to speech. Besides command over language, confidence is required to communicate without any nervousness.

### **Written Communication:**

Besides using the oral channels of communication, the use of written communication is equally important. In the correspondence with co-workers, colleagues, juniors, suppliers, creditors, media people and stakeholders, correct, simple, clear and courteous expression is needed. Particularly in 'Business English' it is all the more relevant.

**Business English:** What is business English? Is it the same thing as the term commercial English used previously? Many labeled it as 'commercialese'. Globalization has its impact on business due to mergers and acquisitions increasing the changes in technology, opening up of the Indian economy to global competition, entry of several large multinational corporations into the Indian market. All these have put pressure on the most vital tool of making business - the medium of communication. Communication has to be simple, easily understood, transparent, polite and pleasant. Business English aims at simplicity, clarity, brevity, authenticity, courtesy and completeness. Business writing deals with facts and the language needs to be factual, formal and polite.

Business writing, unlike oral communication, is governed by the rules of formal expression without being impersonal. Correctness of grammar, the right tone, tactful use of technical words, omission of cliches/obsolete usages, correct punctuation, precise message composition and short messages are the golden rules which should be followed in business writing.



**Characteristics:****Avoiding Business Jargon:**

There has been a wrong notion that business writing or for that matter any piece of writing is effective if loaded with complex words, long sentences and round about expressions. There is certainly no need to be of submissive nature. Politeness or civility or courtesy is not to be submissive. Business writing need not have such usages as "I beg to inform you" as it supports itself only on the pillars of mutual understanding, neutral tone and respect for facts. Avoid being wordy, be concise.

**Examples:**

- \* Please reply at the earliest (vague)

Your early reply would be appreciated (more clear)

- \* Thanking you and assuring you of our best attention (stereotyped)

Thank you for the information. It will be our pleasure to attend to any of your further requests.

- \* Kindly favour us with a reply (submissive tone)

We shall look forward to your reply.

- \* We wish to acknowledge the receipt of your letter (roundabout)

Thank you for your letter.

- \* We would deem it a favour if you inform us at the earliest (roundabout)

Please inform us by - - - - -

**Avoiding using Passive Voice:**

The use of passive voice tends to make a piece of writing heavy and complex. So avoid it to eliminate a bureaucratic touch.

**Examples:**

- \* Your letter of April 13th, 2006 was received yesterday. (Passive Voice)

We received your letter of - - - - -

- \* The policy was rejected by the committee (bureaucratic way of saying)

The committee rejected the policy.

Business letter writers cannot afford to write dull, stiff, lifeless and awkward sentences by resorting to the use of passive voice. The more competitive businesses grow the greater will be the demand for conciseness of writing. Active verbs lend vitality and immediacy to our message, and at once catch the readers attention. However, the passive construction can be used judiciously strategically. When an unpleasant effect of a situation has to be softened, the emphasis shifts from the doer of action to the object.

**For example:**

- \* Our dispatch clerk did not know the address and by mistake he sent the letter to your old address (unnecessary information)

By mistake the letter was sent to your old address.

**Avoid repetitions:**

Repetitions can be avoided through editing.

**Avoid camouflaged verbs:****Examples:**

- \* Acquisition of the property made him very happy (why use the noun form of the verb acquire? Verbs are action - oriented words and they lend power to language)

He was happy to acquire the property.

**Use familiar words:**

Familiar words in lieu of verbose and unfamiliar usages are effective. Avoid using vague, abstract words and keep words concrete.

Use adverbs and adjectives sparingly by and carefully in Business English as they can be misleading modifiers.

**For example:**

- \* How did you find the lecture?

Oh! Very stimulating and highly informative!

It was very informative (rephrased, with controlled tone)

There cannot be rapture in business expressions sentence construction must be correct. One of the main problems is the references kept separate by the writers sometimes. Effective writing depends on logical and sequential patterning of thoughts with clarity. The reader should be able to understand immediately the words that are modified by the modifiers. A modifier is a word that says something extra about the word that is being modified. Correct syntax demands that the modifier and the modified are kept close.

**For Example:**

- \* The students visited the companies where they were absorbed for summer training programme over a period of two months. (wrong construction)

Over a period of two months, the students visited companies that had absorbed them for summer training programme.

- \* The new office block furnished recently impressed everybody. (recently furnished or recently impressed?)

The new office block recently furnished impressed everybody (correct)

### **Violation of the Parallel Structure:**

Phrases and clauses in a sentence must be uniformly used without any jumbling up when a writer writes a long, complex sentence, the subject gets separated from the verb. In business, readers do not have a lot of time. Therefore communication has to be succinct, clear and less time consuming.

### **Faulty use of prepositions:**

The wrongly used prepositions give a bad picture to the reader. So they should be used correctly.

### **For Example:**

- \* She did not tell to him about it.  
She did not tell him about it.
- \* He went away for doing some business  
He went away on business.
- \* He said her to attend the interview.  
He asked her to attend the interview.

### **Inflammatory Language:**

This includes all biased words and particularly what Adler calls "trigger words". These are essentially emotionally charged words. These should be avoided to eliminate negative feelings. Use of "handicapped people", "lady doctor", "female" must be replaced by physically challenged, woman doctor, woman etc. In other words, one has to be careful with words that violate people's sensitivity.

### **Barriers in Sentence Constructions:**

For effective business communication, one needs to know not only the basic structure of subject plus verb and object combination, but also learn to give a little variety to the sentence constructions for vividness and also interest. Complex sentence pattern and a combination of compound and complex sentence pattern can often cause problems in memo/letter/report writing or any kind of corporate writing where one has to avoid monotony in expressions.

### **Complex Sentence:**

A complex sentence contains two or more clauses - one independent clause and at least one dependent/subordinate clause.

- \* I am going to propose John Martin's name again for President's post/when the elections are held again.

The first part of the sentence is an independent clause. It can stand by itself. The second half of the sentence is a dependent clause and leans on the main clause.

### **Compound-Complex Sentence:**

As the name implies, it contains two or more independent clauses making it a compound

sentence, and atleast one of them has a dependent clause making it complex. The note of the use of punctuation marks like comma, semi-colon may be noted.

### For example:

Counselling sessions, when conducted by trained counselors, can be very useful, but they are risky with untrained counselors.

**Use of Comma:** The comma is the most frequently used and abused of all the punctuation marks. The comma basically groups that belong to the same group and separates words that do not belong to the group.

## 2.6 Summary:

Converting language into communication pays off everywhere in oral and written mediums of communication. This lesson has explained in brief what are different types of communication like verbal and non-verbal, oral and written, types of communication like internal and external, the seven C's for effective communication like clarity, courtesy, concreteness, conciseness, completeness, consideration and correctness, oral communication and its characteristics, written communication and the factors leading to its effectiveness, Business English its requirements and barriers in sentence construction in Business English. A few examples have been provided to illustrate the point.

The word, the tone, the message composition are important. Speaking well is as important as the structured letter/memo that is well planned, clear and courteous. These verbal communication skills help a manager to gain respectability, visibility and recognition at the organisational level, at the corporate level, and at the global level. But all the personnel also communicate to achieve the goals of the organisation. To achieve this level of professionalism they have to pay attention to the details of the principles of communication that make the act of transmission effective.

## 2.7 Technical Terms:

1. Jargon : technical words or expressions used by a particular profession or group of people.
2. Invoice : a list of goods sold or services provided together with the prices charged.
3. Production line : equipment/machinery used for operations.
4. Minutes : official record of a meeting.
5. Memo : a short official note that you write to a person or persons, especially people you work with.
6. Office orders : orders issued by people in authority in the office.
7. Cliche : an overused phrase, usage or idea.

## 2.8 Self-Assessment Questions:

1. Discuss different types of communication.
2. Name types of communication networks.

3. What are seven C's mentioned in the process of effective communication? How should they be used?
4. What are the characteristics of oral communication?
5. Mentions a few principles to be followed in written communication to make it effective.
6. What is Business English?
7. Explain how to avoid barriers in sentence constructions.

### **2.9 Reference Books:**

1. Leena Sen (Prescribed Book), *Communication Skills*; Prentice Hall of India, New Delhi, 2005.
2. Adler, B. Ronald and J.M. Emborst: *Communicating at Work*; The McGraw Hill Companies, Inc., Toronto, 1996.
3. Eric Watson : *Teach Yourself the Art of Conversation*; Hind Pocket Books, Delhi, 2002.
4. Krishna Mohan and Meera Banerji, *Developing Communication Skills*; McMillan India Limited, Delhi, 1990.

- Dr. K. SANDHYA

## Lesson - 3

# NON-VERBAL COMMUNICATION

### 3.0 Objectives:

Objective of this lesson is to equip the learner with the comprehensive view of non-verbal communication. The acronym, KOPPACT explains different kinds of body movements and total synchronization of body gestures to show what gesture cluster is. An interesting feature of the lesson is the topic on neuro-linguistic programming (NLP).

### Structure:

- 3.1 Human Body - The Medium of the Message
- 3.2 Non-Verbal Signifiers are like words
- 3.3 Non-Verbal Communication Sub-disciplines
- 3.4 Gesture Clusters
- 3.5 Neuro-Linguistic Programming (NLP) and the Power of the Non-Verbal
- 3.6 Language Patterns used by speakers (How NLP can help)
- 3.7 Summary
- 3.8 Self-Assessment Questions
- 3.9 Reference Books

### 3.1 Human Body - The Medium of the Message:

Words show predominant impact on the human mind. It is a popular notion that if a person speaks more, he is communicating more. Spoken communication is as difficult and challenging as written communication. In one's professional career and life, non-verbal communication also plays a vital part in the process of communication.

Body language is silent or unspoken communication. And the impact of human message happens in different proportions with three aspects of communication as shown hereunder:

Verbal : 7% (Words)

Vocal : 38% (intonation, pitch, volume)

Visual : 55% (gestures, postures, all physical movements)

So, to study body language is to look beyond the words spoken to convey. As **Peter Drucker** says, the most important thing in communication is to hear what isn't being said. And in it human body works as the medium.

Hence, to define non-verbal communication, it is the way in which we express our feelings, emotions, attitudes, opinions and views through our body movements, for instance, our eyes, heads, face etc. The body and its movements substitute words. The noticeable gestures in the body language also include well-controlled hand gestures, standing postures, colour one wears, the way

one sits, the way one walks and several other positive indicators. Body language has become a tool of communication.

### 3.2 Non-Verbal Signifiers are like Words:

Physical gestures are non-verbal signifiers, and they work like words. In body language, there are single gestures and cluster gestures. Single gestures like the nod of head are equivalent to single words like 'yes' or 'don't know'.

Cluster gestures like standing and using hands to make our point are equalent to arrangement of words in a sentence for a meaningful message. An efficient message consists of right words, proper syntax and right tone. Similarly, in body language, the gestures have to be appropriate to convey the meaning that we have in mind.

Verbal and non-verbal communications practically are inseparable. Oral speech is accompanied by the movement of eyes, use of hands and pitch of our voice. In written communication, the non-verbal communication signifiers are the use of white space, proper margins, right kind of fonts, right length of sentence, length of paragraphs and line spacing.

### 3.3 Non-Verbal Communication Sub-disciplines:

The following are the sub-disciplines of Non-verbal communication. They refer to different kinds of body movements under the label 'KOPFACT'.

1. Kinesics (K)
2. Occulesics (O)
3. Paralanguage/Paralinguistics (P)
4. Proxemics (P)
5. Artifacts (A)
6. Chronemics (C)
7. Tactilics (T)

#### 3.3.1 Kinesics:

The different ways in which people move their bodies are called Kinesics. These body movements include postures, gestures, head nods and leg movements.

In social situations, social skills are essential. In group meetings, official skills like interviews and other interactive situations, it is essential for an entrepreneur or an employee to understand the medium of his/her body well.

Emblems or direct verbal translations like nodding or shaking the head for 'yes' or 'no' meaning respectively, waving the hand for 'hello' or 'bye bye', illustrators like closing palm in a fist formation or bang the table to suggest the mode of thinking for emphasizing the points, adapters like unconscious movements of body, for instance, cracking knuckles, shaking legs or tapping the foot to show nervousness or uncomfot are some of the natural accompaniments of our speech.

Kinesics also includes postures which form an important chunk of kinesic behaviour that communicate a person's responses to different people in different situations. Our everyday

interactions with people at work matter a great deal. A cluster of postures that accompany our gestures indicate whether we are liked or kept at a distance. Standing posture or sitting posture if it is clumsy, gives a poor impression.

### **3.3.2 Oculistics:**

It is the science of the movement/grammar of our eyes and of facial expressions. The eyes and the face are the most potent vehicle of communication. It is claimed that in the science of body language, there are 7,50,000 signals, of which 15,000 come from the face alone.

Eyes are the most powerful medium of communication we possess other than words. They are windows to our soul and mirror of our heart. They are the most important and can transmit the subtlest nuances. The dynamics of our eye movement have been labeled as eye grammar.

According to eye-grammar analysis, staring eyes stand for superiority or lack of respect, a threatening attitude or a wish or insult; a too little eye contact indicates dishonesty, impoliteness, insincerity and also shyness; withdrawal of eye contact is considered as a sign of submission, the attitude of frequently looking away at people from distance is an extrovert's behaviour who is interested in knowing reactions or to influence or scrutinize, the attitude of scarcely looking at a person when in close proximity is an introvert's behaviour when discussing intimate or difficult topics or dislike for other person. Body language dynamics reveal that thinking eyes need time to be understood. Left lookers are considered more emotional, subjective and suggestible and the right lookers are more influenced by logic and precision.

As for the face, emotional people have a demonstrative face that shows the feelings of anger, envy, happiness, sneers, dislike, tension and sadness as the thoughts enter their mind. However 'poker faced' people guard their feelings in order not to betray a position prematurely by expressing a nonverbal opinion.

### **3.3.2. Paralanguage/Paralinguistics (P):**

This is the science of the vocal cues that accompany our speech. The vocal cues are an integral part of non-verbal communication. The science of paralinguistics refers to the volume, pitch, tone, intonation, modulation and the rate of speech. Accent, stress, rate of speaking, pitch and volume help us to judge people's age, sex, attractiveness, educational background and level of confidence in the voice. Often these subtle micro factors influence us to think whether we should trust a person or not.

The non-verbal importance of paralinguistic skills can be seen as extremely influencing skills when we communicate with people. An awareness of the subtle nuances of vocal qualities will help you to understand working relationships. In the interpersonal relationships the power of our vocal intonations has to be properly understood and in an organisation, the personnel at all the levels require different uses of vocal behaviour.

### **3.3.4. Proxemics (P): The Cultural Iceberg:**

It is the study of the distance between people and objects. Thanks to cross-cultural factors, proxemics has emerged as an important area in international business. Proxemics is the science of space and it is an important area of study in non-verbal communication.

According to proxemics there are four space zones, namely.



- a) The intimate zone - (0 - 0.5 m)
- b) The personal zone - (0.5 - 1.2 m)
- c) The social zone - (1.2 - 3 m)
- d) The public zone - (3 m)

Every individual has his/her own invisible space or personal territory or space bubble, and if it is invaded it will result into bubble burst causing irritation and displeasure.

Violation of spaces, whether personal, social or public, can create a wrong impression and lost business opportunities.

Personal space is culture specific, and there is difference in this aspect from low-context cultural countries to high-context cultural countries. People from high-context cultural countries generally prefer to keep greater distance while interacting with others, whereas those from low-context cultural countries are more carefree and casual.

This space, otherwise known also as 'territoriality', can be attributed to language - the language of space, architectural design of buildings, wherein open office spaces are a trend today, and to organisational proxemics such as landscape, colour schemes, ergonomically designed furniture, and furnishings that are soothing, pleasant, comfortable and workable.

### 3.3.5. Artifacts (A):

The non-verbal message signals that an individual sends across through appearance, clothing, style, perfume, personal objects like pens, cell phones, briefcases etc. belong to the area of artifacts. These form a part of an executive's personality. They do influence the prospective interviewer's perception of him or the audience's perception of him. Personal grooming and personal hygiene make up an important trend in multi-cultural environment of globalization resulting in an executive's clean image.

### 3.3.6. Chronemics (C):

The concept of time and its impact on people is the science of chronemics. Chronemics, like proxemics, is also culture bound. The way we use time tells others about our personality like our clothing, personal hygiene and personal habits also. People from low-context cultures have a precise sense of time keeping in stark contrast to the time keeping sense of people from high-context cultural countries that include India. Today's fast paced business world is a slave of time. Time management has emerged as a vital factor in organisations today.

### 3.3.7. Tactilics (T):

Tactilics is the science of touch language. Humans communicate through words and eyes as well as through the language of touch. It includes touching self, others and objects. There are two kinds of touch language:

1. Bodily contact
2. Touching with hands

Bodily contact refers to touches that are accidental and unconscious and any part of the body may be involved in it.

Touching implies that the actions are deliberate, conscious and made primarily by hands. Touching has the connotation of a more active involvement of the person doing the touching. The language of touch can have great therapeutic value. Humans consciously or subconsciously express through the language of touch because it fulfills physiological and sociological need. The needs can be social, sexual or psychological. Various kinds of touch are:

- a) A pat on the shoulder (Assurance/encouragement)
- b) Holding hands and arms (Social gesture of goodwill/goodbye)
- c) Stroking hair or Face/Caressing (in a close relationship, usually sexual one).

Bodily contact, therefore, is a highly sensitive area of body language which is fraught with dangers with the careless and unwary.

### 3.4 Gesture Clusters:

Gesture Clusters are a series of non-verbal signals that a body speaks at a point in time of communication. No gesture operates in isolation. One gesture is wired to the other at any given point in time during an act of communication. They are a combination of different body gestures. Gesture clusters are reliable indicators of a person's feelings. For example: crossed arms, rigid body, minimal eye contact, clenched fists, tense face are all indicators of defensiveness, wide eyes, extended arms, open hands, broad smile are indicators of enthusiasm.

### 3.5 Neuro - Linguistic Programming (NLP) and the Power of the Non-Verbal:

Neuro-Linguistic Programming (NLP) is a science that deals with the way human beings think and process the outer world through their senses. It is a power house of limitless energy that human beings possess. It is a revolutionary approach to human communication. The hidden potential of human energy as to how human beings think, and how they transform their own thinking pattern in search of excellence has been discovered through NLP.

The word 'neuro' refers to our nervous system, the mental pathways of our five senses by which we hear, feel, taste, see and smell consciously or unconsciously, and translate our thoughts into experiences.

'Linguistic' refers to our ability to use language, specific words and phrases to mirror our mental worlds and 'silent language' of postures, gestures, and habits that reveal our thinking styles, beliefs and opinion.

Our language and non-verbal patterns are expressions of who we are and how we think, and behave.

The word 'programming' suggests that our thoughts, feelings and actions are simply habitual programs that can be changed by upgrading our 'mental software'. Programming is a coding experience and constitutes a series of steps designed to achieve a specific result. The result, we want to achieve are the direct consequences of our personal programs.

In any kind of situation, business or non-business, the ability to build understanding with people is a strong indicator of our personal efficiency. In NLP, this is called 'rapport building'. There are certain techniques for it which, with constant practice result in 'instant rapport'. The techniques are:

- a. Matching
- b. Mirroring
- c. Pacing

**'Matching'** can be consciously used to establish and increase rapport. Matching means to observe the behaviour of the person on the other side and match the same. For instance, posture, facial expression, rate of breathing, voice tone, tempo, eye movement and pitch can all be matched.

**'Mirroring'** is the act of watching the non-verbal gestures of the other person. For instance, you mirror the body dynamics that you almost begin to look like the other person.

**'Pacing'** is the manner in which you match and mirror. For example, in a business meeting, you sit with a person, notice how that person is sitting, his body posture and his gestures. You then slowly begin adjusting your body to match, mirror and pace his or her body movements.

Things to match, mirror and pace are as follows:

1. Voice-match pitch, tone, volume, rate
2. Language - words that are used
3. Posture - sitting position, tilting of heads leaning forward or backward, standing.
4. Breathing - rapid or slow speaking.
5. Emotion - expressed in voice, face, eyes
6. Values and beliefs - challenging people's values and beliefs will break your rapport. Extreme caution has to be used in this regard.
7. Gesture movements - movements of figures, face movement.

The success of matching, mirroring and pacing depends on how successfully we calibrate through our senses and make contact with the world/people with whom we communicate and interact.

Rapport, therefore, is an important tool in the effective communication process. It means trust, confidence and participation. It is established when there is a degree of mirroring, matching and pacing. When people are in rapport, they unconsciously match, mirror and pace each other.

### **3.6 Language Patterns used by the Speakers (How NLP can help):**

There are five different language patterns that are used by speakers. NLP teaches us how to get into a person's frame of reference by studying the language patterns.

#### **1. Visual - Thinking in visuals/pictures/images.**

People in this mode frequently use words like 'see, visualize, look, watch, vision', etc.

- \* "It is important that students see the logic of the argument".
- \* "Watch for the reactions of the audience when the play is on".

#### **2. Auditory Mode - Thinking in sounds/words/voice**

People in this mode use words like 'hear, sound, loud, shout,' etc.

- \* "The *loud* exchange of words made her *speechless*".
- \* "The audience was *mesmerized* by your speech".

### 3. Kinesthetic Mode - thinking in feelings/emotions.

People in this mode use words like 'grasp, touch, feel, handle' etc.

- \* "He just doesn't have a *grasp* on the subject".
- \* "The security officer could not *handle* the crisis at the plant".

### The least Common Language Patterns are Olfactory and Gustatory:

**Olfactory Mode** - thinking in terms of smell.

- \* People in this mode use words like aroma, smells rotten etc.,
- \* "Don't consume garlic before meetings. Your mouth will *smell* of garlic"
- \* "The building looks nice but the staircase *stinks* in corners".
- \* Gustatory mode - thinking in terms of taste / food.
- \* People in this mode use words like tasty, delicious, sumptuous etc.
- \* "The banquet hall was full. People enjoyed the *delicious* food."
- \* "Don't eat a lot of junk food. It will cause obesity".

### 3.7 Summary:

To be good at workplace, one has to pay attention to multiple mediums of communication. Human body itself is the combination of multiple channels which has to be used effectively. You need to develop proficiency in understanding your own gesture clusters as well as of other for a healthy interpersonal relationships. Good verbal and non-verbal assets and you must capitalize on them.

### 3.8 Self - Assessment Questions:

1. What is the importance of non-verbal communication? Discuss.
2. Non-verbal communication sub-disciplines. Elaborate.
3. The importance of NLP. Discuss.

### 3.9 Reference Books:

1. Nierenberg, G.I. and H.H. Calero : *How to Read A Person Like a Book*, Pocket Books, New York, 1975.
2. Lewis, Hedwig: *Body Language : A Guide for Professionals*, Response Books, New Delhi, 1998.
3. Alessandra, Tony and P.hil Hunsaker : *Communicating at Work*, A Fireseide Book, Singapore, 1993.

- E. SUDERSHAN

## Lesson - 4

# STRATEGIES OF LISTENING SKILLS

## 4.0 Objectives:

The lesson brings about the elements of listening:

- \* Types of Listening
- \* Informative Listening
- \* Relationship Listening
- \* Appreciative Listening
- \* Critical Listening
- \* Discriminative Listening
- \* Barriers to Listening
- \* How to overcome the Barriers of Listening

## Structure:

- 4.1 Introduction
- 4.2 Types of Listening
  - 4.2.1 Informative Listening
  - 4.2.2 Relationship Listening
  - 4.2.3 Appreciative Listening
  - 4.2.4 Critical Listening
  - 4.2.5 Discriminative Listening
- 4.3 Barriers to Listening
- 4.4 Effective Listening: Overcome These Barriers
  - 4.4.1 Barriers to Communication

## 4.1 Introduction:

Listening is vital component of the entire process of communication. It is a process of receiving, interpreting and reacting to the message received from the communication sender. Effective listening is an art of communication which is often taken for granted and ignored. Like any other art, listening requires to be cultivated, consciously, carefully and systematically. Listening is much more than trying to hear and decipher the phonetic sounds being produced by the sender. Unfortunately, our education system beginning from kindergarten up to college level does not pay

proper attention to the teaching of effective listening. As listening is fundamental to all communication, poor listening can be considered as a rightly barrier to communication. It often results in losing message due to improper functioning of communication.

We often mistake hearing for listening. In fact, hearing, which depends upon the ears, is just a physical act, and except for the physically impaired person, everyone can hear without conscious efforts. On the other hand, listening requires conscious efforts of interpreting the sounds, grasping the meaning of the words and reacting to the message.

## 4.2 Types of Listening:

Different situations require different types of listening. We may listen to obtain information, improve a relationship, gain appreciation for something, make discriminations, or engage in a critical evaluation.

While certain skills are basic and necessary for all types of listening (receiving, attending, and understanding), each type requires some special skills. But before we can fully appreciate the skills and apply the guidelines, we must understand the different types of listening.

### 4.2.1 Informative Listening:

Informative listening is the name we give to the situation where the listener's primary concern is to understand the message. Listeners are successful insofar as the meaning they assign to messages is as close as possible to that which the sender intended.

Informative listening, or listening to understand, is found in all areas of our lives. Much of our learning comes from informative listening. For example, we listen to lectures or instructions from teachers - and what we learn depends on how well we listen. In the workplace, we listen to understand new practices or procedures - and how well we perform depends on how well we listen. We listen to instructions, briefings, reports, and speeches; if we listen poorly, we aren't equipped with the information we need.

At times, careful informative listening is crucial at other times, careless listening results in only aggravation or misunderstanding. Whatever the case, effective informative listening demands that we concentrate squarely on the message - and know its source.

There are three key variables related to informative listening. Knowing these variables can help us begin to improve our informative listening skills; that is, we will become increasingly successful in understanding what the speaker means.

**1. Vocabulary:** The precise relationship between vocabulary and listening has never been determined, but it is clear that increasing our vocabulary will increase our potential for better understanding. Having a genuine interest in words and language, making a conscious effort to learn new words, breaking down unfamiliar words into their component parts - all these things will help us improve our vocabulary.

**2. Concentration:** Concentration is difficult. There are many reasons people don't concentrate when listening. Sometimes listeners try to divide their attention between two competing stimuli. At other times, listeners are preoccupied with something other than the speaker of the moment. Sometimes listeners are too ego-involved, or too concerned with their own needs to concentrate on the message being delivered. Or perhaps they lack curiosity, energy, or interest.

**3. Memory:** Memory is an especially crucial variable to informative listening; we cannot process information without bringing memory into play. More specifically, memory helps our informative listening in three ways.

- a. It allows us to recall experiences and information necessary to function in the world around us. In other words; without memory we would have no knowledge bank.
- b. It establishes expectations concerning what we will encounter. We would be unable to drive in heavy traffic, react to new situations, or make common decisions in life without memory of our past experiences.
- c. It allows us to understand what others say. Without others say. Without simple memory of the meaning of words, we could not communicate with anyone else. Without memory of concepts and ideas, we could not understand the meaning of messages.

#### 4.2.2 Relationship Listening:

The purpose of relationship is either to help an individual or to improve the relationship between people. Therapeutic listening is a special type of relationship listening. Therapeutic listening brings to mind situations where counselors, medical personnel, or other professionals allow a troubled person to talk through a problem. But it can also be used when you listen to friends or acquaintances and allow them to "get things off their chests." Although relationship listening requires you to listen for information, the emphasis is on understanding the other person. Three behaviours are key to effective relationship listening: attending, supporting, and empathizing.

**1. Attending:** In relationship listening, attending behaviours indicate that the listener is focusing on the speaker. Nonverbal cues are crucial in relationship listening; that is, our nonverbal behaviour indicates that we are attending to the speaker - or that we aren't!

Eye contact is one of the most important attending behaviours. Looking appropriately and comfortably at the speaker sends a message that is different from that sent by a frequent shift of gaze, staring, or looking around the room. Body positioning communicates acceptance or lack of it. Leaning forward, toward the speaker, demonstrates interest; leaning away communicates lack of interest. Head nods, smiles, frowns, and vocalized cues such as "uh huh," "yes" - all are positive attending behaviours. A pleasant tone of voice, gentle touching, and concern for the other person's comfort are other attending behaviours.

**2. Supporting:** Many responses have a negative or nonsupportive effect; for example, interrupting the speaker, changing the subject, turning the conversation toward ourselves, and demonstrating a lack of concern for the other person. Giving advice, attempting to manipulate the conversation, or indicating that we consider ourselves superior are other behaviours that will have an adverse effect on the relationship.

Three characteristics describe supportive listeners: (1) discretion - being careful about what they say and do; (2) belief - expressing confidence in the ability of the other person; and (3) patience - being willing to give others the time they need to express themselves adequately.

**3. Empathizing:** It is not sympathy, which is a feeling for or about another. Nor is it apathy, which is a lack of feeling. Empathy is feeling and thinking with another person. The caring, empathic listener is able to go into the world of another - to see as the other sees, hear as the other hears, and feel as the other feels.

Risks is involved with being an empathic relationship listener. We cannot be an effective empathic listener without becoming involved, which sometimes means learning more than we really want to know. But commanders can't command effectively, bosses can't supervise skillfully, and individuals can't relate interpersonally without empathy. Abraham Lincoln is reported to have said, "I feel sorry for the man who cannot feel the stripes upon the back of another". Truly, those who cannot feel *with* another person are at a disadvantage in understanding that person.

#### 4.2.3 Appreciative Listening:

Presentation encompasses many factors: the medium, the setting, the style and personality of the presenter, to name just a few. Sometimes it is our perception of the presentation, rather than the actual presentation, that most influences our listening pleasure or displeasure. Perception is an important factor in appreciative listening.

Expectations play a large role in perception. If we attend a concert under duress with no expectation of enjoying the music we may be pleasantly surprised. But we stand a lot better chance of enjoying the concert if we expect to enjoy it.

Perceptions - and the expectations that drive them - have their basis in attitudes. Our attitudes determine how we react to, and interact with, the world around us.

Perceptions influence all areas of our lives. Certainly, they are crucial determinants as to whether or not we enjoy or appreciate the things we listen to. Obviously, perceptions also determine what we listen to in the first place. Listening is selective.

**3. Previous experience:** The discussion of perception makes it clear that previous experience influences whether we enjoy listening to something. In some cases, we enjoy listening to things because we are experts in the area. Sometimes, however, expertise or previous experience prevents us from enjoying a presentation because we are too sensitive to imperfections. Previous experience plays a large role in appreciative listening.

Many people enjoy the sounds of large-city traffic. Perhaps their growing up in a large city was a happy experience for them,. The blare of horns honking, the sound of roaring engines accelerating, even the shrill shriek of sirens piercing the air - all these things may remind them of pleasant times their lives. They appreciate hearing these sounds.

Others, having grown up on a farm or in a small town, have learned to enjoy the sounds of nature. For them,, a walk in the country produces sounds of enjoyment: the rustle of leaves in the breeze, the song of a robin, the babble of a brook.

Usually, if we associate a sound or other experience with pleasant memories, then we appreciate or enjoy it. However, if the sound or experience is associated with unpleasant memories, we probably will not appreciate or enjoy it.

We should not shut our minds to the fact that we can learn to like, enjoy, and appreciate new and different things. We can learn to be better appreciative listeners.

#### 4.2.4 Critical Listening:

The ability to listen critically is essential in a democracy. On the job; in the community, at service clubs, in places of worship, in the family - there is practically no place we can go where critical listening is unimportant.



The subject of critical listening deserves much more attention than we can afford it here. But here are three things to keep in mind. These three things were outlined by Aristotle, the classical Greek rhetorician, more than 2,000 years ago in his treatise, the Rhetoric. They are as follows: **ethos**, or speaker credibility; **logos**, or logical arguments; and **pathos**, or psychological appeals.

**1. Ethos:** Credibility of the speaker is important. The two critical factors of speaker credibility are **expertise** and **trustworthiness**. A speaker may be expert or competent and still not be trustworthy.

When listening to a message that requires a critical judgment or response we must ask ourselves "Is the speaker a credible source, one who is both an expert on the subject and one who can be trusted to be honest, unbiased, straightforward?" A person may have personality or charisma. But these do not take the place of credibility. A person may even be highly competent and an expert in one area and simply not be informed in another.

Effective critical listening requires careful judgement about the expertise and trustworthiness of the speaker. In fact, **ethos** or speaker credibility may be the most important single factor in critical listening and thinking. However, **ethos** without **logos** is not enough.

**2. Logos:** Even speakers with high **ethos** often make errors in logic, not by intention, but by accident, carelessness, inattention to detail, or lack of analysis. Critical listeners have a right to expect well supported arguments from speakers, arguments that contain both true propositions and valid inferences or conclusions.

Both **ethos** and **logos** are crucial elements of critical listening. But reliance on just these two elements without consideration of **pathos** would be akin to attempting to sit on a three-legged stool with one leg missing. **Pathos** is the third leg.

**3. Pathos:** The psychological or emotional element of communication is often misunderstood and misused. Speakers often use psychological appeals to gain an emotional response from listeners. Effective critical listeners carefully determine the focus of the speaker's message.

Speakers may appeal to any one or several needs, desires, or values that are important to us including: adventure, thrill, curiosity, fear, creativity, companionship, guilt, independence, loyalty, power, pride, sympathy, altruism and so on.

Effective critical listening depends on the listener keeping all three elements of the message in the analysis and in perspective: **ethos**, or source credibility; **logos**, or logical argument; and **pathos**, or psychological appeals.

#### 4.2.5 Discriminative Listening:

Although discriminative listening cuts across the other four types of listening, there are three things to consider about this type of listening.

**1. Hearing ability:** Obviously, people who lack the ability to hear well will have greater difficulty in discriminating among sounds. Often this problem is more acute for some frequencies, or pitches, than others. For example, a person may be less able to discriminate when the sound is coming from a bass voice than from a higher pitched one.

**2. Awareness of sound structure:** Native speakers become quite proficient at recognizing vowel and consonant sounds that do or do not appear at the beginning, middle, or end of words. For

example, a listener might hear “this sandal” when what the speaker said was “this handy”; but since English words do not begin with “sb,” one would not mistake “this bean” for “this sbean”.

**Integration of nonverbal cues:** Nowhere is attention to these factors more important than in effective discriminative listening. Words don’t always communicate true feelings. The way they are said, or the way the speaker acts, may be the key to understanding the true or intended meaning.

### 4.3 Barriers to Listening:

Effective listening is not easy. One man wrote, “Speech is a joint game between the talker and the listener against the forces of confusion. Unless both make the effort, interpersonal communication is quite hopeless”.

Moreover, not many people are not good at listening. In fact, considering how important listening is to our relationships with others, our personal growth, and our effectiveness in life and ministry, it can be downright embarrassing to realize how ineffective we are!

There are many reasons why we are not good at listening. Here are some of them.

**1. Sin:** To not listen properly is sin. Ever since the Fall, men and women have been self-centered, self-absorbed, self-interested, self-seeking, self-loving, selfish, self-willed, proud and rebellious. “Why do I have to listen to you?” is our common and defiant cry from the time we are able to talk.

The reason why people don’t listen well to others is not just because they have never been taught to listen; it is because they don’t want to listen.

Thus, true listening must begin with heart change. It is not simply a skill that can be learned. It is only through daily union with Jesus Christ in His death and resurrection (Rom. 6) that the Christian leader will be an effective listener.

..... count yourselves dead to sin but alive to God in Christ Jesus (Rom. 6:11)

Listening is an act of self-sacrifice. It is an expression of our genuine love for others.

Each of you should look not only to your own interests, but also to the interests of others (Phil. 2:4)

**2. The difficulty of the communication process itself:** It is unrealistic to think that effective listening by *it self* will automatically ensure complete success in the correct message being communicated.

Here is a simple model of communication. The speaker shares a message with the listener who, in turn, gives feedback to the speaker regarding the content of his message.

But this two-way communication is not so simple. Because words are such imprecise carriers of ideas, it is easy for the intended meaning of the speaker to be distorted or lost in the dialogue. There are at least five significant challenges in this process.

The first challenge consists in the speaker being able to choose the appropriate words necessary to accurately express his intended meaning. (In addition, the many kinds of non-verbal communication, which will be discussed later, also compound the difficulty of this process for both parties.). Of course, a certain word can mean one thing to one person and something quite different to someone else. The listener may or may not properly understand the intended significance of the chosen

words (challenge 2). The listener then frames his feedback, choosing words that, again, may or may not accurately reflect his intended meaning, to the original speaker (challenge 3) who then has the challenge of correctly interpreting the feedback (challenge 4). The fifth challenge in this process is the environment - both internal (e.g., worry, tiredness) and external (e.g. noise, other people) - which provides many additional distractions and opportunities for the meaning to be obscured or lost altogether.

In view of these challenges, it is no wonder that there is a wealth of research data showing that the general efficiency of the communication process is very low, often five percent - a figure approaching statistical randomness! Osmo Wiio is a communication researcher from Finland. Wiio's first law of communication states, "communication usually fails, except by change."

Effective communication is hard!

**3. Learned Passivity:** Many of us have learned to be passive listeners. Two of the most significant ways we have learned this are:

**A. School:** Firstly, at school, everything but listening is taught. We are rewarded when we do well at reading, speaking and writing; listening, however, is not often rewarded. While we do get a high grade when we have listened well enough in class to do well on a test or write a good paper, no one specifically connects this grade to listening. A person who gets a high score in a test is said to have "learned" the material, but not to have "listened well." On the other hand, if we do poorly in a test, we may be accused of not having listened well. Very few schools deliberately teach listening skills; they seem to have accepted the myth that we are born knowing how to listen. Listening has been called "the orphan of the language arts" at school.

Secondly, formal education is usually a one-way matter. To be effective, communication must be a two-way process in which both parties are fully engaged. Too often, students are not engaged at school. They are treated like buckets that need to be "filled up" with the right information. Much teaching - even at higher levels of education - is a dreary monologue. From childhood, we are taught to be passive listeners.

**B. Entertainment:** Just like at school, the communication process in many forms of entertainment is basically one-way. Many studies indicate that heavy TV - watching encourages passivity and stunts the growth of the imagination. At the very least, it discourages the habits of active listening.

In summary, at school we are made to "sit still and listen". but we are not taught, nor encouraged, nor allowed (in most cases) actually to participate in active listening. We are not engaged in the communication process. It is not a dialogue but a monologue. We are passive recipients - for hours every day. When we go to church it is the same thing - a one-way monologue. At least at school there is the possibility of interaction and engagement; TV does not even offer the possibility of interaction!

Consequently, we have learned to be passive recipients; not engaged, not active, just "hearing," not really listening.

#### 4.4 Effective Listening: Overcome These Barriers:

If we have been looking for information and advice that can help you become a good listener then you found the right place. Today we are going to briefly cover one of the four types of "barriers"

that seem to come in the way of listening to others. And if controlled, then these barriers will no longer present a problem with being a good listener.

Like emotional and mental filters, there are physical and mental distractions or barriers that impair your ability to listen effectively. These barriers are not filters. They are not part of the brain that decides what input to use. Rather, they are simply items that get in the way of your ability to listen in the first place.

With emotional and mental filters, we happen to listen selectively. With physical barriers, we are typically trying to listen effectively but there are physical distractions that are stopping the flow. In most cases however, barriers can be controlled so that we may practice a better, more active listening habit.

Today we are going to cover one form of an external barrier. It is called the "physical" barrier. Physical barriers are barriers that distance we from the speaker or block in some way our vision from able to watch or actively listen to the speaker.

For example, if we are attending a company keynote speaker convention, but are sitting way in the back of the room, we will find it very difficult to actively listen, even if the microphone and speaker system is loud enough. The reason why we will have a difficult time truly listening to the speaker, is because the physical barrier is the distance and the other people attending, and this makes it hard for we to read the speaker's body language.

Another example of a physical barrier would be a desk between we and the other person speaking. Psychologically speaking, the desk immediately sends a message that the person behind the desk is guarded in his or her communication. In addition, it also makes reading nonverbal communication a lot more difficult.

Here is another form of an external barrier when it comes to communication; lack of eye contact. Although some speakers prefer to communicate with dark shades on or lack of eye contact, then these physical barriers prevent the listener from having the full benefit of active listening.

#### **4.4.1 Barriers to Communication:**

##### **Other Obstacles:**

- 1. Psychological Ear Muffs:** If is a state of spilt attention, and half listening where full attention and clear understanding are necessary.
- 2. Distraction of Mind:** Control and screen out of distractions can be external, internal, physical or mantel. While listening to a speaker on a particular subject, thinking on some other irrelevant and unwanted matter is a distraction.
- 3. Lack of Interest:** Showing lack of interest to the speaker's content is another from of barrier to effective listening.
- 4. Conflict of the attitude and values of the listener with those of the speaker.**
- 5. Closed mindedness of the listener.**

6. **Noise:** Noise is anything that hangs like a cloud over the entire communication network.
7. **Status:** Listeners' status consciousness, especially when the listener is superior and the speaker is subordinate.
8. **Mental argument** with the speaker before comprehending the total message.
9. **Wrong perception** of the message. Listeners' inadequate knowledge of the language used by the speaker.

Overcome listening barriers, there are certain techniques. We must listen with an open mind. Yawning or rolling eyes must be avoided. We have to Focus on the main points and take only a few notes. By sitting upright we must look at the speaker. We must read body language, and rephrase the speaker's words. Watching the speaker's lips, enhances hearing. Focusing on one eye, then the other increases attentiveness. Shifting eyes occasionally relieves tension and avoids staring. Focusing more on the manner of listening than on the matter of listening. Delay evaluation and take notes are the techniques essential to improve one's listening ability.

- Ch. ANURADHA .

## Lesson - 5

# HOW TO BE AN EFFECTIVE LISTENER

## 5.0 Objectives:

The lesson brings about how to become an Effective Listener

- \* listening process
- \* suggestions for effective listening
- \* improving feel for listening
- \* how to improve listening skills

## Structure:

### 5.1 Introduction

### 5.2 Listening Process

#### 5.2.1 Awareness

#### 5.2.2 Receptive and hearing

#### 5.2.3 Perception

##### 5.2.3.1 Understand the Complexities of Listening

##### 5.2.3.2 Prepare to Listen

##### 5.2.3.3 Adjust to the Situation

##### 5.2.3.4 Focus on Ideas or Key Points

##### 5.2.3.5 Capitalize on the Speed Differential

##### 5.2.3.6 Organize Material for Learning

###### 5.2.3.6.1 Want to Listen : We must have an intent to listen

###### 5.2.3.6.2 Delay Judgement

###### 5.2.3.6.3 Admit your Biases

###### 5.2.3.6.4 Don't tune out "dry" Subjects

###### 5.2.3.6.5 Accept Responsibility for Understanding Admittedly

###### 5.2.3.6.6 Encourage others to talk

###### 5.2.3.6.7 Take Notes Effectively

###### 5.2.3.6.8 Avoid Negative Mannerisms

### 5.3 Follow the Golden Rule

#### 5.3.1 Listen without the Intervention of any thoughts

**5.3.2 Try to replay in our mind the various sounds**

**5.3.3 Pay more attention to others**

**5.3.4 Empathy and rapport**

**5.3.5 Learn to Listen intelligently**

**5.3.6 A Closed Mind**

**5.3.7 Develop a rich vocabulary**

## **5.1 Introduction:**

Although thinking, feeling, and doing go hand in hand, the thinking (or cognitive) domain of learning is perhaps the best place to begin. After all, effective listening takes effort - it requires maximum thinking power.

## **5.2 Listening Process:**

There are three phases involved in the process of listening.

1. Awareness
2. Reception
3. Perception

### **5.2.1. Awareness:**

The first phase of listening involves getting the attention of the audience so that they will listen. It is the responsibility of the speaker in part to draw the attention of the listeners.

There are five basic principles for making people aware so that they will listen. They are

1. People will attend only those events, external to themselves, which they assume might have some relevance to their personal goals and objectives, immediate or long range.
2. People will attend to those external or internal events which serve the unconscious, metabolic needs or "appetities" of the conceptual/evaluating system itself.
3. People will, therefore, attend to those things which they can, but unattended to those things which are contrary or non-conforming in some way to their own model of the world or of their expectations about the future.
4. People will attend to the unexpected. This is perhaps one of the few aspects of human and organizational communication for which information theory, as such has relevance.
5. Finally, the relationship which exists between an individual and some object, event, idea, or person in his environment will play some part in determining the attention he pays to it.

Effective listening insists on what one perceives and corresponding responses resulting from perceiving. Some people suggested a communication diary to improve awareness. Listeners should follow the under mentioned guidelines:

- (i) Look for area of interest.
- (ii) Look for benefits, a need fulfillment or an objective.
- (iii) Look for new ideas.
- (iv) Note non-verbal cues.

### 5.2.2. Receptive and hearing:

Sound waves carry symbols and pick up the symbols, true listening will commence only when listeners are attentive and aware. It is the physical hearing with attention that precedes listening.

The following are the responsibilities for the listener to be receptive and to hear:

- (a) To compensate for any physical hearing problem.
- (b) Concentrate on ideas.
- (c) Non-verbal clues.
- (d) Avoid mind wandering.
- (e) Adjusting listening pace.

### 5.2.3. Perception:

Perception is the capacity of physical senses that enlarge the quantity, purity and variety of stimuli that activate the working of mind. Thus perception is the process of detecting stimuli by inputting data to the human being.

The act of perception is the result of interpretation leading to understanding. Thus the complete process of listening involves the above phases and reach to the respective description.

#### 5.2.3.1. Understand the Complexities of Listening:

Most of us take good listening for granted. Therefore, we don't work very hard at improving. But listening is a complex activity, knowing the fallacies about listening can keep us from being trapped by them,. Recognizing the five major types of listening will help us to consciously direct our energies toward the type of listening required for the circumstance of the moment. Listening requires an active response, not a passive one. Effective listening doesn't just happen; it takes thought - and thinking can be hard work.

#### 5.2.3.2. Prepare to Listen:

Preparation consists of three phases - long-term, mid-term, and short-term. Expanding our listening ability will be an ongoing task. But there are two things to improve our listening skills for the long term: (a) practicing listening to difficult material and (b) building vocabulary. We must listen carefully to congressional debates, lectures, sermons, or other material that requires concentration. Building vocabulary will improve conversational skills and reading skills as well as listening skills. And the more words we learn, the better listener we will become.

Mid-term preparation for listening requires that we do the necessary background study before the listening begins. Background papers, prebriefs, and an advance look at a hard copy (or an electronic display) of briefing slides or charts will assist us in being ready to listen. Short-term preparation may be defined as an immediate readiness to listen. When the speaker's mouth opens, we should open our ears. That is not the time to be hunting for a pen, reading a letter from home, or thinking about some unrelated subject. Good listeners are in the spring-loaded position to listen. It is important to prepare to listen.



### 5.2.3.3. Adjust to the Situation:

No listening situation is exactly the same as another. The time, the speaker, the message - all change. But many other variables also affect listening, though less obviously so: physiological variables such as rest, hunger, comfort, endurance; psychological variables such as emotional stability, rapport with the speaker, knowledge of the subject; and physical factors such as size and colour of the room. Obviously, some of these things will have a positive effect on listening, while others will have a negative effect.

Good listeners are never trapped into thinking that any communication transaction or listening situation is exactly like any other. The Grecian philosopher Heraclitus said it well: "You can't step into the same stream twice." Things change. By thinking about the unique factors of the situation, we can do our most effective job as a listener.

### 5.2.3.4. Focus on Ideas or Key Points:

Some people boast, "I listen only for the facts". By concentrating exclusively on individual supporting facts, they may actually miss the main ideas. Facts A, B, and C may be interesting in their own right, but the speaker's reason for offering them is usually to develop a generalization from them. Generalizations, not facts, are usually most important.

In studies conducted some years ago at the University of New Mexico, it was discovered that students who did best on all but rote memory examinations were those who listened for key points and ideas. Interestingly, those who attempted to memorize minute details did only slightly better on low-level rote memory exams than the individuals who focused on ideas-and they did much worse when long-term retention was the criterion. While there are some exceptions, as when listening for directions to someone's house or memorizing a mathematical formula, it is usually best to focus on ideas or key points.

### 5.2.3.5. Capitalize on the Speed Differential:

Thought can operate much faster than speech. An average person may speak two or three words a second - 120 to 180 words a minute. In bursts of enthusiasm, we may even speak a little faster. Most public speakers speak somewhat slower, especially to large audiences. Yet most listeners can process up to 500 words per minute, depending on the nature and difficulty of the material. Experiments in which listening time is cut in half-an hour lecture is listened to in half the time-reveal little, if any, significant loss in listening and learning. Admittedly, listeners are ready for a break because there is no time for their minds to wander.

Effective listening requires hard thinking, especially if the material is challenging. The results of these experiments point to the possibility of capitalizing on the speed differential. Unfortunately, the differential between speed of thought and speed of speech promotes daydreaming or concentrating on something other than what is being said. This is not the case with good listeners, however; they use the time differential to good advantage. They summarize, anticipate, and formulate questions based on the speaker's message.

### 5.2.3.6. Organize Material for Learning:

Speakers can enhance listening through careful organization and presentation of ideas. Remembering that the speed differential exists, we can arrange the material in our mind or in our notes as it's being presented. This will help to understand and remember it later. We can prepare ourselves to retain the information to be presented by asking these questions: What point is the

speaker trying to make? What main ideas should I remember? How does this information relate to what I already know? Reorganizing the material we need to learn, and seeking relationships between the new material and what we already know, requires concentrated thinking. It is easier to simply “tune out”.

All information is part of a large mosaic or universe of knowledge. When that happens, we will value all learning. We must always look for how the information relates to what we already know and what we need to know, and we will always find something. Effective listening requires rigorous cognitive processing, or thought. But possession of the sharpest mind will not make us a good listener if our feelings are wrong. In other words, what we feel about listening is important. Here are six suggestions for improving “feel” for listening.

#### **5.2.3.6.1. Want to Listen: We must have an intent to listen:**

We can all recall having been forced to listen to a speech or a briefing that we didn't really want to listen to. Listening under duress seldom results in understanding or enjoyment, although there are exceptions. Sometimes we don't want to listen. At other times, our actions may indicate that we don't want to listen when we really do. And at still other times, we may be unaware that we don't want to listen. All three of these situations are affective or attitudinal; that is, they involve our feelings about listening.

#### **5.2.3.6.2. Delay Judgement:**

There are times when we must be a critical or judgmental listener. We must weight the merits of what the speaker is saying. At times, we must make crucial decisions based on what we hear. There are also times when we must judge the speaker. Job interviews, campaign promises, speech contests - all are examples of where judgement of the speaker is important. The problem is, though, that we may be judgmental when we shouldn't be, we may judge the speaker instead of the content, or we may form judgments before the speaker has finished.

A boy who was one month shy of being 16 decided to confess to his father that he had driven the family car on the previous night. His younger sister's promised ride to gymnastics class hadn't arrived, and it was the night of her final rehearsal before a performance. So he made the decision to take her even though he did not yet have a driver's license. He was also quite sure that he hadn't been seen and would never be found out. Still, his conscience was bothering him and his family had stressed honesty and openness. He decided to tell his father.

Upon hearing that the boy had taken the car, his father became furious. He scarcely heard the reason, and he failed to consider that the boy had taken it upon himself to confess. He told the boy that the act would delay his getting a driver's license by two months.

Then the father rethought the situation and said, “Son, I acted hastily. My emotions got the best of me. You were wrong to drive the car because you broke the law. But, frankly, I am proud of you for three reasons: you got your sister to gymnastics rehearsal, you were honest about it, and you are my son.”

Supervisors often wonder why people in their organization won't level with them. They need only to consider the messenger in ancient Rome who paid with his life for bringing bad news. An ancient Turkish proverb says, “messenger with bad news should keep one foot in the stirrup.” Delaying judgment and judging the content rather than the speaker will lead to better listening and more honest communication.

### 5.2.3.6.3. Admit your Biases:

We all have likes and dislikes; some things turn us on, others turn us off. These characteristics are natural and to be expected. The problem comes when we let our biases - our likes and dislikes - get in the way of understanding the speaker's message.

For example, suppose we have had three bad experiences with people from Chicago and we learn that the speaker we have come to hear is from Chicago. We may have a tendency to immediately distrust him, or to discredit whatever he has to say. Only by admitting our prejudice against people from Chicago will we be able to think beyond our past experience and listen effectively to what this speaker has to say.

### 5.2.3.6.4. Don't tune out "dry" Subjects:

Whenever we are tempted to "tune out" something because it will be boring or useless, but we cannot evaluate the importance of the message until we have heard it. There are several things to stay focused, even if the subject seems dry. We must:

- a. Put ourselves in the speaker's place, try to see the speaker's point of view, and try to understand the speaker's attitude toward the subject.
- b. Review frequently what the speaker has said. Try to summarize the message as the speaker would summarize it.
- c. Constantly ask ourselves positive questions about what the speaker is saying: How can I use this information? How can I share this information with others? What else could be said about this subject?
- d. Ask ourselves, "What does the speaker know that I don't?"
- e. Find at least one major application or conclusion from every message we hear. In other words, ask "what's in this message for me?" Then find the answer.
- f. Listen as though we are going to be required to present the same message to a different audience later.

Effective listeners have discovered the value of listening to messages they might have initially considered to be "dry". Sometimes the messages aren't so dry after all. And even when they are, there still may be something of value in them.

### 5.2.3.6.5. Accept Responsibility for Understanding Admittedly:

The basic assumption in *Speaking Effectively: A Guide for Air Force Speakers* is that the speaker bears a large responsibility for how well the audience listens but good listeners are good because they accept the responsibility for listening and understanding.

### 5.2.3.6.6. Encourage others to talk:

Positive head nods, alertness, and smiles - all offer encouragement to the speaker. Asking Questions that show interest and attention encourage both speaker and listener. We must put ourselves in speaker's place; this will help us understand the message. If the information is sensitive, we should not share it with others.

There are several things to establish positive eye contact with the speaker in one-on-one or

small group settings, we must sit where we can look directly at the person doing the speaking. By sitting to the front and centre of the audience we can more easily establish eye contact with the speaker. We should not get so involved in taking notes that we fail to look often at the speaker. The speaker's gestures, movements, and facial expression are often an important part of the message.

We must resist the temptation to let something about the room, or objects within and around the room, we should not look at others who enter or leave while the speaker is speaking. Speakers sometimes exhibit a visual aid too soon, or neglect to remove it when they have finished using it. We must focus on the visual aid only when it is an asset to the point being discussed. Passivity promotes reduced attention, which in turn allows drowsiness to occur. In most cases, it is better to stand up, or even to leave the room, rather than fall asleep.

#### **5.2.3.6.7. Take Notes Effectively:**

Some people recommend that we should not take notes so we can focus our attention wholly on what the speaker is saying. This practice works well for listeners who are blessed with a great memory. Taking notes will help to organize what the speaker is saying. And it may even aid our understanding and retention. There are many different ways to take notes; for example, linear outlining, mind mapping, and key word methodology.

- a. Not attempt to write everything down. Effective listeners focus on the key ideas or main points.
- b. Write clearly enough that we can understand our writing later. If not, make certain that we allow time to decipher our notes before they grow "cold". It's disheartening to review our notes two weeks later only to find that they make no sense.
- c. Not rely on listening later to a tape of the speech. Looking at our notes for five minutes is generally sufficient, and is much more time-efficient than listening to the entire speech again.
- d. Circle or highlight the most important points.

3. Be a physically involved listener. Listening requires more than just hearing. Active listening takes energy and involvement.

We must sit up straight, yet comfortably. Good posture aids breathing and alertness. It also communicates positive interest to the speaker. Use good posture. Sit up straight, yet comfortably. Good posture aids breathing and alertness. It also communicates positive interest to the speaker.

- d. Using our hands not only to take notes, but to show approval by applause when appropriate.
- e. Participate when audience involvement is encouraged. Ask questions. Respond when a show of hands is called for. Be an active listener.

#### **5.2.3.6.8. Avoid Negative Mannerisms:**

Everyone has mannerisms. Watch anyone for a period of time and we will be convinced of this fact. If our mannerisms do not cause a negative reaction, don't worry about them. If a mannerism is positive or encouraging and brings a positive response, make a mental note to do it more often. Unfortunately, some mannerisms are negative or distracting. These should be avoided.

Here are some examples of listener mannerisms that either hinder listening or have a negative impact on the speaker or on other listeners. Avoid these mannerisms.

Fidgeting, tapping a pencil, or playing with a rubber band or some other object. The effect on us may be neutral, but such things distract other listeners and are an annoyance to the speaker.

- b. Continually looking at the clock or our watch.
- c. Reading a paper, balancing a checkbook, rearranging items in our wallet, or engaging in other behaviour which takes focus away from the speaker.
- d. Displays of arrogance, superiority, or lack of interest in the speaker and message.

Any mannerisms or behaviour that detracts from the speaker or the message should be avoided. Such things hinder the speaker, divert the attention of other listeners, and prevent us from being the best listener. Just as an athlete must work out regularly and a musician must practice daily, so we must work consistently to be an effective listener. Exposure to challenging material and difficult listening situations will stretch our ability and build our listening muscles.

For example, suppose we knew that we would be required to carry a 50-pound weight one hundred yards in less than a minute. We wouldn't practice by carrying a 30-pound weight. We would practice by carrying at least a 50-pound weight, and we probably would condition ourselves to carry it more than 100 yards in less than a minute. With this kind of practice, we would be more than equal to the task. And so it is with listening: Practice to *at least* the level we will be required to perform-perhaps a bit above.

Finally, "s-t-r-e-t-c-h" our vocabulary. We've said this before, but nothing will pay greater listening dividends. Learn the meanings of new words and acronyms. Listen to and read material that contains challenging words. Keep a dictionary nearby. Look up new words as we read them, or jot them down as we listen so we can look up the meanings later.

### 5.3 Follow the Golden Rule:

Do unto others as we would have them do unto us. The central focus of all effective communication is "other directedness". There are exceptions to most other listening rules. For example, there are times when a listener shouldn't prepare; preparation may prevent openness to new ideas.

There are times when the objective is not to focus on key points, but to listen for subordinate ideas or supporting material. There are times when we should not delay judgment - we must act! But while these and other rules have exceptions, not so for the Golden Rule. The effective listener is *always* other directed, focused on the other person.

Be the kind of listener we want others to be when we are talking. Ask "How would I want others to listen to me?" That's how to be an effective listener.

Relationships thrive more on listening skills than on speaking skills. A good speaker may sometimes find himself unwanted in a group, but rarely a good listener. To improve your listening skills we must.

#### 5.3.1. Listen without the Intervention of any thoughts:

Without any disturbance in our mind. Enjoy the purity, the beauty and the magic of the sounds. Concentrate on one sound, or many sounds or on all sounds that come at a time. Listen to them in the context of the background in which they arise. Listen to the distant sounds that are

almost inaudible but only by effort can be heard. Listen to the faintest of the sounds such as the ticking of a watch, the movement of the wind, the rustling of the grass or our own breathing. At the end of this exercise listening should have become an integral part of our nature.

### **5.3.2. Try to replay in our mind the various sounds:**

That we hear ever day. Try to recreate a particular piece of music or song that appeals to us. Try to recreate mentally the sounds of nature. A mind that is fully relaxed, alert and free from all cares and worries is most conducive to effective listening. If we want to allow the words of others to enter our mind freely, we must cultivate a free and undisturbed mind and an unassuming personality.

### **5.3.3. Pay more attention to others:**

Their thoughts and words than to ourselves and to our own thoughts and words as we listen. It is in our eagerness to impress and communicate our thoughts to others that we tend to forget the true act of listening effectively. To become a good listener we must learn to keep ourselves in the background. It is through humility we can reach out to the worlds of others.

### **5.3.4. Empathy and rapport:**

Are the two wires through which we can connect ourselves with the rest of the humanity. These qualities become natural to us, if we have genuine interest in other people and are willing to step aside and let others speak to us. Rapport comes when we learn to identify ourselves with other people and empathy when we develop the understanding and sensitivity to feel the feelings and experience the emotions behind the words and gestures.

### **5.3.5. Learn to Listen intelligently:**

Trying to understand the others' viewpoints. concentrate on the ideas as well, for a better understanding of what we are listening.

### **5.3.6. A Closed Mind:**

Cannot absorb new information. A mind that is prejudiced and inimical to certain ideas cannot create an effective listening attitude. If we want to become an effective listener we must step out of our little egoistic world and set ourselves completely free. We can listen to the words of others only when we have no hidden agenda of our own, if we do not feel threatened by others superiority or the richness of their thoughts and ideas.

When we have nothing to prove to the world except our genuine interest and concern for the freedom of others to express themselves, we allow ourselves to become an effective and intelligent listener with a responsive mind and willing heart.

### **5.3.7. Develop a rich vocabulary:**

The more words we know, the greater will be our capacity to listen and understand. The bigger our vocabulary, the greater will be our capacity to absorb and assimilate the complexity of thoughts.

As we listen to others we must show genuine interest in what they are saying. Seek information, ask questions and clarify our doubts. Do not be a mere passive listener. Keep the conversation alive with our own responses here and there, but without trying to dominate the

conversation. Listening is a very important part of our daily communication process. It helps us to understand the people and the world around us. It helps us to cope with our own problems effectively. It gives us the space and time needed in our relationship to make them stronger and last longer.

But we should also remember that we cannot live in this world only by listening. Sometimes when the occasion demands, when we truly believe that something very important is at stake, we have to speak out our mind and make our stand very clear.

Many problems arise in our lives because in crucial moments we hesitate to speak and make ourselves clear. If our children, close friends or relations, or our colleagues need some improvement or certain correction in their behaviour or attitude, they need to be told in no uncertain terms what is expected of them. But even on such occasion one should listen carefully before speaking out ones mind.

A good listener is always in a better position to deal with his problems and relationships. He is accepted everywhere and welcome into every conversation. He rarely involves himself in controversies and misunderstanding. He has nothing to prove and nothing to show off to the world. He has nothing to lose but only gain the richness of his understanding.

**- Ch. Anuradha**

## Lesson - 6

# BASIC SKILLS OF A MANAGER

### 6.0 Objectives:

The lesson gives suggestions to become an Effective Manager.

- \* Introduction about a Manager
- \* strategies of a Manager
- \* aims of a Manager
- \* Traits of an Effective Manager

### Structure:

- 6.1 Introduction about a Manager
  - 6.1.1 Appointment of Manager
  - 6.1.2 Powers, Rights and Duties of a Manager
- 6.2 Formulating Strategy
  - 6.2.1 Core Competencies
  - 6.2.2 Benchmarking
  - 6.2.3 Total Quality Management
  - 6.2.4 Gap Analysis
- 6.3 Strategic Decision - Making
- 6.4 Strategic Management Process
- 6.5 System
- 6.6 Skills of Manager
- 6.7 Environmental Scanning
  - 6.7.1 Functional Strategy
  - 6.7.2 Marketing Strategy
  - 6.7.3 Financial Strategy
- 6.8 Traits of an Effective Manager
  - 6.8.1 Physical Traits
  - 6.8.2 Academic Abilities
  - 6.8.3 Psychological Traits
  - 6.8.4 On-the-job Traits
- 6.9 Qualities Desired in a Supervisor
- 6.10 Tenets of Effective Supervision



## 6.1 Introduction about a Manager:

A manager or general manager is an individual who, subject to the superintendence, control and direction of the Board of Directors, has the management of the whole or substantially the whole of the affairs of the company and includes a director or any other person occupying the position of a manager, by whatever name called, and whether under a contract of service or not.

### 6.1.1 Appointment of Manager:

A manager is appointed by the Board of Directors. He may be one of the directors or outsider. The appointment or reappointment of a person as manager in a public company or its subsidiary private company shall not have any effect unless approved by the Central Government.

### 6.1.2 Powers, Rights and Duties of a Manager:

A manager exercises his powers of management of the affairs of the company subject to the supervision, direction and control and Board of Directors.

A manager manages the whole or substantially the whole of the affairs of the company. A manager is not an agent who is to do a particular thing or a servant who is to obey orders but a person entrusted with power to transact the whole of the affairs of the company.

The manager has the following rights:

1. A manager as the chief executive has the rights of management of the whole or substantially the whole affairs of a company. His rights, powers and functions are practically the same as those of a managing director. He may not be a member of the Board of Directors but he is invited to attend the board meeting in order to enable him to perform his managerial functions properly by acquainting him with the deliberation of the Board.
2. He keeps in view the aims and objectives of the company. He has the right to allocate and transfer resources of the company.

He can control and regulate the performance of the departments of the company. He has the right to receive remuneration and other benefits from the company.

It is the duty of the manager to keep the board well informed of the business of the company. He implements the policies of the board. He administers finance, production and sales activities of the company and prepares operating budgets and submits the same to the board for approval. He has to allocate resources in the optimal manner to achieve the goals of the company. He interprets the policies of the Board to subordinate employees. He has the responsibility to safeguard the assets of the company. He collects data of different activities of the company and prepares and submits reports before the Board. He is to represent the company to the external world and the Board. He is to represent the company to the external world and keep contact with the government, Chambers of Commerce, trade unions and the community at large. He has to submit report of the progress of the company frequently to the Board. He has to prepare the budgets and place them before the Board.

A manager is the keyman in the organizational structure. Manager gets things done through people. A manager is concerned with people and resources. It is his duty to coordinate the activities of people and to optimize the use of resource for the achievement of the organization goals.

In short, as the chief executive, the manager performs three major functions of business:

- i. Managing the business.
- ii. Managing the managers, and
- iii. Managing the workers and the work.

Strategic management a manager should have three main elements - strategic analysis, strategic choice and strategic implementation.

Strategic analysis is concerned with understanding the strategic situation of the organization. Thus includes the examination of issues like changes in the organization resources and emerging strengths in the context of these changes; effect of the change on people and on their present and future aspirations,

Strategic analysis provides a basis for strategic choice. This is concerned with the formulation of possible courses of action, their evaluation and the choice between them. This means that the strategic choice has three parts to it - generation of strategic options, evaluation of strategic option and selection of strategy.

An important feature of business strategy is need to consider the reaction of others to any action taken by the firm, particularly the reaction of its competitors, but also of bodies such as trade unions, governments and regulating agencies. In this respect there is a close analogy with the need in military strategy to assess the possible reaction of the enemy and neglect of this consideration is an important reason of business failure.

As business life become more and more complex, the chance of success depends increasingly on adopting strategies that are firmly based on the accurate and realistic assessment of the firm's position and the opportunities open to it. Since the nature of strategic decision making differs widely from case, so must be the approach and technique for tackling them.

## 6.2 Formulating Strategy:

The problem of formulating strategy can vary widely from case to case but they are certain to be taken by a manager are that are applicable in most instances. They are as follows:

1. Setting provisional objectives
2. Assessing the probable future environment
3. Assessing the situation of the firm
4. Formulating alternative strategies
5. Evaluating these alternatives
6. Deciding on the favoured strategy
7. Drawing up the plans needed to implement it.

To start with a set of objectives make the whole exercise meaningful.

The next step is to take stock of the situation of the firm and to consider how future changes in the external environment may affect it; then to formulate possible strategies for the future of the business, in particular how to use the potential of the firm to exploit new or unexploited market opportunities. Consideration of alternative strategies is an important part of the process. Reluctance to consider more than one possible courses of action is probably the most pervasive

weakness in strategic management and a frequent means of perpetuating policies that have been overtaken by the changing course of events.

Having evaluated the alternatives, a decision must be made as to the strategy to be adopted and detailed plans must be drawn up to implement it.

As strategic decisions tend to be non-self-generative, the manager of the organization must see to it that such decisions are made and constantly updated. The strategic management process consists of determination of mission and objective of the organization in the light of its unique strengths and weaknesses and assessment of opportunities and threats. It then goes on to formulation of strategy, its implementation, monitoring and evaluation. The feedback obtained from the review and evaluation can be used for revising the objectives and strategies.

Strategic management is both a skill and an art. It is a skill because there is a body of knowledge that can be learnt and techniques that can be used with greater or lesser competence. It is an art because it deals with the future that is unknowable and with the hearts and minds of people that transcend reason. Good strategic management requires both clear thought and sound judgment.

Effective strategic managers should have the knowledge, the skills and the vision necessary to (i) understand the total company i.e. (ii) understand the environment in which the company is operating, with particular reference to the opportunities and the threats that are preset; (iii) develop strategies that are appropriate to the company and its environment, (iv) implement chosen strategies; and (v) control, evaluate and amend the strategies that have been selected.

Five important tools of strategic management are: core competencies, benchmarking, TQM, gap analysis and SWOT analysis.

### **6.2.1. Core Competencies:**

In the 70s managers were assessed on their ability to restructure and de-layer their organisation. In the 90s it has been ability to identify and exploit core competencies that make growth possible.

Core competence includes the unique capabilities, collective skills and knowledge that have driven the business in the past and if channelled properly, will fuel its growth in the future. Core competence will not be normally visible. It is tacit and uncoded knowledge hidden in the system and the people who work there. It cannot be easily transported to another company.

The concept of core competence has been popularized by Prahalad and Hamel, two noted management experts.

### **6.2.2. Benchmarking:**

Benchmarking has been described as one of the major management revolutions of the 1990s. Benchmarking is a systematic process of searching for best practices, innovative ideas and highly effective operating producers that lead to superior performance. No individual, team or operating unit can patent all innovations. No single department or company can corner the market on all good ideas. In view of this reality, recognizing human limitations, it makes sense to consider the experience of others. By systematically studying the best business practices, operating tactics, and winning strategies of others, an individual, team, or organization can accelerate its own progress and improvement.

Benchmarking may be defined as the continuous process of measuring products, services and practices against the toughest competitors or those companies recognized as industry leaders.

A Chinese proverb says, "If you know your enemy and your self, you need not fear the results of a hundred battles". This proverb can be used as a sound advice for managers. If you know your products and your own company well enough, you need not fear competition from other companies. It has become a truism that one must study and know more about all aspects of one's company, because in this modern age, at the dawn of the twenty first century, knowledge is power.

Benchmarking will become more useful especially in all the aspects of quality. It will be important to be competitive with the 'best for the best' yet it needs to be understood that this is a dynamic and continuous process.

### **6.2.3. Total Quality Management:**

The concept of quality control as a distinct discipline emerged in the USA in the 1920s. at the time, quality control was intended to control the creation of defective items in industrial process. The earliest quality control idea was to inspect the output of manufacturing process and then sort defective products from good one.

A more effective management philosophy might focus on action to prevent defective products from ever being created, rather than simply screening them out. Also, people soon recognized that the concept of quality control need not be restricted only to manufacturing processes. The idea of assuring quality could also be applied to administrative processes and service industries.

### **6.2.4. Gap Analysis:**

Argenti developed gap analysis which is based on the distinction between targets and forecasts. The essence of gap analysis is to determine the gap between a target and the forecast. Strategies are then selected to close the gap and thus achieve the targets.

The company can identify the factors in the past which have affected its performance and combining this knowledge of the future, it can make both pessimistic and optimistic forecasts of both profits and return on capital employed. Argenti thinks that forecasting is worthwhile but admits that forecasts are often inaccurate. Since it is nit possible to forecasts accurately, it is necessary to have two forecasts. They amy be minimum level target and a satisfactory target.

If the minimum target is achieved, the company can concentrate on profit-improving actions.

The purposes of an enterprise should include larger societal obligations expected of it and the fundamental aims, which its top managers determine.

1. To ensure unanimity of purpose within the organization.
2. To provide a basis for motivating the use of the organization's resources.
3. To develop a basis or standard, for allocating organizational resources.
4. To establish a general tone or organisation climate to suggest a business like operation.
5. To serve as a focal point for those who can identify with the organization's purpose and direction and to deter those who cannot, from participating further in the organization's activities.

6. To facilitate the translation of objectives and goals into a work structure involving the assignment of tasks to responsible elements within the organization.
7. To specify organizational purpose and the translation of these purposes into goals in such a way that cost, time and performance parameters can be assessed and controlled.

Selznick suggested that the key function of leadership is to identify the distinctive competencies of the organization and to build on them: leadership goes beyond efficiency when it sets the basic mission of the organization and when it creates a social organization capable of fulfilling that mission.

The mission statement is a proclamation of the organization's primary objective that encapsulates its core values.

Many organizations have mission statements but few managers could tell what is in the statement. This is a pity because a good mission statement can play a powerful role in strategic change. It providing them with the confidence to make tough decisions that are in line with the agreed mission. If the mission statement is to be a live document it must be translated into action.

Managers simplicity accept a general, unwritten, yet pervasive code of behaviour. Through this code, actions in a business setting are governed and regulated. Unfortunately statements of philosophy are so similar and are so full of platitudes that they look like public relations statements rather than the commitment to values they are means to be.

Despite similarities in these philosophies, in most cases managers attempt to provide an accurate picture of the firm's managerial outlook.

A man must know himself, for hoe he thinks of himself will influence both what he choose to do and what he expects from life. There is a direct parallel between the view of an individual's self-concept and the concept of a business. The need for each to know the self is important.

Effective strategic management depends on understanding the context. Context is the environment within which an enterprise operates. Context sets the scene for strategic management and therefore forms the background to the model.

No organization operates in a vacuum. It derives its existence from the environment. Managers must systematically analyse the environment since environmental factors are major influencer of strategy. Environmental analysis gives the strategic manager time to anticipate opportunities and to plan attractive responses to those opportunities.

In the last few decades more that 100 large American companies went out of business because of their

### 6.3 STRATEGIC DECISION - MAKING

Manager is characterized by its emphasis on strategic decision - making Manager has to deal essentially with the long-term future of the organization and have three important characteristics.

1. *Rare* Strategic decisions are not common and have no precedents.
2. *Consequential*. Strategic decisions are not common and have no precedents.
3. *Directive*: Strategic decisions can serve as precedents for less important decisions and future actions of the organizations.

According to Mintzberg, the modes of strategic decision - making are:

1. *Entrepreneurial mode*. Formulation of strategy is done by a single person in this mode. Strategy is guided by the founder's vision and is characterized by bold decisions. In the Indian set-up, we can cite the case of Wipro Infotech as an example of this mode of strategy formulation.
2. *Planning mode*. This mode of decision making involves systematic information gathering for situational analysis, generating alternate strategies and selection of the appropriating strategy. For example, entry of MNCs into the automotive markets in India has made the lead player Maruti Suzuki to come out with new models and discard/slow down production of non-moving and old models.

#### 6.4 Strategic Management Process:

Takes place in the following stages:

- I. Manager has to define what is intended to be accomplished (not just desired). This will help in defining the objectives, strategies and policies.
- II. In the light of stage I, the results of the current performance of the organization are documented.

This provides manager a rational approach to strategic decision making.

It is essential for an organization to know whether the time is ripe for change. In this context, the 7-S framework, developed by the McKinsey Company, a well-known consulting firm in the United States, in the late 70s, can be helpful. It can provide the organization with the needed assessment which should help it to decide whether or not it should go in for strategic planning.

The main thrust of change is not connected only with the organizational structure. It has to be understood by the complex relationship that exists between strategy, structure, system, style, staff, skills and super-ordinate goals. These are called the 7-S's of the organization.

Organizational structure in the 7-S framework can be considered as superstructure. According to Khandwalla (*ibid.*), the other component of organization structure is *infrastructure*.

The design of the superstructure refers to division and organization of the tasks and allocation among the different departments. In other words, the superstructure helps in differentiating the organization in terms of its specialization. For example Infosys Technologies specializes in end-to-end services and desire to be a leading information technology consulting organization in the world.

Organizational infrastructure is the net work of information and controls, rules and procedures, decision - making mechanisms, relationship with authority, etc. in an organization.

#### 6.5. System:

System refers to the rules and procedures - both formal and informal. Systems complement the organizational structure.

System include production, planning and control systems, costing and capital budgeting,

recruitment, training and development, planning budgeting, and performance evaluation. Strategy changes in an organization are possible with accompanying changes in systems rather than in the organizational structure.

According to Waterman Jr., system changes can enhance organizational effectiveness without disruptive effects.

Managers in organization use *style* of an organization becomes evident through the patterns of actions taken by top management over a period of time. These decisions are also likely to influence the people in the lower levels of the organization.

Organizational reporting relationship convey the style. In some organizations, Quality Control may be embedded in the manufacturing process, in some others, it may be a separate function under the Chief Executive Officer. Some organizations may prefer R & D to be a part of engineering. A study of the style convey the process of management, which is prevalent in the organization.

According to McKinsey, style not only refers to the top management but it includes more.

Ex IBM : The company maintains a hotline round the clock, seven days a week to service its products.

Ex: Delta Airlines: Focus on customer service produces a high degree of framework. Employees will gladly substitute in other jobs to keep planes flying and baggage moving.

## 6.6 Skills of Manager:

*Skill* refer to crucial attributes or capabilities of a manager. They are used to describe that which is found most in the organization. For example Hindustan Lever is known for its marketing skills, TELCO for its Engineering skills, IBM for its marketing and customer service, Dupont for its research and development (R & D), and Sony for its new product development.

Skills are developed over a period of time and are a result of the interactions of a number of factors. These factors could be personnel, top management, structure, systems, etc. Hence, when a strategic decision is to be made, it is necessary to build new skills.

Consider the example of Indian Telephone Industries. It has wide ranging skills in the telecom sector and is capable of catering to a large number of market segments. Because of the liberalization process, the organization thinks that it should have a strategic shift in its products portfolio. It plans to enter some communication market segments, which were hitherto untouched by the company. This requires development of skills in both manufacturing and marketing in the present set-up.

Managers have collective authority and responsibility for the functioning of the enterprise. Their commitment will have a profound impact on the fortunes of the enterprise.

They have to act professional managers to help the enterprise adjust to the changing environment. Failure to do so could cause immense damage to the fortunes of the enterprise. The case of Eastman Kodak Company, USA is worth noting.

Eastman Kodak Company (USA) was one of the most respected companies both in the United States and in other parts of the world. The company was known for its quality products and

reliability. The period 1983-93 saw the company falling from top 10 to the bottom 18 of the most admired companies. Reasons advanced by industry analysts were: the firm was bloated, slow moving, short-sighted and incapable of dealing effectively with its falling market share.

Should not spend too much time on law related or routine matters. This will result in more time being available for meaningful deliberations on key long-term issues and enterprise performance. When key decisions go wrong, it will be very helpful to trace the genesis of these decisions and dissent, for possible corrections in the future. Shareholding should be widely dispersed. There should be a BoD meetings at least once in a quarter. Should refrain from interfering i the day-to-day operations and implementation of policies, once the decision has been passed on to the executive management.

The CEO of a firm has to perform the roles of a strategist, organization builder and a leader. He is the person who links the internal world of the firm with the external world. In other words, he has to perform the roles gatekeeper, keep the flag flying and also-perform the role of the transmitter to send and receive signals from the external environment. He has to have a good corporate understanding to translate these signals since they may be subtle. He is the person to sow seeds for new thought and also sustain and nature those ideas coming from outside.

In India we find that many of the CDOs get involved in day-to-day operations with the result that they have less time for strategic issues. This is in sharp contrast to the CEOs in the US; where they are planning and policy issues. The CEO has to act as the builder of the organization. Building an organization is a continuous process and it involves organizational changes. Though the CEO can delegate some of the responsibility, he has to be the initiator of this.

In an organization, a CEO is the first among leaders. He has to initiate the systems of target setting and performance appraisal in other words, the CEO has to be person with a velvet glove concealing an iron first. He has to redefine the product market strategy and constitute product groups with profit responsibility.

It is the responsibility of the manager to provide direction to the organization. This may be in relation to product/services, new areas of operation etc.

Manager has expected to set standards for the organization, both in the short and in the long run. Both these tasks are equally important and interconnected. This is top management has to provide a balanced perspective of the short-term and the long-term vision.

Manager has to not only set standards, but also has to evaluate the performance of the unit or the business group. In other words, it has to take the responsibility of setting up a system of control. Evaluation leads to corrective action whenever necessary.

Manger has to perform the following functions:

- \* Setting the objective for the business
- \* Establishing policies
- \* Assigning responsibility
- \* Selecting and developing key personnel
- \* Integrating peoples' efforts in achieving company objectives
- \* Stimulating creative thinking



- \* Measuring and evaluating results.

According to Mintzberg, the top management has to perform three sets of behavioural roles - interpersonal; informational and decisional.

Manager in the liberalized Indian context, has to show special skills to survive and grow in the market place. These skills revolve broadly around two heads:

- \* Leadership qualities
- \* Formulation of organizational purpose.

The important characteristics that these encompass are dynamism and decisiveness. These qualities are required to bring about a change in the organization and also to respond spontaneously to emerging situations.

- \* *Human approach and conscientiousness*: This helps in having an empathy towards colleagues.
- \* *Objective and ability to communicate*: This is required so that the top management is impartial; it will also ensure that their instructions percolate down without any ambiguity.

Practicing managers acknowledge that communicating effectively is a great strength. One of the former Presidents of Ford Motor Co. says that putting across one's viewpoint effectively and clearly is as good as half the battle won.

## 6.7 Environmental Scanning:

A manager has to scan the external environment to identify possible opportunities and threats and the internal environment for its strengths and weakness before it can start on strategy formulation. It is used to avoid strategic surprises and ensure long term health of the organization.

According to Kotler, environment threat is a challenge posed by an unfavourable trend or development. Environmental opportunity for a company is an attractive area in which the company would enjoy a competitive advantage.

Managerial offensive tactics are generally employed in an established, competitive market location. It can be:

- \* *frontal assault on the competitor*;
- \* *flanking* - attacking a part of the market where the competitor is weak;
- \* *by pass* - offering a new product which makes the competitor's product redundant;
- \* *encirclement* - where a company has encircled the competitor in relation to product/ market of both; and
- \* *guerilla warfare* - where the firms may choose to hit and run.

It should be noted that the selection of these tactics is influenced by the size of the firm and the size competitor in the market place. Titan used the flanking strategy to outwit HMT in the market. Nirma used the *guerilla warfare technique* against Surf. Pepsi is using *frontal assault* as a strategy against Coca-Cola, MTNL is providing low cost cellular phone calls, within a radius of 100-120 km by using the *Wireless in Local Loop (WLL) technology*, thereby making the services of the cell phone operators in this zone redundant.

Defensive tactics, according to Porter, aim at lowering the probability of attack by diverting or lessening the intensity.

The important issues involved in corporate strategy of a manager are:

- \* The company's orientation towards growth, stability or retrenchment. This is referred to as *directional strategy*.
- \* The markets in which the company competes through its products or business units. This is referred to as *portfolio strategy*.
- \* Activity coordination and transfer of resources for achieving capabilities among product lines and business units. This is referred to as *parenting strategy*.

### 6.7.1 Functional Strategy:

A manager should have the approach followed by a functional area the objectives set by the corporate and business strategy by maximizing resource productivity is called *functional strategy*. It is concerned with the nurturing and development of distinctive competencies.

### 6.7.2 Marketing Strategy:

Marketing strategy deals with the pricing, selling and distribution of a product. Using this strategy, a business strategy, a business unit can improve its marketshare for current products through market saturation and penetration, or develop new products for existing markets.

### 6.7.3 Financial Strategy:

Financial strategy examines the financial implications at corporate and business levels to identify the best financial force of action. This can provide competitive advantage through lower cost of funds and flexibility to raise capital. This strategy normally helps in maximizing the financial value. A popular financial strategy is Leveraged Buy Out (LBO) i.e. acquiring a company finance largely through debt obtained from a third party. The debt is prepaid through the company's operations as also through the sale of assets.

**Universal Process:** Management, as a process, is universal. Its steps are - **planning, organizing, staffing, directing, and controlling.**

**A Science and an Art:** Management is a science as well as an art. The most productive art is always based on an understanding of the science underlying it.

**Objective is the Key:** In all situation involving management, a few objectives are to be achieved. Thus, objective is more important than the jargon and controversies surrounding the management process. The ultimate test of a manager lies in the achievement of some predefined goals.

## 6.8 Traits of an Effective Manager:

### 6.8.1 Physical Traits:

1. Should be healthy and physically stable.
2. Should be willing and able to work hard.
3. Should be able to take tons of mental and physical stress.
4. Should be physically and mentally alert.

### 6.8.2 Academic Abilities:

1. Should be educated up to postgraduate level, a management qualification would be an added advantage. He need not be a Harvard graduate to become successful. Bill Gates is a Harvard dropout!

### 6.8.3 Psychological Traits:

1. Should be empathizing towards the rank and file of the organization.
2. Should always be well-informed.
3. Should be courteous towards all, especially towards women.
4. Should be creative and innovative.
5. Must be able to comprehend job description in a short time frame.
6. Should be willing to take more responsibility
7. Should preferably be a yes-man of the management
8. Must be determined to succeed, despite all odds.
9. Must be technically competent in his field.
10. Should be energetic and full of enthusiasm.

### 6.8.4 On-the-job Traits:

1. Should learn to manage people, not tasks
2. Should make decisions through intragroup conflict.
3. Should cooperate with all people on the job
4. Must lead from the front.
5. Must be ready to play the scapegoat if the group fails to perform.
6. Must develop fine planning and organizing skills
7. Should become adept at managing conflict with others and among others.
8. Should have fine communication skills - written and verbal.
9. Should express feelings of hostility with tact.
10. Should not respond to a stressful situation at the same instant; he must never react but he must act.

Commitment to prosperity and materialism in the wake of the supremacy of free-market forces around the world.

Global trade and interactions; they have created a dire need to manage industrial enterprises and trading houses on a professional basis.

Peter Drucker has contributed a lot to the realm of management. He censured bureaucratic management and supported the creative aspects of managerial functions. He stated that the basic

objective of management is to lead the organization towards innovation. He said that management is a discipline as well as profession. Drucker stated that it is a liberal and result oriented profession. He asserted that a manager should have skills as well as the right perspective for putting things into practice. These managers must understand the sociocultural needs of organizations and countries.

The manager has to oversee the operations of those juniors that are being directed by him. He has to get the best out of this juniors through effective supervision methods. According to Viteals, "Supervision refer to direct and immediate guidance and control of the subordinate in the performance of his task". Supervision is direction, guidance, and control of the members of a work force to:

- a. ensure that they are working according to the plans, policies, programs, or instructions and in accordance with the previously defined time schedule, and
- b. help them in their operation (if they need assistance of any kind) to acheive their goals.

## 6.9 Qualities Desired in a Supervisor:

A Supervisor must:

- a. be technically sound to do the job that is being done by his juniors.
- b. be suave, warm and empathic towards his juniors;
- c. involve juniors even as he gets work done from them;
- d. avoid standing near the juniors while they work;
- e. avoid the use of coercive tactics or threats to fire his juniors (in case they falter);
- f. try to sort out productivity - and QC - related problems at his level;
- g. overlook minor faults and mistakes of his juniors;
- h. give ample time and "breathing space" to his juniors so that they could perform with elan;
- i. never go to the higher managerial level to file complaints against his juniors;
- j. lead his team from the front and take the responsibility of deviations from norms; and
- k. not set such targets for his juniors as cannot be achieved by them through normal physical and mental efforts.

## 6.10 Tenets of Effective Supervision:

1. **Leadership Abilities of the Supervisor:** Effective supervisors lead their juniors from the front.
2. **Degree of Closeness of Supervision:** Closed supervision should not be the norm nowadays but free supervision should certainly be.
3. **The Human Side of Supervisor:** The supervisor ought to use the employee oriented style and not the production oriented style in getting jobs done.
4. **Group Cohesiveness:** All members must strive (to achieve goals) as a single unit, and the supervisor must ensure group cohensiveness at all times.
5. **Delegation of authority:** The supervisor must delegate authority whenever it is possible to do so.
6. **Effective Communication :** Interact with subordinates on a regular basis and get feedback from them regarding the task at hand. Also, give clear instructions from time to time.

**Future of Management:**

1. Likely to be in vogue for aeons to come.
2. Organization must trim their fat; and new and small organization must come up.
3. The human side of enterprises would be highlighted in management processes.
4. Rich-poor divided would be reduced; this would help managers manage in a better manner.
5. The human kind would advance in technological, materialistic, and intellectual terms due to new techniques of management like Kaizen, MBO, JIT, KM, IM, TQM, QC, Social Responsibilities of Business etc.
6. Management would continue to be the new religion of mankind.
7. Due to its social approach; managers would be forced to rely less on figures and more on the behavioural aspects of management.

**- Ch. Anuradha**

## Lesson 7

# Presentation Skills

## 7.0 Objective

The aim of the present lesson is to

- 1 Acquaint the student with the various elements of Public Speaking.
- 2 Apprise the student about the problems encountered in Public Speaking.
- 3 Brief the student about the misconceptions about and the mistakes to be avoided in Public Speaking.
- 4 Familiarize the student with the various aspects to be considered while presenting a speech/talk.

## Structure

- 7.1 Introduction
- 7.2 Preliminaries
- 7.3 Writing the Presentation
- 7.4 Practice and Rehearsal
- 7.5 Delivering the Presentation
- 7.6 The Importance of Listening
- 7.7 Non Verbal Communication
- 7.8 The Art of Persuading People
- 7.9 The use of visual Aids
- 7.10 Other areas in Public Speaking
- 7.11 Misconceptions about Presentation
- 7.12 Self Assessment Questions
- 7.13 Suggested Readings

## 7. Introduction:

Everyone wants to be a good speaker, to impress others with their knowledge and eloquence: Speaking in Public is an exhilarating experience as a good speaker is not only appreciated and admired but sometimes even idolized: Moreover, in a competitive world, the ability to speak with confidence takes you that extra mile by giving you that edge over others. Surprisingly in an age computers, the medium of speech is becoming increasingly popular; Skill in its use will be of enormous advantage to you in both social and professional affairs. The following basic guidelines will be of preliminary use to you as much depends on how much you practice and implement them. Make the best use of every opportunity that comes your way to practise the art of speaking in public. "PRACTICE MAKES A MAN PERFECT."

## 7.2 Preliminaries:

As I said earlier, everyone wants to be a good speaker. That's a great wish...but quite hard to make it come true! Public speaking is a daunting task demanding diligent practice, training and constant self and public assessment. What are the factors in public speaking that make the audience say, "That was an excellent speech"?

Let's talk about some important of these factors.

**Your Personality:** A public speaker is primarily a performer, like a professional musician or actor. The personality of the performer is very important! In presenting your talk you are also presenting yourself! Therefore aspects through which your personality shows such as voice, appearance and manner are extremely vital to your success as a speaker. It's of utmost importance that you realise that you are unique! that as a person you are of interest to your audience. You have that certain something 'i.e. some special knowledge or experience that makes you a bit different from others. So when you speak be prepared to share your interests your dreams, your setbacks etc with the audience.

**Your Voice,** The human voice is fascinating.

Voices are distinct from each other; no two are exactly alike! They are capable of infinite variety, differing in tonal qualities, in pitch and volume. Though some are gifted with a strong voice, rich in resonance and melodious to the ear, yet voice training is essential for proper development of vocal powers and its systematic use.

**Your Personal Appearances** You convey a lot in public by the way you are dressed and your grooming. If you are not appropriately dressed befitting the occasion and haven't taken care of your appearance, you are indirectly telling your audience that you don't consider them important.

**Body Language:** while on stage, your stance, your mannerisms, your movements whether controlled or fidgety, all convey something about your personality which will effect your success as a speaker. **Your subject material:**

The content of your speech must be good enough to arouse real interest in the audience. This calls for diligent preparation of your material in the first place. After all you must realize that you may be invited to give a speech because the organizers expect you to give new information about the subject from the inside, the organizers have faith in your ability to interest and entertain the audience. Therefore it's up to you to fulfill their expectations.

**Your Sincerity:**

All said and done, there is still something else you need to satisfy your audience and implicitly you. Sincerity! The content of your speech must mean everything to you personally. You must sincerely believe in what you are trying to convey or it will have a hollow feeling which the audience will detect and lose interest.

**Your Language:**

It is not the accent that counts. What counts is to identify where your voice can be improved in clarity, quality and strength without losing the aspects that make it uniquely 'you'. There is nothing

like a special voice or an imitation of accent for public speaking. All kinds of accents are now accepted, as long as it is not a barrier to your communication with the type of audience. Proper articulation, vowel stress, and vocabulary diphthongs and consonants stress will serve to give the needed polish to your language, clarity and precision.

Now that I have briefly introduced to you the various factors that come together to make the audience remark "What an excellent speech", let us discuss them in detail.

#### Pre-presentation jitters

The first thing to tackle the nervousness that paralyses you even before you go on stage let alone speaking!

Call it 'nerves', 'jitters', 'butterflies in the stomach', 'stagefright' it needs to be overcome. In the first place. Now, nerves can and do affect almost everyone. Some of the finest speakers have suffered from nerves. That proves that being nervous before speaking is quite natural and common. Just why do we suffer from nerves when we have to appear before an audience?

It's that negative thought that we will make a fool of ourselves that the image that we developed of ourselves both in social and professional affairs will crumble when subjected to assessment by the audience. That we are being asked to expose ourselves to an unfamiliar audience, and an unfamiliar and unnatural situation.

We expect everything to go wrong—our voice may falter, our notes might become muddled, our arguments confused and the worst of all we begin imagining that the audience is gradually losing interest.

So what should we do to control our nerves?

The primary thing is to accept that nerves are perfectly natural, that every performer suffers from them to a greater or lesser degree. Surprisingly they can help you. Metabolically the adrenalin released into your bloodstream makes you super-sensitive to your situation and thereby enhances your performance! However the nervous symptoms cannot be treated or worked off by other means but by plucking up the courage to actually stand up and speaking whenever the opportunity arises. Your initial attempts may be extremely painful but as you continue speaking you will learn to control your nerves.

The following tips can help you in controlling your nerves.

- Knowing what you are doing is the key to controlling your nerves.

If you are intimately familiar with what you are going to say and how you are going to say it and you constantly remind yourself of that, then you will be able to approach your speaking appointment with the self-assurance which will greatly help in soothing your frayed nerves.

- You can further boost your confidence by finding as much as you can about the audience you will face and the place in which you will be speaking.

- Planning the period before your speaking engagement is very important.



You will need plenty of time to go over last minute details like final glance at your notes, checking whether you have put together all the things you will be needing like visual aids etc.

- Arriving in good time is really important. You will not only win the organizer's goodwill but also have time to deal with your pre-presentation jitters. by getting accustomed to the place and its atmosphere and to get a good look at the people you are going to meet.

- Remember that you are the expert. That's what the organizers think about you. Of course, there might be one or two who are good at the subject. But that should not scare you as he might turn out to be the most appreciative member present!

- Its important that you deal with y the panic systems that begin to occur before you address the audience. One of the commonest symptoms of panic is 0 is rapid shallow breathing followed by a tightness in the chest. The following simple exercises can help to control pre-presentation jitters.

- Take a number of slow deep breaths. Breathing slowly and deeply till you actually begin to speak can help in loosening the tightness in your chest.

It will also calm your high strung emotions and also enable you to control your voice.

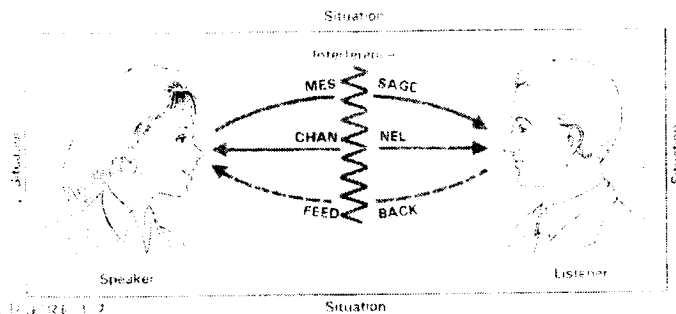
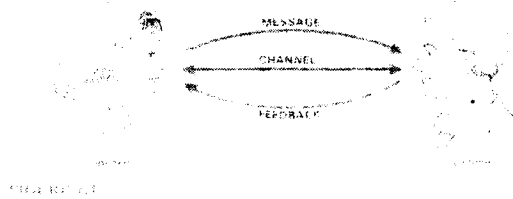
- A simple relaxing exercise is to find a secluded corner and for a few minutes stretch your arms and hands to their maximum and work the tension out of your system.

- Gentle shoulder and head rolling is another simple exercise to relax your body from the paralyzing effects of your nerves.

- Finally start speaking slowly. Rapid speech is a sign of nerves. Therefore you should make a point of speaking firmly and slowly at the beginning of your deep breathing excrcises would have already ease your tension to some extent and so set your pace as you grow in confidence.

After all nerves is part of the excitement and thrill of performing on stage. You and your audience:

Public speaking is all about communication. It is a two way traffic between you and your audience. If you concentrate on yourself and your speech you are ignoring an important half of the partnership, which is the audience. One of the joys of public speaking is winning a response from the audience. Nothing is more satisfying than the awareness that you have the rapt attention of the audience.



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When you have a speaking engagement, find out all you can about the audience. An informal gathering may not be a cause for anxiety as they comprise of familiar people. However you have to take care to speak appropriately befitting the occasion. In such cases follow the rule -Be sensitive be yourself. Sensitivity means being aware of the cross-currents of feelings and attitudes among your listeners, especially when they are strangers. Your sensitivity shows in your sincerity to be yourself while speaking. An audience will respond to a sincere person trying his best to share his thoughts, knowledge and experience.

Its important to assess the size of your audience as you will have select your approach, the style of your talk, the kind of visual aids you can use, the degree of formality etc. For instance with a small group your speech may become a friendly talk, very informal. But a large audience demands a more structured approach. The important thing is to find out the points of contact and include them in your speech. Familiarize your audience with the subject and then introduce them to new aspects of the subject they do not know which will give them the satisfaction that they have learnt something new from you.

Another problem that one has to deal with are the mixed motives the audience, Some may be genuinely interested. Others might have responded to a pressing invitation from a member or the organizer or a friend. However its upto you to catch their attention using all your skills of communication.

Audiences generally expect two things from the speaker;

- a) to be interested
- b) to be entertained

However the balance of these two expectations, depends on the type of audience you will be addressing. Humour, at carefully judged points will help you to keep your audience, interested in

your topic and in the breaking down of any barriers between you and your audience. Remember, keeping your audience in good humour is an essential attribute of public speaking.

It is also good to find out why your subject was preferred and why you were chosen to speak on it by the organizers and the audience. It might be that your subject is of general interest or a local issue which is of particular interest to the audience and you are considered the expert on the subject.

**Gathering Material:-** Preparing a speech is a time consuming activity, and needs to be given top priority. The most careful planning, writing and rehearsal are needed in order to produce the apparently spontaneous and entertaining talk your listeners are hoping for.

a) you can begin with jotting down your ideas on the topic. This constitutes the raw material for your talk. You may use the free association method in jotting down your ideas. For example you have been asked to speak on your recent trip to Singapore by a group of people planning to visit Singapore. You might jot down your ideas in the following pattern.

- 1) Places to see.
- 2) Travel and accommodation fares, hotels, airlines, tour packages
- 3) Shopping –prices
- 4) Cuisine-food available ie. Continental, European, Indian, Chinese.
- 5) Local people-hospitality, traditions, customs etc.,
- 6) Tourist services- local travel, hotel accommodation.

You see the list begins to grow and as you start dealing with each aspect separately the raw material for your speech becomes substantial.

There are also other methods of assembling your ideas.

Visualizing your experiences will furnish you with a number of important details attitudes and reactions of the people and you have interacted with, geographical locations of places you have visited and local landmarks. Such visualized presentations will be more stimulating than presenting a list of statistics based on official reports. Auditory experiences and other sensory experiences like touch, smell etc can enliven your talk, by giving a three dimensional effect to your topic. However, nothing can substitute for your personal feelings and opinions on the subject.

Concern, genuine interest about the 'people' you are speaking to is of vital importance. For example, a personalized description of the consequences of a government or company policy' you are attacking will stir the audience more than a statistical data on the same.

Remember, keep thinking on your ideas which will yield new ideas and make it a point to note them down and then begin working on them, or ideas can be lost when the mind is distracted by other things!

### 7.3 Writing the Presentation

When you begin to write your speech its of vital importance to keep in mind that written English and spoken English are two different modes of expression.

An excellent writer may not be a good public speaker and vice-versa. Just think how your spoken language changes when you meet friends or when you speak to your superior, or in a

business matter etc. It therefore requires talent and special skills to convey these many forms of spoken English in writing.

“The dullest speech is the one that sounds like a spoken essay”.

A good speaker will adopt his language to his audience, altering his modes of thinking and expression to suit their wavelength.

It is falsely assumed that there is something called “a special public speaker’s language”. Using run of the mill or time honoured phrases, clichés, professional jargon, latest phraseology do not necessarily make a good speaker. It is not using impressive words but using words appropriately that is important. Never underestimate your audience. They are capable of assessing the content of your speech!

The selection of the right mode of spoken language depends upon:

- a) type and size of the audience;
- b) the place where the speech is to be given;
- c) the content of the talk;
- d) the personality of the speaker;

For example, a scholarly audience in a university setting would require a formal style of speech whereas addressing your colleagues at an informal get-together would call for a conversational style of speech.

However it is essential to use the mode of language that is natural to you.

Deciding your line of approach or the angle or slant is which you are going to present your subject is important. You’ve got to take into account your intentions in speaking to the audience.

Are you interested in

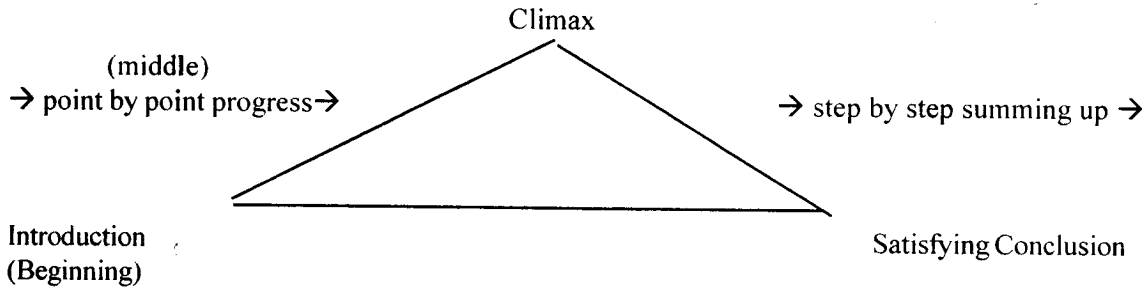
- a) Entertaining your audience?
- b) Informing them?
- c) Educating them?
- d) Persuading them?
- e) Moving them?

You should know your own motives in making a speech. Your approach should be right for you and your audience. For example, you have been asked to talk to a youth group going to Switzerland to attend a youth conference. Your line of approach would be to describe the scenery, the facilities for sport and entertainment and not apprising them about the country’s importance in International Banking.

Once you have decided your line of approach

- a) select the jottings, items that relate to your line of approach.
- b) Delete those that are irrelevant.
- c) Rearrange the selected material.
- d) Write the first draft.

While writing the draft it is important that your written speech have a beginning, a middle and an end. You have to 'shake your talk'. The structure of your speech may be represented in the form of a diagram resembling a pyramidal structure.



You must carefully design your talk so that it opens well, proceeds by clear stages to a well placed climax and then close with a satisfying conclusion.

However the introduction and the conclusion depend upon a well structured middle which comprise the subject or the main body of the speech.

**The Introduction:-** The introduction should clarify what you intend to talk about. A good introduction will help you to set the tone of your speech. It prepares your audience for the main text of your speech, therefore it must be brief yet in formative presented easily and graciously and striking. The introduction will acquaint the audience about your manners, your personality and the quality of your voice. Introduction depends upon the type of your audience which can be generally divided into, general scholarly, business, administrative, political or mixed types. Humour, shock statistics, anecdotes, illustrations and quotations are usually effective in introducing your subject and yourself to your audience. But they have to be used carefully and precisely and should be relatedly apt.

For example the great black American civil rights leader Martin Luther King's Ulebrated speech about race relations at the Lincoln Memorial in Washington D.C. on August 28,1963 begins on these lines:

"Five score years ago, a great American, in whose symbolic shadow we stand signed the Emanipation Proclamation. This momentous decree came as a great beacon light of hope to millions of Negro slaves who had been seared in the flames of withering injustice. It came as joyous day break to end the long night of captivity. But one hundred years later, we must face the tragic fact hat the Negro is still not free....."

**The middle or the body of the speech:-**

The middle or body of the speech will comprise of the main content or text of the speech or the subject you will elucidate. Make a list of your points according to priority and build up on each of them. However care must be taken to see that the points with their examples, illustrations etc are well knit, flowing into each other, forming a unified whole.

The conclusion:- A firm conclusion is necessary to give a smooth or well round off finish to your talk. Keeping the most forceful or appealing point to the last and closing with it, would leave, what you wanted to say, imprinted in the mind of your audience. Generally, a conclusion comprises of a brief exhortation, a quick summing up of the main points, an emphatic plea, a declaration, a philosophical statement etc.,

Outline of the Speech:

The next step is to write an outline of your speech in note form. For example an outline of a speech on a sightseeing trip to Singapore would be as follows:-

Opening-Location of Singapore-History- Its development as a free market economy –tourist destination-multi-ethnic society-stringent laws- nationalism- the future of the city.

An outline is extremely useful in allowing you to survey the matter of the speech before you begin to write. It gives you an opportunity to prove your material and avoid cluttering your speech with trivial details and identifying the more important ones in your speech, areas which you wish to elaborate. An outline will help you to keep on track when you begin to write your speech.

## 7.4 Practice and Rehearsal

Once you've completed writing a fuller draft of your speech, you now have to read it several times which will help you to

- a) get more acquainted with what you have written down thereby avoiding memorizing your speech.
- b) to get "a satisfying feel" about the speech.
- c) to revise, prune and polish your speech.
- d) to deal with your nerves.
- e) to work on your voice, intonation, vocabulary etc.

There are two basic ways of reading;

- a) Silent Reading
- b) Reading out aloud.

Silent reading will help you to familiarize yourself with the content of your speech, to revise and prune your speech.

Reading out your speech will help you to visualize your speech, your performance. It will help you to work on your voice, intonation, mannerism, posture etc.

Listening diligently to what you read is of vital importance. Remember many of us are active speakers but poor listeners and therefore tend to miss out on important information. After all you are dealing in oral and not written communication.

Reading also helps to time your speech and also adopt to the required pace and style of delivery generally required for public speaking. A lengthy speech can bore your audience while a

concise speech may leave them dissatisfied. You need to time your speech to avoid both these extremities.

After practising reading your speech it is important to rehearse it. Remember, you must not “read” your speech. On some occasions you are given a prepared speech to read and even then there is an art in reading aloud to an audience, involving several readings, dramatic pauses, intonation etc.

Rehearsing your speech is essential as you are to “speak to or communicate with your audience” and not to “mouth words from memory”. Take note of the fact that the audience expect freshness, liveliness and sincerity when you talk to them. A tactful speaker will try to “improvise” on his prepared speech taking full opportunity whenever an occasion arises as the speech progresses.

It is therefore essential to master the text of your speech and not to memorize it.

Rehearsing your speech in the privacy of your room in front of a mirror or recording your speech and listening to it or presenting it to a friend will help you to overcome your nerves, know and deal with your shortcomings, gain confidence and receive criticism with a positive attitude.

#### Making Notes:

Does one need notes while making a speech?

Notes are useful aids. They add to a speaker’s confidence and also impart a sense of preparedness to the audience.

Notes can be written down on sheets of paper or postcard size cards.

The latter are more practical as they are

- easy to handle
- can be numbered and therefore quickly rearranged.
- the use of a visual aid can be noted on the back of the card.
- convenient to jot down information presented by other speakers.

Remember, your notes must be absolutely clear and easy to read. They aid your memory. Their purpose is to remind you of the next point in your speech and the supporting details.

For example, if your talk is on the need for a supermarket in your locality, your card may contain a point like this:

<b>Main Point:</b>	Large Parking area
	- easy access
	- convenient for loading, shopping
	- the bonus of free parking.

Practice will help you handle your cards deftly. As you become familiar with them, you will be able to glance quickly at your notes while speaking, without being pre-occupied with them or consciously depending on them.

## 7.5 Delivering the Presentation:

**Preliminaries:** Proper utilization of time is extremely important, especially during your pre-speech preparations. For example, selecting the clothes you will wear, putting your notes together, packing and travel arrangements should be done well in advance and according to a planned schedule.

This will spare you from anxiety and worry at the last moment.

A few moments of relaxation spent looking through your notes, deep breathing and voice exercises will pep you up and help soothe your nerves.

Arriving at the venue well ahead of the speaking appointment, will give you ample time to go through the preliminaries. Avoid a hasty arrival at the venue which will leave you breathless, affecting your poise on stage.

Visual aids like a slide projector or a power point presentation equipment and the public address system must be set up and tested in advance. Make sure that the acoustics are right. Planning well ahead to the minutest detail will give you freedom to concentrate on your speech and also give your performance a professional touch.

## 7.6 The Importance of Listening:

Being heard or understood:

As you commence your speech, you have two basic objectives.

- You need to make sure that your voice is audible to each listener.
- You have to keep in mind, your listeners poor listening habits and deal with them as best as possible.

Being heard and understood depends upon the volume of your voice, the pace of the delivery, punctuation, pronunciation, voice modulation, intonation, motivation and body language.

The amplification of your voice depends upon

- the size of the venue.
- the size of the audience.
- the acoustics.
- the general noise level.

It is beneficial to experiment and find out the right volume level. Have someone stand at the back and gauge the clarity and volume of your voice. The audience need to adjust their hearing to your voice. Take care



- not to shout
- to speak directly into the microphone.

Be sensitive to the hearing needs of your audience. A strong voice depends upon proper breath control or “diaphragmatic breathing” which is possible only by practicing deep breathing.

The pace of your speech: one of the common faults in public speaking is talking too fast. In order to be heard clearly and understood, you need to speak slowly and deliberately.

Take care to pronounce words with proper stress on the syllables.  
Punctuate your speech, pausing at commas and periods.

Articulation: Articulation while speaking is essential. Each syllable of each word must be pronounced clearly. Avoid slurred speech or colloquial accent i.e. Indianised accents.

Example:

Word	Common Error	Correct Pronunciation
genuine	gen-u-wine	gen-u-win
schism	ski-zem	si-zem
theater	thee-ate-er	thee-a-ter
err	air	ur
nuclear	nu-cu-lar	nu-cle-ar
February	Feb-u-ary	Feb-ru-ary

WORD	MISARTICULATION
ought to	otta
didn't	dint
coming	comin
don't know	dunno
have to	hafta
them	em
want to	wanna
will you	wilya

Getting and keeping attention: Generally listeners are habituated to be distracted. Their minds wander. They put up emotional screens and therefore need to be motivated.

**Voice modulation and intonation:** Varying the pitch of your voice or the subtle rise and fall of your voice can convey meanings and express feelings vividly and with force. A monotonous inexpressive voice will generate a feeling of disinterestedness, causing your audience to lose interest in your speech.

**Dealing with distraction:**

Expect your audience to be distracted by internal and external sounds and movement. So speak emphatically with a ring of sincerity and minimize the chances of the audience being distracted.

**Motivate your audience:** It's up to you to motivate your audience to listen attentively to what you are saying. You can motivate your audience with

- the content of your speech;
- your enthusiasm and sincerity.
- voice modulation and intonation.
- pace and articulation.
- body language. (non verbal communication)

## **7.7 Non Verbal Communication:**

**Body language:** When you speak in public, you must be conscious of what your physical movements are conveying to the audience both before and during your speech.

Dressing to suit the occasion is very important. Your attire will either impress or antagonize the audience. Your choice of wear should also be appropriate to your subject. For example an academic, scholarly or business meeting would require formal wear, like a suit. Informal wear, like casuals would go well while talking to a youth club. Similarly a track suit would be apt for a talk on sporting activities.

If you are indifferent to your appearance, you are in a way telling your audience that you have a poor opinion about them.

Good posture conveys a sense of earnestness and purposefulness. Slouching on the lectern, shuffling feet, stage stalking, lecture thumping etc will be understood by the audience as a sign of your nervousness. Even gestures must be intentional and purposeful not the result of your nervous agitation.

Facial expression also plays an important role in communicating with your audience. It must be natural and not artificial, a sign of your enthusiasm and sincerity. Maintain eye contact with your listeners. An expressionless face is another cause for losing the attention of the audience.

Above all the most natural way to build up a rapport with the audience is to smile. A pleasant smile will make your listeners feel comfortable and will help you to penetrate their emotional screen.

The danger of a wandering mind: Generally speakers have a tendency to let their mind wander while speaking. Disciplining your mind to operate within the parameters or scope of your talk is essential. Even if you remember a better illustration and wish to include it in your speech, do so and move on to the next point. Spending too much time on that particular illustration may lead to another, thereby making you go off track.

## 7.8 The art of persuading people:

Persuading a person or a group of people to change their minds and accept your ideas calls for patience, respecting your listeners ideas and gentleness in dealing with them.

1. Avoid browbeating on a controversial idea.
2. Don't try to overwhelm your audience with your argumentative skills, statistics, data, etc or force them to accept your line of thinking.
3. Do not rebutt others ideas.

Remember, like a professional counselor you need to wean them away from their fixed and cherished ideas by carefully and patiently leading your listeners through a series of ideas, step by step, bringing them closer to your point of view. A frontal attack, with the intent of demolishing others ideas, will only force your listeners to withdraw into a defensive attitude, defeating your purpose of convincing them to accept your point of view.

Instead,

- a) respectfully acknowledge your listener's idea or opinion.
- b) try to make your idea appealing to your listeners.
- c) strive to make him want to agree rather than to disagree.
- d) build up your argument carefully and gradually without antagonizing your listeners.
- e) Avoid choosing sides.

It's always healthy to treat your listeners as your equals. The idea is to win their confidence and appreciation of your line of argument.

The general tendency is to pretend to listen to another's point of view, while all the time we are in fact, preparing to rebutt their idea with a brilliant demolishing attack in the middle of the discussion. Your listener can sense this and will respond with a cool reservedness, defeating your very purpose.

Persuasion must be sincere. Your ideas and emotions must strike the right chord to persuade your listeners to shed their own ideas and accept yours.

Handling Questions: After the completion of your speech comes the most difficult task of answering questions posed by the audience. Questions posed, depend on the type of audience you have spoken to. Often a mixed audience will ask you questions because they are invited to ask. However a scholarly audience will ask questions related to your subject. Whatever the case, questions challenge your expertise on the subject you have dealt with. Remember, when your audience asks questions, it means that your speech has aroused their interest. That should boost your confidence in your public speaking abilities.

Treat every question with respect. But assess the worth of each question before giving an answer. Some questions are bound to be unrelated or vague. Remember your purpose is to enlighten the listeners. You will lose nothing by helping them to reframe their questions and then answering them which will leave the questioner satisfied. Perhaps an expert on the subject, might pose a complex question to you to prove his expertise. A wise speaker, would simplify the question asked and the answer for the benefit of the whole audience which would surely win for you, all round appreciation.

However, avoid becoming embroiled in a discussion or argument on trivial or obscure points. There will always be some in the audience, who by nature are resentful and would try to test your patience and self-control. Keep your temper under control. Good humour and sound answers can help you to turn the tables on your opponents. If you cannot answer a question then say so. After all, no one can be expected to know all the answers! Always acknowledge the applause of your audience.

Communicating emotions: Emotions play a very important role in communicating your ideas to your audience. When you speak, you transmit emotions as well as ideas. You've got to get your listener to 'feel' as you feel about a certain idea, problem or situation. For example if you are enthusiastic about something you've got to make your listener enthusiastic about it too. A successful speaker is one, who has learnt to be conscious of his emotions and that of his listeners as well. Remember, emotions can be constructive and destructive as well. You need to exercise utmost caution. After all, the negative emotions unleashed by Hitler in his speeches, resulted in a bloodbath whereas, the constructive emotional appeal by Churchill to his fellow country men, inspired them to stand united and fight courageously, resulting in England emerging victorious in the II<sup>nd</sup> World War!

## 7.9 Using Visual Aids:

Power Point presentation has become the fashion and order the day. However, it is important to realize that visual aids are not substitutes for a talk. They only help the speaker to make his talk more effective. They only serve to enlarge and clarify the talk. They are not to be used to impress the audience.

Any kind of talk, can be enhanced by the use of visual aids i.e. photographs of descriptions of travels, holidays at home or abroad, historical and scientific talks etc.

Visual aids take many forms i.e. photographs, illustrations, maps, plans, diagrams, models, etc.

Using a 'visual', to enhance or drive home your point calls for skill. You need to ensure a smooth uninterrupted flow between your talk and the presentation of a "visual" so that the listener, would not end up concentrating too much on the visual and missing out on your talk. The idea is to mesh in with the visual you are showing ensuring an equal distribution of the listeners attention, between you and your visual.

Avoid trying to explain a "visual" at length when the audience can "see" and understand. Be brief, precise and to the point.

Do not cram your talk with “visuals”. This can turn your talk into a slide show, distracting the audience from what you wanted to convey in the first place.

Finally remember to introduce your assistant to the audience and also thanking him after the visual presentation.

## 7.10 Other areas in Public Speaking:

**Talking Extempore:** One of the most trying and difficult situation in public speaking is when you are asked to say a few words on the subject being discussed on the nick of the moment or to speak extempore. This calls for presence of mind and an open mind. Go straight to the point. Avoid rambling but say what you want to say, simply, clearly and logically. Do not deviate from your argument or you will end up confusing the audience. Most of all speak from the heart. Talk about what you know and are sure of but, not about what you don't know. Keep your emotions under control. Speak naturally.

Remember, speaking extempore is a talent, and calls for training. You need to be well informed and should be able to present your views without the support of a prepared text, notes or visual aids.

However the effective extempore speech will be a short one; Stick to the point and keep it brief.

**Talking to foreign visitors:-**

With tourism and travel taking center stage in international relations and economy, effective communication is being given top priority. Those who are employed in the tourist industry, entrusted with playing hosts to visitors, guiding them around places of interest ending hospitality and service, and making travel arrangements, need to have good communication skills, the most important being public speaking!

The problem faced by such, is trying to communicate with oversea visitors who are not well versed in the English language. In such cases, clarity is essential. Speak slowly and deliberately, using simple words and short sentences. Do not imitate their accent. Be natural. Remember, your enthusiasm and sincere efforts to communicate with them, will earn you the gratitude and appreciation of your foreign visitors.

On the other hand your tourists might be people whose mother tongue is English. Remember to use a standard accent. Do not try to impress them with the range of your vocabulary.

Do not put on an accent. Do not feel inferior. Be professional in your speech, not mechanical. Again, it is your enthusiasm and sincerity in communicating that will go down well with your English speaking visitors.

Talking and interacting with foreign visitors is a great responsibility as it presents opportunities to promote international goodwill. Tourists are generally eager to learn about your country's heritage and way of life. What they expect is good plain English spoken clearly and naturally.

**Making announcements:** Making announcements is a regular feature of the tourism and travel, entertainment and broad casting industries. We are bombarded with announcements, especially through radio and T.V.

Announcements are a very important means of communication, informing directing, educating, guiding and warning us. They must be clear, succinct and audible.

Announcements involve a time and a place. They must be carefully composed before they are made. The wording must be simple and the facts clear.

Announcements are generally preceded by courteous phrases like "May I have your attention please?" to get the attention of the listeners.

### 7.11 Misconceptions about Presentation:

Anyone who aspires to become a good speaker, faces the danger of being misled by misconceptions about presentation of a speech. For example,

- taking for granted that every one is attentive to what your are saying. You are sadly mistaken. Most of us are poor listeners, easily distracted by the slightest movement.
- popular speakers speak impromptu or extempore. That's just an assumption. Public speaking demands rigorous training, discipline and diligence.
- as a speaker, whatever you say will be accepted by the audience. That's not true. In fact you will have to persuade your listeners to accept your point of view.
- many think there is a special public speaker's language. There isn't. The idea is, to communicate your point to each and every person in the audience. Using grandiose language, to impress the audience, will serve no purpose.
- your audience are inferior. That's a dangerous assumption! There may be several in the audience who are well versed with the subject you are talking about and might pose questions, to which you might not be able to give satisfactory answers.
- the more the number of visual aids, the better the presentation. That's a false notion. Visual aids, must be used depending upon the need.
- a good speaker doesn't need notes. You are putting yourself at risk! Notes are very useful, as they keep you on the right track, eliminating rambling and mind wandering.
- language doesn't matter, it's the content of the speech that matters or vice-versa. That's a brash assumption! Both language and content of the speech matter and demand diligence.
- the audience is not affected by your body language. Not true, Infact, your physical movements transmit your feelings and attitudes to the audience.
- a good speaker will answer every question posed to him. May or may not. No one can be expected to know the answer to every possible question.

**Mistakes to be avoided in public speaking:** A public speaker is a performer. His presentation must be as far as possible devoid of shortcomings. You should avoid committing mistakes like:

- ❖ Procrastinating in preparing your speech.
- ❖ Memorizing your speech.

- ❖ Neglecting preliminaries.
- ❖ Arriving late to the venue.
- ❖ Forgetting to test audio-visual equipment and room acoustics.
- ❖ Wearing clothes that are not apt for the occasion.
- ❖ Undermining the audience.
- ❖ Speaking too fast.
- ❖ Slurred speech.
- ❖ Using humour at the wrong places.
- ❖ Overloading your talk with technical terms, latest phraseology etc.
- ❖ Trying to force your ideas upon your audience.
- ❖ Abrupt endings.
- ❖ Allowing yourself to be drawn into an argument.
- ❖ Rambling while speaking.
- ❖ Allowing your mind to wander.
- ❖ Prolonging your speech beyond the allotted time.
- ❖ Trying to present too much information
- ❖ Misjudging the response or reaction of the audience.

### 7.12 Self Assessment Questions

- 1 In what ways is Public Speaking likely to be an invaluable tool in your professional career?
- 2 Discuss the various elements that constitute a good speech.
- 3 Why should a speaker be audience centered?
- 4 Why is non verbal communication important?
- 5 Discuss the importance of persuading people?
- 6 "Listening is as important as Speaking", Elaborate.

### 7.13 Suggested Readings:

Stephen.E.Lucas: The Art of Public Speaking.

Vivian Summers: Public Speaking.

Glenn.J.Cook: The Art of Making People Listen to you.

**Sri. N. Suresh Chandra Rao**

**Lesson 8****Written Communication****8.0 Objective**

The aim of the present lesson is to

1. Acquaint the student with the basic requirements of a Business Letter.
2. Apprise the student about strategies for writing business letters.
3. Brief the student about the elements of Report Writing.
4. Instruct the student about the principles of writing a Resume.

**Structure**

- 8.1. Introduction
- 8.2. Basic Requirements of a Business Letter
- 8.3. Forms of Layout for a Business Letter
- 8.4. Styles of Presentation
- 8.5. Strategies for writing Business Letters
- 8.6. Report Writing
- 8.7. The Resume
- 8.8. Sample Questions
- 8.9. Suggested Readings

**8.1 Introduction:**

Correspondence through letters is the most basic and common forms of written communication. It has always been the preferred form to express oneself and to keep in touch, inform or verify personal and public experiences or events in detail. Even in this modern age of rapid advancement in communication i.e. internet accessories, correspondence through letters is still in vogue.

1. Personal Letters – those which are written to friends, relatives and others known on a personal basis.
2. Business Letters - Those which are written by official trade and commercial departments and businessmen to their counterparts.
3. Official Letters - those which are written to officials by individuals or firms and vice-verse.
4. Letters in the form of application for a job, to the Principal of an educational institution for a testimonial, study or transfer certificate etc.

The structure of a Letter: Generally, a letter comprises of

- ❖ Heading
- ❖ Salutation
- ❖ Body
- ❖ Subscription
- ❖ Note
- ❖ Superscription



**The Heading:** Written on the top right hand side of the letter, it gives the address of the letter writer. However in present official and commercial letters, the Heading is being written on the left hand top side of the letter.

**The Salutation:** Written on the left hand side of the letter, it denotes the name of the addressee and his relation with the writer i.e. Dear Dad/Mum, Dear Preethi, Dear Rao, Dear Sir/Madam etc.

**The Body:** The body of a letter contains the subject matter or the message to be conveyed. It is generally divided into paragraphs, depending upon the points discussed.

**The Subscription:** It is written on the right hand side at the end of the letter. However, it is now being written on the left hand side. It is a polite way of ending the letter. i.e. Yours affectionately, Yours sincerely, Yours faithfully, Yours truly etc.,

**The Superscription:** It superscribes the name and address of the addressee on the envelope.

## **8.2 Basic Requirements of a Business Letter:**

Unlike a personal letter, a business letter demands a particular structure, layout and appearance as the reputation and goodwill of a firm or company depends on it.

**The structure of a Business Letter:** A business Letter comprises of the following:

- Heading (Name and address of the firm)
- Date
- Reference – (Reference number of the addressee  
Reference number of the correspondent)
- Inside Address – (the full address of the addressee)
- Attention Line – (designation or name of the officer of the firm addressed)
- Salutation- (Courteous greeting to the addressee)
- Subject – (a condensation of the body of the letter)
- Body – (the content, text or message of the letter)
- Complimentary ending – (a polite close)
- Signature – (signature of the letter writer)
- Identification Marks – (initials of the correspondent or the sender of the letter)
- Enclosure- (note about the enclosures attached to the letter)

The following is a general format of a business letter incorporating all the above elements)

Fig:1

**A FORMAT OF A BUSINESS LETTER**

1.Heading

.....  
.....  
.....

2. Date

.....

3. Your Reference

Our Reference

.....  
.....

4. Inside Address

.....  
.....  
.....

5. Attention

.....

6. Salutation

.....

7. Subject

.....

8. Body

.....  
.....  
.....  
.....

9. Complimentary Ending

.....

10. Signature

.....

11. Identification Marks

.....

12. Enclosure

.....

**Heading:** The use of printed letterheads is a common feature in business correspondence. A letterhead contains the name, address, telephone number, telegraphic address, fax number, E-mail address etc.,

If a firm or company is registered as a limited liability company, the term 'limited' is added to its name and registered address.

**Date:** The date, month and year is typed in the upper right hand corner, two spaces below the letterhead. Suffix like 'nd' and 'th' should not be added to the day in the date i.e. 2<sup>nd</sup>, 5<sup>th</sup>. Sometimes letterheads indicate the place where the date should be printed.

**Reference:** Some letterheads indicate a space of two lines. The reference number of the addressee should be printed in the first line and the reference number of the letter writer in the second line. Care must be taken to print the reference numbers correctly which will facilitate easy and quick location of the respective file and immediate correspondence.

**Inside Address:** The complete address of the addressee should be written between the reference and the attention line or the salutation. The details of the address should be written in full and must not be abbreviated. Care must be taken to write the name of the addressee correctly. For example Mr. Basava Punnaiah Chaudari should not be written as Mr. B.Punnaiah Chaudari or B.P.Chaudari. Correct address will facilitate quick identification and prompt posting and reply. The term "Messrs" is added to the name of the firm or company, when it is the name of the proprietors i.e. "Messrs. Balaji and Sons".

**Attention Line:** Sometimes a letter is addressed to a particular officer in a firm, either by designation or name. It is written in between the Inside address and the Salutation. It is usually underlined. Ex. The Personal Accounts Officer.

**Salutation:** The Salutation is a courtesy greeting indicating the addressee. It is written after the Inside address and the Attention line. The Salutation varies according to the relationship between the person, officer or firm addressed and the letter writer, i.e. My Dear, Dear Sir/Madam, Dear Customer, Dear Member, Dear Reader, Dear Subscriber etc.

**Subject:** The Subject contains the details of the text in 'gist form' to immediately apprise the reader about the importance of the letter. i.e 'Subject: Reminder-Payment of Dues –Bill No. S/124 of 5 June, 2005'. It is written below the Salutation, preceding the body of the letter.

**Body:** The Body is the main part of the letter and comprises of the text or content of the letter in detail. Usually the body of the letter is divided into three paragraphs i.e. the introduction, the summary and the conclusion.

The introduction indicates reference to any exchange of previous correspondence.  
The summary comprises of the details to be communicated.  
The conclusion suggests the action to be taken.

**Complimentary Ending:** The Complimentary Ending is a courteous or polite way of ending a letter. It should compliment the Salutation.

For Example:

<u>Salutation</u>	<u>The Complimentary Ending</u>
Sir	Yours faithfully or yours obediently
Dear Sir/Madam	Yours respectfully, Yours faithfully
Dear Mr/Mrs. Rao	Yours truly, Yours sincerely
Dear Prasad/Lata	Yours sincerely, Yours ever
Dear Customer	
Member	
Reader	Yours sincerely
Subscriber	

**Signature:** The Signature of the writer is made below the complimentary ending and is followed by the name of the writer.

Ex. Yours faithfully,  
(N.S.Rao)

If the firm is a partnership, anyone of the partners may affix his signature below the name of the firm.

Ex. Balaji & Co.,  
Vishnu Prasad

If the firm authorizes an officer of the firm to sign letters, he should add 'per pro' or 'pp' before the name of the firm and affix his signature below it.

Per Pro. Balaji & Co.  
T. Prakash

Routine correspondence may be signed by other officers of the firm.

Ex. For Balaji & Co  
P. Mehta

**Note:** "Per Pro", "PP" is the abbreviation of the Latin phrase, "Per procuracionem" meaning 'on behalf of'.

In the case of registered or incorporated companies, the Managing Director, Manager, Secretary etc possess the authority to sign letters.

Ex. Yours faithfully,  
Sen Gupta  
Executive Director

Women personnel should indicate their marital status.

Yours faithfully,  
(Mrs. Veena Dass)  
Chief Accounts Officer

If an officer is signing proxy for his or her boss it should be indicated as follows:

For Managing Director

Yours faithfully,

(Ms. Chitra Khanna)

Secretary to Mr. Pandey

**Identification Marks:** The identification marks are the initials of the officer who dictated the letter followed by the initials of the typist. For example: a letter dictated by Mr. M.L.Narasimha Rao and typed by Preethi Dass may be written as MLNR/PD

**Enclosure:** The Enclosure which is placed below the Identification Marks mentions the number of enclosed documents along with the letter.

Ex. Encl. 1,2 or 3

Note that important enclosures must be clearly specified.

Encl 1. Agreement dated 5 June, 2005

2. D.D.No. 5498827 of 5 June, 2005

### 8.3 Forms of layout for a business letter:

Stationery, type, margins, punctuation, envelopes constitute the forms of layout for business letters.

- **Stationery:** Good quality white or light tinted paper will give a business letter an attractive and professional appearance. The standard size of paper, suitable for business letters is 8 ½ by 11 inches. Other preferable sizes are 8 x10 inches, 5 x 10 inches, 5 ½ x 8 ½ inches and 7 ¼ x 8 ½ inches.

- **Typing:** Modern business letters are typed on the computer with several fonts to select from. However a standard font will ensure neatness and legibility.

- **Margin:** In order to give the letter a picture-frame look, a one inch margin is left on the sides and one and a half inch on the top and the bottom.

- **Punctuation:** Modern business correspondence prefers the use of 'open punctuation' instead of traditional punctuation principles. In the 'open punctuation' style there are no commas and periods except in the body of the letter. Another punctuation style is the mixed style, where a comma is used after the date, the house number, the salutation and the complimentary ending and a period after the last line of the inside address. The third style which is the conventional closed punctuation where all the main parts of the letter are punctuated.

Sometimes instead of a comma, a colon is used after the salutation, i.e. (Dear Sir) - Note that it is better to write the name of the post office in capital letters and its pin code number to ensure prompt delivery.

**Envelopes:** Envelopes come in varying sizes and should be chosen to suit the size of the letter. In a window envelope care should be taken to fold the letter so that the inside address is clearly visible through the window. Fold the letter so as to avoid crumpling it.

## 8.4 Styles of Presentation:

Several styles are used for writing business letters, based on personal taste and preference. The following styles of presentation are generally used by firms and companies i.e. the Indented style, The Block style, The Complete-Block style, The Semi-Block style and the Hanging Indented style of which the Complete or Full block form style is in vogue today.

The Complete-block style: The complete-block style or Full block style is the most preferred in the modern day business world. Except the printed letterhead, all the parts of the letter are typed in alignment in the left margin. Open punctuation is used in this style of presentation. A specimen of the same is given below.

Fig – 2

<b>SUN EXPORTS LIMITED</b> Mansion complex, Anna Salai, Chennai – 600025
June 10, 2005 The Marketing Officer Star Crystal Glass Products Old Club Road, Hyderabad-410006.
Dear Sir,
We regret to inform you that the consignment of glassware you have sent, does not comply with the standard of quality we agreed upon in our agreement. I hope you are aware that the International market demands strict adherence to quality. As your products have not passed the quality requirements, we are canceling the deal and request you to make arrangements for the return of your goods. Please find enclosed a copy of the letter of agreement and details about the cancellation. Your immediate attention to this matter is solicited.
Yours sincerely, Santosh Kumar Quality Assessment Officer SK/PD Encl:1

It is important to keep in mind that the character of a firm or company is reflected in the structure, layout and form of a business letter. It is advisable to follow latest trends in business correspondence.

However compliance with the following measures will ensure an effective business letter.

- Your message should be clear.
- Check everything i.e. grammar, language for correctness
- Your letter should be complete in the date, statistics etc presented
- Build and maintain goodwill through courtesy

- Aim at conciseness to express and impress
- Avoid impropriety by using apt vocabulary.
- Maintain and foster business relationships through consideration

A good business letter uses simple and concrete words, natural expression and not business jargon and simple effective style of presentation like the Full block form.

The common errors made in writing a business letter are:

- Muddled Language
- Incomplete sentences
- Errors in spelling and grammar
- Disorganised message.

Organizing your thoughts: Organised writing demands organized thinking. Clear thinking is needed for clear writing. The basics of writing are

- A clear purpose
- Knowing the reader
- What is the message to be conveyed
- What is the scope
- What action or result is expected

Clarity of purpose: Determine your purpose of writing a letter by questioning yourself, why am I writing the letter?

- Is it an order that I expect? An explanation from my supplier?
- Is it an extension of payment date? Is it rejection of a request?

Know your addressee: In a competitive world, personal touch to communication is essential. Effort in securing and familiarizing yourself with the details about audience, will pay rich dividends by way of enabling you to compose your message, which will ensure a higher rate of acceptance.

The scope of your letter- You should be certain about what should be written and what should be left out. For example if you have to write a letter on a sensitive issue like rejecting goods because their quality does not comply with your requirement, you need to gather your thoughts and carefully arrange them in proper sequence for a clear communication. A sales letter would demand a well thought of plan to attract the attention of the reader and to induce him to buy your product.

## 8.5 Strategies for writing Business Letters:

Business writing is functional writing and demands concrete results. The desired outcome of a business letter is based on sincere efforts in planning, organizing and execution of ideas. Situations both pleasant and unpleasant, arise in business and call for professional approach in handling them.

Two basic approaches are followed in business correspondence:

1. Direct approach
2. Indirect approach

**Direct Approach:** The idea of the direct approach is to share or mention good or positive news or information in the beginning of the letter. This approach is also called the 'Big Idea First' or the 'BIF' approach.

**The Implementation of a Direct approach:**

- The 'Big Idea' should be mentioned first followed by the message you wish to convey.
- The ensuing paragraph should elaborate the details of your message.
- Avoid unimportant details in the letter to avoid nullifying the positive effect that the 'Big Idea' has generated.
- The letter should contain only select points.

**Advantages of the use of the Direct approach:**

- A direct approach saves time.
- It enables the writer to be concise and to the point.
- It works well in maintaining employee and public relations.

The following is a business letter using the Direct approach or the BIF approach.

Fig-3

Dear Ms. Preeti,  
We are happy to inform you that our selection committee has short listed your name for the post of personal relations officer in our firm.  
  
You will be on probation for one year and assigned to one of our branches. You will be paid a commensurate salary of Rs. 10,000/- per month along with travel allowance. You are instructed to report at our office at Nariman Point at 11 A.M on the 1<sup>st</sup> of July.  
We look forward to your services.  
Yours sincerely,

**The Indirect approach:** An indirect approach or the application of the formula of BILL or 'Big Idea a little Later' is to strategically place negative news or information in a business letter with the intent of preparing the reader psychologically to understand the situation.

It is of utmost importance to realize that regard for human personality, dignity and relations stands high in the ethics of business. Hurting the sentiments or feelings of the reader should be avoided for it can maim goodwill and future business prospects. The idea of 'BILL' is therefore to delay the 'negative big idea' in the letter so as to 'soften' its impact on the reader. After all, you will lose nothing by being a little gentle or considerate while breaking bad news to the reader. Remember behind your professionalism you too have feelings!

**Structure of a "Bad News" letter:** A "Bad News" letter is one which carries negative information i.e. refusal of a favour, extension of time for dealing of goods, adjustment to a claim, complaint about poor service, notice to a bank account holder concerning the closure of his account etc.

The following measures will ensure neutralizing the negative impact of 'bad news' in a letter through strategic placement of the main idea in such letters.



- ❖ The introductory paragraph must be a sort of shock absorber. The idea is to **mentally** prepare the reader to deal with the bad news. Avoid an abrupt beginning.
- ❖ The following paragraph which will contain the 'bad news', should be presented in a **factual**, candid and considerate manner. The tone of the letter at this juncture should be both **regretful** and encouraging at the same time.
- ❖ The reason behind the action/result need to be explained to the reader. A mechanical or dry listing of company policy should not be resorted to by the writer while giving explanation.
- ❖ Ending the letter on a note of optimism could help in convincing the reader about the **factors** that led to the negative result/action. Safeguarding the goodwill and credibility of the firm is important.

A specimen letter incorporating all the above measures is given below.

Fig - 4

Dear Mr. Kumar,

We received your letter of August 5 that you wish to return the book "Word Power" which you ordered on a free home trial basis. Frankly I'm surprised that you have expressed dissatisfaction at the quality of the product. Our past records show that our services were appreciated by you **each** time you ordered books from us. We have always given top priority to the satisfaction of **our** customers by maintaining the quality of our products.

However we regret to inform you that we cannot honour your cancellation. We would like to **remind** you that the free home trail basis is for a period of 14 days from the date of delivery of the product. As you are cancelling the order after the stipulated period we cannot consider your request.

In future, if you need to make changes in your order or cancel it, please do inform us before **the** expiry of the stipulated time. I hope you understand why this time we have to hold you to your **initial** order.

Yours sincerely,

.....

## 8.6 Report Writing:

One of the most difficult tasks that managers of a firm or organization have to grapple with is writing reports. A manager has to write several reports regular by i.e. on meetings with **clients** and **customers**, monthly sales report, annual progress report, production report, project **report**, employee grievances report etc. Infact the activities of the corporate business world is recorded in its reports.

Writing a report calls for:

- gathering data
- putting it in an order
- making it clear and easily comprehensible
- simple and not taxing.

Report writing skills can pay rich dividends like all round appreciation, increments and bonus and critical identity in the organization.

Definition of a Report: A report has been defined as "a document in which a given problem is examined for the purpose of conveying information and findings, putting forward ideas first and sometimes making recommendations."

A good business report is

- a systematic or methodical arrangement of facts
- a concise presentation of critical information.
- An exercise that serves some business purpose.
- Functional in nature and aimed at dealing with organizational problems.
- Apprise the public and other business organizations about a firms achievements, progress, expansion concepts and ventures etc.

Features of a good business report: A good business letter will be

- Based on facts
- Objective i.e. unbiased
- Structure based on a pre-determined plan
- Comprehensive
- Detailed
- Logical
- Accurate
- Clear
- Coherent

Types of Report: Business reports are of various types based on a firms business requirements.

Routine reports: These are periodic reports assessing the program of the firm in all its areas of business activity i.e sales/production/operations/employee welfare, grievances/customer service etc.

Informational reports: These reports present an analysis of business problem/crisis and furnish factual information.

Recommendation reports: These reports contain a manager's verification or explanation, justifying his division or recommendation arrived at after analyzing a problem/critical situation.

Situational reports: These are reports about informal internal activities in a firm i.e. office trips, conferences, seminars etc. These are generally in a letter/memo format.

Feasibility reports: These reports discuss the feasibility of implementing a project or continuing an existing project basing on its cost, benefits, disadvantages and future possibilities.

Research reports: There are compilation of research studies commissioned by an organization to facilitate innovative concepts/projects regarding its future progress or growth.

**Business plan/proposal-** These reports aim at securing new business /partners / ventures etc. Their main objective is to attract the investor.

**Characteristics of a good report writer:** Report writing demands a high degree of credibility, formality and impersonality. A good report writer is similar to a skilled surgeon who operates with highly refined precision, repairing defects and excising diseased parts.

A report writer should acquire the following qualities.

- A good command over the English language.
- discernment in sorting relevant information.
- the ability to judge facts from fiction.
- the ability to think logically and objectively.
- the ability to write accurately, concisely, with clarity, plainly and correctly.
- have a perspective view of a situation/problem etc.

It is of utmost importance to be aware of the fact that business reports are considered as official documents by law and can be produced in a court of law as evidence etc. There are legal implications to consider while writing business reports and therefore demands a high degree of professionalism.

Reports are generally written in letter format, memo format, formal/manuscript format.

**Structure of a long formal report:** Formal reports are usually of considerable length. It may be divided into four sections.

#### Section-I

- **The title flyleaf-** The title is printed exclusively on the opening page. The title should be apt, apprising the reader what the report is about.  
Ex. Title page- The title, the receivers name, The writer's name date.  
"A survey of automobile sales: Market potential in Andhra Pradesh".

Prepared for  
Hindustan Automobiles  
March 10, 2002

Presented by  
Santosh Mishra

**Letter of authorization:** It is a letter that gives official permission to do research and submit a report.

**Letter of transmittal:** It is addressed to the reader of the report.

**Table of content:** It is the index, listing the topics and their page numbers facilitating quick reference.

**Synopsis:** It is a summary of the intended report presenting a concise overview of the report.

**Section II –** This section constitutes the body of the report and is generally divided into introduction, content and conclusion.

**Introduction:** The report writer should present the scope of the report, its objective and a brief description of the organization related to the report. The writer has to record details like geographical

limitations of the research, hurdles faced by the report writer i.e. unavailability of or inaccessibility to critical information surveys conducted, sources and methods of data collection etc. The introduction should generate considerable interest to the reader.

**Content:-** This part incorporates all the details of the research undertaken. It includes all supporting details like graphs, illustrations, diagrams etc. The subject matter is generally divided into logical paragraphs based on the main points.

**Conclusion:** The conclusion should be a logical summing up of the content. The conclusions arrived at, should be clear and convincing. The idea is to save the investor's time.

**Recommendations:** Recommendations are suggestions based on the logical conclusions arrived at, by the report writer. Generally the committee who authorized the writer to submit the report may call for recommendations for further action.

Note that descriptive reports usually conclude only with a brief summary of the report.

**Section III:** This section comprises of the appendix. The appendix comprises of supplementary material or supporting details to enhance the authenticity of the report i.e. official letters of appreciation, compliment etc from other organizations, questionnaires and response etc. These are not included in the main body of the report. The appendix adds to the value of the report.

**Section IV:** This section comprises of the Bibliography or a list of names of sources from which the data was secured. The sources could be books, magazines, journals and newspapers articles, websites, interviews, seminars, conferences etc. The listing of such sources is essential as the originality or the authenticity is determined by its sources, as it can be legally contested.

A glossary of important abbreviations, technical terms and their meanings may be added.

The modern day business reports rely on charts, or graphical representations of information as a primary means of communicating with its clients.

However charts should be used to get your message across effectively and not to impress investors/ customers.

## 8.6 The Resume:

Applicants for jobs or employees seeking a better position in another organization are required to furnish their resumes along with their application letters. An applicant, fresh out of the university or even an employee with considerable work experience will face stiff competition in the job market and therefore need to make an impression on the prospective employer. A good application letter and Resume help in making that first impression, which can spell success in securing the job. Managers should be intuitive in discerning a good Resume as they are required to process number of job applications and select probable candidates for jobs.

While writing a letter of application it is important to keep the employer's point of view in mind.

- What kind of a person is he looking for?
- What kind of experience and qualifications does the job demand?

It is therefore essential to focus the traits is has in mind. It is a cardinal fact that one needs the requisite qualifications and experience to secure a job. Honesty is the best policy and therefore whatever qualification, achievement and experience you claim must be supported by documents i.e degrees, certificates etc.

Analyse and determine whether your qualifications suit the requirements of the job you are applying for. For example if the firm is looking for a person who needs to be smart, with an engaging personality and willing to travel extensively that kind of job will not suit a home bird, an introvert who detests travelling. Or if an organization needs an officer with five years experience and you don't have it, then there is no point in applying for such a job.

**Drafting the letter of application:** A letter of application and its Resume is a marketing tool. As an applicant for a job, you are offering the positive strengths of your personality and your expertise in your area of specialization. In business jargon, you are "marketing yourself" and have to market yourself well.

The letter of application is therefore an effective sales letter informative, yet brief and concise, its tone engaging, its appearance pleasing and its presentation, professional or business like.

**Structure of an application letter:**

The application letter comprises of the following.

- Application address and date of the letter
- Name and address of the Employer.
- Salutation
- Body of the letter
- Complimentary ending
- Signatures
- Enclosures

**Address of the applicant and date:** They are written at the top of the letter page on the right margin. Two spaces should be left between the address and date.

**Employer's name and address:** The employer's name and address is written two spaces below the date on the left margin. Sometimes the address is in the form of a post box or a newspaper box number. In such a case write the address as follows:

Ex. GPO Box No. 240  
Hyderabad – 400002  
Box 110  
The Indian Express  
New Delhi- 110 001

**Salutation:** Use Dear Sir or Dear Sirs while addressing a business firm. Use 'Sir' if you are applying for a government post addressing a particular government officer.

**Body of the letter:** Mention details of reasons for applying for the job, educational qualifications, work experience and personal data relevant to the job you are applying for. However, take care to be courteous, engaging and sincere in tone.

Complimentary Ending: 'Yours faithfully', is generally used. A more formal approach would be 'Yours respectfully'. Nowadays 'Yours truly' is being used.

Signature: Write your full signature followed by your full name in legible form.

Enclosure: Specify the documents you are enclosing with the letter of application.

The following is a specimen of a letter of application.

Fig – 5

Ashok Kumar Narain

23 Park Road, Fraser Town, Bangalore-560014

May 15, 2004

Mr. Subash Gupta  
Senior HR Executive  
Blue Cross Technologies Ltd.,  
Mansion Complex, Narimen Point  
Mumbai 400060

Dear Sir,

Your advertisement for a HR Manager in The Hindu of May 7, 2004 has prompted me to apply for the post as I possess the kind of training and experience you require.

I have been working as HR Manager since ten years in well established firms and have gained considerable experience in understanding customer satisfaction and meeting their demands. I have indicated details of my qualifications, work experience etc. in the enclosed resume for your consideration. However should you require any more information, please let me know. I shall be glad to furnish it in person or by post. I shall look forward to receiving a positive reply from you.

Yours sincerely,  
Ashok Kumar Narain  
Encl: Resume

Definition of a Resume: A Resume is a comprehensive summary of personal, academic, professional, career and work experience details. It is also called Bio-data, Curriculum Vitae(CV). It is attached to the letter of application.

- A good Resume is a candid and comprehensive summary of your personality and not just an account of your qualifications.
- A good Resume contains only relevant details. It does not contain outdated information.
- All superfluous details must be omitted.
- A good Resume is concise, able to impress even at a perfunctory glance.

Structure of a Resume: The following elements should be incorporated in a Resume.

- Heading:

Print your full name and address in a single line at the top centre of the page.

**- Career Objective**

Mention briefly and concisely your career objective. The idea is to convey your intention in making a good career. Avoid using first person pronoun "I" and prefer action words i.e. verbs.

**- Education**

furnish details about your educational qualifications i.e. degree, diplomas, certificates. Mention non-formal educational details i.e. short courses, training programs, seminars, conferences etc.,

**- Work experience**

A candid summary of your work experience and supporting details if any should be mentioned. Organizations give importance to work experience.

a) Mention the employer or firm's name

b) Mention exact dates of joining and leaving the job.

c) Mention the present job status, responsibilities that go with it to highlight your work potential. Care must be taken to explain the job responsibilities.

**-Personal Information:** Give information about yourself i.e. social habits, general interest etc. Personal details give the employer an idea about the applicants nature particularly his emotional framework.

**-Professional Membership:** Mention your affiliation to professional bodies and their names. Such information will give your employer an idea about your level of interest in your work.

- In case you are instructed to furnish references, do so with prior permission of the firms/ organizations mentioned.

**Types of Resumes:** The common types of Resume are

- The chronological /Traditional Resume
- The Functional Resume

**Chronological Resume:** This type of Resume is written in a reverse chronological order, or you commence with the recent achievements first along with the date. The idea is to focus on the applicant's study career growth. It includes details of education, employment, jobs held, company names and period of employment with exact dates.

The following is a specimen of the chronological Resume.

Fig – 6

<b>Ashok Kumar Narain</b> 23 Park Road, Fraser Town, Bangalore- 560014		
<b>Summary:</b> Ten years of responsibilities in HR management focused in the services sector.		
<b>Experience:</b>	CCC Company as HR Manager Recruiting and managing consulting staff. Supervising the recruitment process. Selection and hiring of consultants.  Additional Responsibilities: - Prepared corporate publicity material - Interaction with PR and consultant agencies.	1995-Present
<b>Experience:</b>	DDD Company as HR Executive Co-ordinating the activities of the company's network in Southern India. Training staff for office administration and operations. Formulating policy for the development of the company's business ventures in Southern India.	1990-1995
<b>Education</b>	Merit school of Management, Delhi Master in Business Administration Specialization: HR	1989
	Brilliant College of Commerce, Hyderabad	1985
	Bachelor in Business Administration Diploma in Personnel Management	1986

**The Functional Resume:** The functional Resume is used by an applicant who has frequently moved from one job to another with the intent of highlighting his diverse work experience.

The following is a specimen of the Functional Resume.

Fig – 7

<b>Ashok Kumar Narain</b> 23 Park Road, Fraser Town, Bangalore- 560014	
<b>Objective:</b>	To employ innovative concepts and methods in the HR area i.e. training, recruiting, improving corporate relations for development and expansion of the company.



Recruitment:	As HR manager, at CCC Company, (1995-present) Recruited and managed consulting staff. Supervision of the recruitment process along with the selection and hiring of consultants.	
PR and corporate work:	Coordinated the activities of the general office in southern India. Prepared corporate publicity material.	
Manager Administration:	Management of general office in Southern India. Trained staff for office administration and operations. Formulating policy for the company's network in southern India.	
Experience:	CCC Company, 1995-present HR Manager DDD Company, 1990-1995HR Executive.	
Education:	Merit school of Management, Delhi	1989
	Master in Business Administration Specialization: HR	
	Brilliant College of Commerce, Hyderabad	1985
	Bachelor in Business Administration	
	Diploma in Personnel Management	1986

**Miscellaneous Letters:** Alongside official letters a Manager in his capacity as the company's representative is required to write general letters to specific groups of people interacting with the company in various areas. Letters like "inviting a speaker for a conference", "requesting an appointment" etc and routine letters such as "hotel booking" " travel arrangements" etc greatly help a manager to connect with his firm's customers at the social level. A manager therefore needs to be culturally more accommodative. The way a manager responds reflects on the company. For example "declining invitation to co-host a conference".

Fig – 8

Dear Ms. Preeti Dass,

Thank you for your letter of June 10 inviting us to partner with you in organizing the two day conference on Public Relations Management at the Hilton on June 25, 2004. We have always been looking forward for an opportunity to work with you. But as we have an internal audit commencing on those dates we will not be in a position to co-host the conference.

However I could help you out in making arrangements for accommodation in the city for your delegates. I wish you great success for your program.

Yours sincerely,

Summing up : Written communication demands critical thinking. To write effectively, you should write clearly and logically. This can be done, by taking practical situations and following them through, point by point to a solution or a logical end. This can be acquired only through practice. You should develop vocabulary and improve your power of expression. Successful writing depends on disciplining yourself to write and not on waiting for inspiration to write. Remember communicating effectively through writing is hard work. A successful writer is one who knows exactly what kind of things interest a reader, as people have varied interests. Usually people are generally interested in the present. Write convincingly and with greater authority.

The opening paragraph should arouse the reader's interest. It should present the theme and the reason for writing about it. It should inform the reader about your point of view.

The main body should present good arguments in support of your point of view.

The last paragraph or the conclusion should be persuasive presenting a clear summing up of what you have been saying and should satisfy the reader.

Unless you are genuinely interested in what you write you cannot hope to interest or impress your reader.

It is best to write simply and in an conversational tone. Clear plain English will be appreciated by the reader. Avoid elaborate and rigid style, empty verbiage and circumlocations, enphimisms etc on stating the obvious. If you are writing formally you should not use colloquial and slang expression. Do not mix styles.

Read your work over critically, replacing weak, vague inexact words with apt or suitable words which express just what you mean or wish to convey.

Follow the trends of the day in written communication.

### 8.8 Sample Questions:

1. What are the basic elements in a Business Letter?
2. What are the different presentation styles in written communication?
3. What are the measures to be taken to ensure an effective business letter?
4. Define the two basic approaches for writing business letters?
5. What are the elements that go into the drafting of the letter of application?
6. What does a Resume contain? What are the basic types of Resume?

### 8.9 Suggested Readings:

1. Leena Sen : Communication Skills.
2. RC Sharma, Krishna Mohan: Business Correspondence and Report Writing.
3. Developing Language Skills, I: Spantech Publishers Pvt. Ltd.

**Sri. N. Suresh Chandra Rao**

## **LESSON - 9**

# **COMMUNICATION IN THE MULTICULTURAL WORLD**

### **9.0 Introduction:**

Communication in the multi cultural world has to transcend the cultural borders of National and International communities. The contemporary global situation has completely changed the vocabulary of day today communication. 'Globalisation', 'Multiculturalism', 'Ethnography', 'Ethnicity', 'Creolisation', 'Post Colonialism', 'Post Modernism', 'New Historicism' etc. are the terms which are often used in the global communication. All the Indian companies have opened global operations and have acquired multinational status. The Economy of the world is dominated by the Multi National Companies. All the Indian based companies are also contributing to the growth of the global economy.

### **Contents:**

- 9.1 The Emergence of English**
- 9.2 The Meaning of A Global World**
- 9.3 Different Facets of Communication in Multiculturalism**
- 9.4 Global Communication & Understanding Culture**
- 9.5 Multicultural Communication**
- 9.6 Cross Cultural Communication**
- 9.7 Intercultural Communication**
- 9.8 Organisational and Multicultural Communication**
- 9.9 Requisites for an Affective Communicator**
- 9.10 Approaches to Culture : Etic & Emic**
- 9.11 Cyber Culture & Communication**
- 9.12 Overcoming Cross Cultural Communication Problems**
- 9.13 Overcoming Cultural Barriers**
- 9.14 Cultural Protocols of Other Countries**
- 9.15 Indian Situation**

## 9.1 The Emergence of English:

The Emergence of English as a genuine world language is prominent during 1990's. The present global role of English is predicted way back in the 18th Century itself. Former US president John Adams in 1780 predicted the global role of English than Latin or French. It took two hundred years to realize the global importance of English. Large number of Countries USA, Canada, Britain, Ireland, Australia, New Zealand, South Africa and the Caribbean Countries use English as the first language. English is given special administrative status in many of the countries. English has become the foreign language of many countries in which children are taught. We learn that English is the first language for 400 million people. Second language free of vocabulary for another 400 million people. After 1950 the need for lingua franca has emerged fast and it has been realized in the 20th Century.

A language becomes the World language by the power of the people who speak it. It is obvious that Political Power was invested in British Colonialism. Technological power is associated with Industrialisation. Economic power is observed in the growth of US. The communication of power is manifested and illustrated in English. The significance of English is unavoidable in the growth of British Empire, in the consolidation of US, in the emergence of International organizations like The League of the Nations & UNO. The information issued in Union of international Associations Year Book states that English is used as an official language by 12,500 International Organizations.

English is the language of Broadcasting, Motion Pictures, Popular Music etc. It is language of International Travel and Safety. It is the only language of Business meetings, Academic conferences, Community Rallies, Sporting occasions and transportations. English is the language of 'Seaspeak'. It is the emergency language : fire service and Ambulance service. It is the 'Emergency Speak'. It is the only language of electronic networks. It is the 'Air Speak': language of the international aircraft. It is the international language of Aviation. It has become the medium of instruction for many countries.

## 9.2 The Meaning of A Global World:

Unavoidably, the World has become a multicultural world drifting towards embracing and absorbing the cultural aspects of diverse population groups. The cultural facets of every group need to be understood, studied and encouraged by the global leaders. The global sector will have to provide equal space for the existence and continuation of different cultural horizons. The emotional, aesthetic, religious ideals, beliefs and reactions of every group should find place within the organizational culture and values. At the personal level, the society has to provide a breathing space for every individual to develop a sense of dignity and responsibility. Samuel Huntington and Lawrence Harrison in Culture Matters (2000) examines the sanctioning mechanisms that enforce rules of civility. The Cosmopolitan liberals are found to be acquiring global leadership. In spite of the turbulent global market, the 21st century is predicted to emerge as a single world.

### **9.3 Different Facets of Communication in Multiculturalism:**

Critics and scholars have studied various facets of communication in the multicultural world. It is obvious that the blitz of the global changes has entirely changed the functioning of global organizations. A major study revealed the fact that the global companies suffered the delay in communication due to the incompatibility in understanding the nuances of multicultural environment. There are umpteen examples of the failure of Indian executives who failed to understand the different facets of communication in multicultural world.

### **9.4 Global Communication & Understanding Culture:**

Global business has changed the demographics. It made the world to understand that culture and communication are intertwined. One needs to understand the dynamics of society in the light of different cultural, racial and ethnic backgrounds. The complex process of communication is based primarily on the aspects of culture. Culture is perceived as a set of life. It is seen as a set of stereotyped patterns of learning. It is also defined as a set of values, beliefs, norms, customs and codes. Cultural similarities play a vital role in creating a bonding effect. It is also obvious that cultural dissimilarities divide and distance the people.

### **9.5 Multicultural Communication:**

The communication that takes place between the people of different cultural, ethnic, racial and religious backgrounds is multi culturalism. Multiculturalism is sustained through tolerance and respect.

### **9.6 Cross Cultural Communication:**

This happens when parties from different cultural backgrounds engage in communication. Bridging the cultural gap is a challenging task. The greater the difference, the greater is the risk of miscommunication.

### **9.7 Intercultural Communication:**

This takes place between the people of different cultural backgrounds but living in the same country. In the course of dialogic interaction, patterns of interaction, behaviour and customs develop.

Students and Business Executives must acquaint themselves with the cultural parameters of different countries.

### **9.8 Organisational and Multicultural Communication:**

In the changed global context Communication travels faster with accuracy and clarity. In the rapid pace of globalization Organisational communication has become more complex. Incomprehensible cultural aspects have become vital in the evolution of any global organisation. For Organisational Communication all functional units should be well coordinated. All the

members should ensure that breakdown should not occur. Organizational policies should ensure healthy communication climate. All the members should have a clear vision about the expectations, tasks and goals. Complexities in globalization have made the people to realize that insightful knowledge to understand the environment is essential.

### **9.9 Requisites for an Affective Communicator:**

For Informal Communication knowledge about the cultures of the world is an essential thing. Very often decisions of business or deals are struck over lunches and dinners. Previous knowledge about the cultural traits helps interesting conversation. People become sensitive about one's culture. Integrating business with the understanding of culture gives executives an opportunity to develop communication with right perspective. The growth of multiculturalism and the heterogeneous work force develop hand in hand with. From this perspective understanding global communication must be evaluated as 'good' or 'bad'.

### **9.10 Approaches to Culture: Etic & Emic:**

Scholars have observed that the behaviour of the people is influenced by national culture. Etic approach classifies culture on the basis of values and emphasizes on organizational behaviour. Emic approach concentrates on communication styles of the people and draws conclusions about organizational dynamics. Emic approach has become extremely popular as it concentrated more on the effective internal and external communication. This communication has addresses the issues of ethnicity, national culture, corporate culture and organizational communication. Emic approach believes in cultural display. It helps us to interact with other cultures.

### **9.11 Cyber Culture & Communication:**

Cyber culture explores the lives effected by digital technologies. Cyber culture became a portmanteau term for a wide range of subjects. David Bell in Cybercultures Reader says that it understands the cyberspace created by environment, language and social interaction. The Space created by 'cyberculture' requires a different set of communication. The cyber theorists such as Oswald (1997), Benedikit (1991), Heim (1991) have formed their classical conceptions from Post structural and Post Modern writers like Michael Foucault, De Certeau, Gilles Deleuze, Filix Guattari etc. The Cyberspace has created Virtual communities and Online communities. These communities share their emotions, passions and identities with a specific language. Online identity is based on technological determinism. Technology influences our perceptions. The rhetoric of computers lies in shaping our identities separating our minds and bodies. The aspects of Identity Theft, Popular Intelligence, Cyber cultures, Cyber Subcultures, Cyber queer, Cyber punk, Cyber Feminism etc. become prominent and they are understood with specific language.

### **9.12 Overcoming Cross Cultural Communication Problems:**

People working in the multi cultural framework must overcome cross cultural problems. Cross cultural problems crop up due to the lack of Knowledge about social customs, values and beliefs, social conduct, non verbal communication, ethno centric aspects etc. Culture of the

countries is broadly divided into Low Context culture and High context culture. Countries that use language/words to express thoughts and feelings belong to low context cultural group. The countries that belong to the low context group are from Western hemisphere. Communication becomes of utmost importance. Countries like US, Britain and Canada follow direct style of communication. They rely heavily on straight talk. They use explicit communication. They are aggressive and assertive in negotiations. They observe punctuality.

Countries that belong to high context culture are Middle East countries. Asian Countries like India, Far Eastern Country like Japan follow indirect style of communication. They rely heavily on indirect, non verbal cues of message. Interprets verbal message to context of non verbal delivery. They are unpunctual.

### **9.13 Overcoming Cultural Barriers:**

There are several models developed to demonstrate the overcoming of cultural barriers. As per one of the models One should be prepared for shift in cultural paradigm. Good observation should be backed by right cognitive skills of other cultures. Ethnocentrism should be discarded and cultural differences should be minimised. Larger frame of reference should be created for better understanding and adaptability. Differences should be identified for accepting newer perspectives. Desire for change should be created for adapting oneself to new situation. In this process, integration of oneself with other cultures is the required thing.

For sensitive Understanding of Other cultures One should observe the following:

1. A thorough understanding of one's culture is important to satisfy the queries of the foreigners.
2. One has to develop interest in Other cultures.
3. Particular attention to Non Verbal cues of culture is important.
4. Attention to the usage of words in conversation : pitch, tone & grace.
5. Develop a feeling that every culture is as good as other cultures.
6. Develop a character and understanding beyond cultural stereotypes.
7. Impartial and genuine criticism makes one a good observer.

### **9.14 Cultural Protocols of Other Countries:**

Knowledge about the protocols of various countries makes one a global communicator. Apart from knowing the cultural practices, one has to internalize the practices with positive understanding in life. The true spirit of understanding the cultures cannot be undervalued.

### **Cultural Protocol in Japan**

Addition of honorific 'San' to person's last name brings respect

Professional titles are used to acknowledge person's status.

Bowing in greeting is an important cultural sign in protocol. The rank of the Person and Status decides the high and low of bowing.

Japanese business etiquette discourages direct eye contact.

The gesture of 'hai' is not the sign of agreement. The listener should continuously express 'hai'.

American signs of shrugging the shoulder, winking the eye and 'OK' sign are unwelcome.

Use of respectable language in displaying superiority and expression of apologies for failing to meet the expectations of customers are welcome.

Apologies for failing to meet the expectations of customers are welcome.

Employing third party to convey the faults and showering praises inspite of the low performance observed during all the time.

Observing silence to express dissatisfaction and maintaining proxemics is the integral part of Protocol in Japan.

### **Cultural Protocol in Australia**

Inspite of its similarities with British culture, Australian culture is infectious. Australian culture is a mere reflection of British Culture and History. The proud heritage of Aborigines makes Australians significant.

Australians observe Punctuality and they use direct style of communication.

Discussion on sensitive issues like religion, racism and aboriginal status is discouraged.

Exchange of Cards and shaking hands are the signs of greeting people.

The defiance authority of Australians is the sign of friendly nature.

Australians are open minded in accepting other cultures.

### **Cultural Protocol in China:**

Chinese are sensitive about Non verbal means of communication.

Addressing the people with their professional titles is a thing of respect.



Exchange of Cards is an important cultural factor. Cards should be printed both in English and Chinese.

Chinese business protocol is hierarchical in Nature. The Senior leads the delegation.

Simple jargon free language makes the people to understand. Exaggerated claims are not appreciated.

Claims are not appreciated.

VIP's are an important part of gathering and they are greeted first.

### **Cultural Protocol in France:**

Learning a bit of French language is important to follow the endless discussions of French people on art, Politics, fashion, gourmet food, music and literature.

French like formal sober colours. They dislike aggressive colours.

French are particular in using the titles 'Monsieur' and 'Madame'

Business cards translated into French ensures respect and equality.

Negotiations or business discussions are a sort of intellectual exercises and knowledge of basic French displayed in these discourses will bring the appreciation.

Punctuality is observed. Exchange of Gifts is a good practice. Business card is not to be exchanged with gifts.

Discussion on sensitive topics like ethnic groups has to be avoided.

Critising Napoleon is discouraged.

Behaviour of giving opinion on everything is strongly resented.

Proper introduction of any person is required. Personal enquires to be avoided during the conversation.

### **Cultural Protocol in Germany:**

Germans are hardworking people. They respect time. Punctuality is an integral Part of German culture.

Change of appointment and place is not appreciated.

Direct communication and formal manners are appreciated. Women are treated as equals to men.

German business world is hierarchical. One should be careful of professional titles.

Discussion on topics like Racism & Third Reich is discouraged.

Discussion on topics like Soccer, cycling, skiing, tennis and hiking are welcome.

### **Cultural Protocol in India:**

Living in London is like being in India. Except the inheritance of English language, there are lot many dissimilarities .

Formal behaviour and informal body language is not appreciated.

Exchanging all the formal habits like business cards, shaking hands are observed. The code of Dress is formal. Sober colours for dressing are appreciated.

British dislike superlatives in communication. They Prefer understatements and witty remarks.

British dislike the people who blow their own trumpets.

Avoid discussion in sensitive issues like Monarchy, racism and European Union.

By thoroughly observing the aspects and issues, British prefer to remain silent. Gift exchange is part of British Protocol.

### **Cultural Protocol in Switzerland**

Clinically it is the cleanest country in the whole world. Business Protocols are immaculate.

Switzerland people observe punctuality. Formal behaviour like dress code, greetings and shaking hands is customary.

Reserved People like British. They do not like loud talk.

Dislike discussion on topics like accounts or secrecy of accounts.

### **Protocol in United States of America**

Americans are different from their European counterparts. Indians find comfort zones in America. Similarity lies in spirit of Democracy.

Americans are informal People. Time can be as inflexible as business handshakes and greetings.

Business cards are not exchanged as religiously as in other cultures.

Direct eye contact is the sign of sincerity and assertiveness.

Time is measured in terms of money.

Americans have strong ethnocentric feeling. They are ignorant of other cultures.

Americans have penchant for using multi media techniques.

Martin Ganon in his fascinating book Understanding Global Culture; A Cross cultural Journey uses metaphor approach in understanding cultural characteristics of other countries and identifies that all cultures have strong cultural factors. He is of the opinion that for Cultural integration genuine understanding of the culture is very important.

### 9.15 INDIAN SITUATION:

The business environment in Indian is fast changing. One of the witnessing swift changes is found in the number of family owned business. They have acquired wide perspectives of International business. The Aditya Birla Group, Infoys, Wipro, Reliance, Tatas , Ranbaxys. Asian Paints are some of the Indian organizations undergoing metamorphosis. This transitional process is time consuming and a painful process.

Indians sense of time is flexible.

Indian prefer oral communication to written communication. Written communication needs to be improvised.

Communication is direct at the senior level. It is indirect at junior level.

Business cards are exchanged upon meeting.

Ethnocentricism prevails over the needs. Its outlook is changing.

So, If one wants to become a successful manager, one needs to pay attention to communication skills. It should be observed that when we communicate through speech and body language we convey our values. It is only through our use of language we create a cultural common ground for the acceptance of other cultures. Consistent and honest communication builds trust. Deep, sensitive and strategic communication creates a borderless multicultural society.

**- Dr. Raja Sekhar Patteti**

## LESSON - 10

# THE PUBLIC RELATIONS WAY: UNDERSTANDING THE CHANGING WORLD

### 10.0 Objectives:

The lesson provides important inputs about the dire necessity of smart managers and PR's. The lesson identifies the importance of effective communication in transcending the boundaries of their organizations. Interacting with Globalised world is challenging task for an organization. The Managers necessity in perfecting the communication skills and handling the welfare activities is a specific and significant thing.

The lesson gives the philosophy of public relations. The human face of the business is comprehended. The social responsibility of the corporate sector is conveyed as a major factor in the growth of the corporate world. It is perceived that socially sensitized managers will have a better perspective of the business.

The second part the lesson concentrates on the importance of managers acquiring oral and communication skills in handling the good press releases. Ability to handle print media and the electronic media is considered as manager's knowledge of communication.

In the interaction with multicultural diverse groups complexities always arise. The complexities are related to social and cultural norms. They create frustrations unless they are understood in the right perspective. Business people in Asia Pacific region find it difficult to interact with the 'relationship style' of other people from different regions. Global expansions and mergers have brought down the downsizing and expenditure of the organizations. The Human problems related to the consolidation of the organization need to be addressed. Without seriously considering the feelings of employees, no organization can acquire a global face. It is pertinent to observe that in the wake of the natural calamities, the role of the global organizations in undertaking the responsibility of rehabilitation has become significant. Dhirubai Ambani's group, Tat group, Infosys, etc. have responded promptly and generously with large investment to the rehabilitation activities. The dire necessity of Public relations person comes to the fore during these junctures. The function of the Public relations Officer is to mediate between the company and the changing circumstances. He is expected to constantly inform the shareholders about the stakes of company's plans and policies.

Many of the young generations are concentrating to specialize in communications as PR. As a manager PR is expected to interact with customers, vendors, distributors, competitors, investors, journalists, community representatives and government. Everytime whenever, PR communicates he sends the message through the media to the outside world as a representative of the organization. The reputation of the organization with the media and other various groups depends on the efficiency of PR.

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- 10.1 The Necessity of Public Relation**
- 10.2 PR Misconstrued**
- 10.3 PR Defined**
- 10.4 Public Relations and the Reality**
- 10.5 Communication Skills for Media and Public Relations**
- 10.6 Composing a Good Press Release**
- 10.7 Handling the Press Conference**
- 10.8 Media Interviews**
- 10.9 Conclusion**

### **10.1 The Necessity of Public Relation:**

The objective of PR is to make the managers habituated to the good realization of Public relations. In the contemporary situation of global needs, it is essential to construct a culture of trust and interdependence. It is the crux of the philosophy of public relations. The contemporary competitive environment is invaded by the metaphorical applications of 'the rat race' and 'dog eat dog'. This situation is compounded by self proclaimed and self glorifying eulogies. The aspect of Public Relations has emerged as the discipline of anticipating and interpreting public opinion. The significance of PR lies in the belief that the destiny of any organization depends on the basis of public opinion. So the sagacity of PR role is to justify the values of the organization. The basic principle of PR is conveyed to understand the spirit and philosophy of Public relations.

### **10.2 PR Misconstrued:**

Industrialisation, Urbanisation & Modernisation has evolved the function of Management. The existence of incomprehensible corporate world desperately needs the presence of PR. Some of the organizations misconstrue by relating the functions of PR with metaphorical and cosmetic communication. There should be a conceptual clarity in understanding the execution of PR. It should not be misconstrued as the job of propaganda and lobbying. It should not be considered as a glamorous profession. The pejorative sense in understanding that it is a glamorous vocation should be driven out. It should be perceived as the objective of promoting the truth to the larger audience.

### 10.3 PR Defined:

The role and the responsibility of PR is defined from different perspectives. One common factor in all the definitions is their emphasis on Public Relations. The definition of The British Institute of Public Relations (IPR) observes that PR is a planned and sustained effort to establish and maintain good will and mutual understanding between an organization and its public. Another definition of PR by the World Assembly of Public Relations Associations in Mexico city defined that PR is the art and social science of analysing trends, predicting their consequences, counseling organizations, leaders and implementing planned programmes of action. Frazier Moore and Bertrand Canfield definition of PR goes that PR is a social philosophy of management expressed in policies and practices through sensitive interpretation of events upon two way communication. The definition of Webster's New Collegiate Dictionary defines PR as the good business of inducing the public to understanding the good will towards a person.

### 10.4 Public Relations and the Reality:

Managers who visualize the better future for the organizations are the people of Renaissance. Such managers who build the image can withstand the test of the time. The 'in-house' activism of managers compels them to understand the environment. The PR manager is trained in the truthful dissemination of information. He is also given the opportunity to receive the information. Turk Newsom and Krukerberg in This is PR : Realities of Public Relations have listed out the basic principles of a manager. Some of the principles mentioned in the book need to be observed:

- \*\* PR deals with the facts not with fiction.
- \*\* PR is a service oriented profession. Public interest should be the primary consideration.
- \*\* PR should be courageous to say 'no' to the false programme.
- \*\* PR should preserve the integrity of these channels. Falsehood should not be disseminated to the channels.
- \*\* PR should effectively convey the message until it reaches and understood by the people.
- \*\* To expedite the two way communication. Must use scientific theories for evaluating the public opinion.
- \*\* Public relations must employ the social sciences (psychology, sociology and social psychology).
- \*\* PR is expected to explain the problems to public before the problem becomes a crises.
- \*\* Ethical performance should be the only standard to measure the practitioners of public relations.

PR as a concept of effective management has to be understood with the reputation of an organization. It is reputation of what you do and what you say. It is a management function, an interactive process. A manager should not refrain from the basic principles. It is imperative for a manager to acquire the following qualities:

1. He should be a people's person.
2. He should be a good communicators
3. He should be a socially a sensitive person
4. His experience in managerial skills should be an asset to the organization.
5. He should be completely conscious about the environment (inside and outside the organization)
6. He should be ethically strong.
7. He should possess writing skills and knowledge of the media. It is observed that the following qualities will get reflected with the media in his answers and responses.

## **10.5 Communication Skills for Media and Public Relations:**

Manager is required to interact with other business or social groups. The knowledge of the manager about the process of communication involves stimulus, motivation, frame reference, encoding, decoding and importance of the choice of language. Two way communication focuses on transactional and interpersonal communication. PR communication focuses on the end receiver. Accurate and truthful communication establishes the right kind of frame of reference. The strategies of Corporate communication follow a particular pattern. They promote communication through right channel. They target the groups/stakeholders and build a good will. They see the active feedback from the group and media. They consider all the internal members of the organization important and significant.

### **People who wish to specialize as PR, should follow the essential things:**

Understanding the image of the Corporate and constructing it. They should acquire the qualities of good PR. Explore into the aspects of PR and come out with scholarly research resolutions. They should target the segmentation and message designing. The prerequisite knowledge of the media helps them to manage the information through newsletter, house journal, annual reports and promotional kit for the internal publics. In the companies where PR is not given the responsibility of handling the media, managers will have to execute the responsibility of handling the press and media function, the necessity of press and media. They should be well versed with the jargon of the press. Managers should be able to compose a well constructed press release for informing the external publics.

The aim of the press handout is to keep the general public informed about important events, seminars, conferences, launching of new products, reaching the earthquake victims, sponsoring an event and a social welfare activity.

## **10.6 Composing a Good Press Release:**

It is the dire necessity for the managers to possess the competence in composing a good press release. Knowledge of writing and editing are the essential things. The platonic and platitude language will not serve the situation. The golden rule for making a press release is to observe five W's: Who, Where, When, What & Why. The sufficient information has to be refined in the order of importance. The release should contain the simple, real promises and factual data. A simple conversational style with two communication wins the appreciation.

In Business communication the style of writing should be clear and concise. The language should be free from floweriness and effusion. Appropriate usage of words is the essential thing. Lengthy sentences should be broken up and precise statements will convey the message. Casual chatty style should be avoided. Buzz words, acronyms and Jargons should be avoided. Extraneous facts need to be given up. Brief, specific releases in justifying the statements should be observed.

## **10.7 Handling the Press Conference:**

Press conference is an inevitable tool of communication in the globalization. The ability to express oneself through effective oral communication is the required thing. The purpose has to be communicated. The details of the facts need to be explained. The details with new values and significant information should be communicated. One should choose the right location and time for conference. Conducive environment for discussion, questions and answers should take place. List of the invites should be prepared. Proper greetings of the media should be ensured at the outset.

## **10.8 Media Interviews:**

Media interviews are also essential for the existence of organization. The channels like CNBC, ISBN, NDTV, BBC, ZEE, NEEWS, offer their acquittance through their programming. In these interviews the public should be provided with clarity about the text of the message. Some times media people conduct telephone interviews about the projects. The print media and the electronic media demand the serious preparation for their list of questions. In handing such situations one should anticipate the questions with well preparedness. Should gather background information in case of some answers. The sources of information should be remembered. Organising the thoughts in a structured manner is essential. Conveying the things with clarity. Confidence and authority is an essential thing. Avoiding of the jargons and careful understanding of the questions is an important thing.



## 10.9 Conclusion:

The competence and the success of organisation's corporate culture is undoubtedly reflected in a healthy PR and Media policy. The contribution of every manager helps the growth of corporate culture. The PR culture brings the values of the organization, human interactions, traditions, ideals and visions of growth. The distinctive image of the organizations completely depends on the responsible managers. If the PG improves the new skills continuously, it will help the organization in facing the challenges of globalization.

- Dr. Raja Sekhar Patteti

(కత్తిరించి పంపవలెను)

## **అధ్యాపకుల, విద్యార్థుల సలహాలు, సూచనలు :**

అధ్యాపకులు, విద్యార్థులు ఈ స్టడీ మెటీరియల్ కు సంబంధించిన సలహాలు, సూచనలు ముద్రణ దోషాలు తెలియపరచినచో. పునర్ముద్రణలో తగు చర్యలు తీసుకొనగలము. తెలియపరచవలసిన చిరునామా : డిప్యూటీ డైరెక్టర్, దూరవిద్యా కేంద్రం, ఆచార్య నాగార్జున విశ్వవిద్యాలయం, నాగార్జున నగర్ - 522 510.

**Course**

**PGDTTM :**

**Paper No. & Title**

**Communication Skills**

(కత్తిరించి పంపవలెను)

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