

COMMUNICATION SKILLS
MBA (Tourism & Travel Management)
FIRST YEAR, PAPER –VII

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M.B.A (TTM) : COMMUNICATION SKILLS

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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+' grade from the NAAC in the year 2024, Acharya Nagarjuna University is offering educational opportunities at the UG, PG levels apart from research degrees to students from over 221 affiliated colleges spread over the two districts of Guntur and Prakasam.

The University has also started the Centre for Distance Education in 2003-04 with the aim of taking higher education to the doorstep of all the sectors of the society. 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 to housewives desirous of pursuing higher studies. Acharya Nagarjuna University has started offering B.Sc., B.A., B.B.A., and B.Com courses at the Degree level and M.A., M.Com., M.Sc., M.B.A., and L.L.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 in 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 be part of country's progress. It is my fond desire that in the years to come, the Centre for Distance Education will go 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 endeavors.

Prof. K. Gangadhara Rao

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107TT26: COMMUNICATION SKILLS

Objectives:

- a) To develop the students with effective communication skills in today's world.
- b) To impart oral and written communication skills through experiential learning; and
- c) To acquaint with the etiquette of business communication.

Unit - I

ORAL COMMUNICATION SKILLS: Public speaking - Group presentations and discussions - Participation in meetings and interviews – Brainstorming – Designing and delivering presentations.

Learning outcome:

- Display competence in oral communication and develop the necessary skills for the job.

Unit - II

WRITTEN COMMUNICATION SKILLS: Preparing letters, reports, and other executive communications. Methods of achieving effective communication, measurement of the impact of communication – Mass media – Media relations.

Learning outcome:

- Practice different types of letter writing and skills required for achieving effective communication.

Unit - III

INTRODUCTION TO CONTEMPORARY PUBLIC RELATIONS: Organizational context of public relations – social context of public relations – Communication and Public opinion – principles of persuasion – adjustment and adaptation – PR in Tourism.

Learning outcome:

- Demonstrate the ability to accomplish communicative goals in public relations.

Unit - IV

BUSINESS COMMUNICATION: Understanding the foundations of business communication – Characteristics of effective business messages – Writing business proposals – Communication across cultures – Communication challenges in today's workplace.

Learning outcome:

- Make aware of the foundations of business communication.

Unit - V

LANGUAGE LABORATORY: Practical exercise & Discussions – Body language, Postures, Eye contact, Etiquettes, Voice culture, Scientific temper – Team building – Interpersonal effectiveness.

Learning outcome:

- Demonstrate an ability to recognize and use effective non-verbal communication skills.

Topics for Internal Practicals

- Giving an effective presentation
- Participating in Group Discussion
- Holding a meeting
- Attending an Interview
- Testing on the nonverbal cues of communication

TEXTBOOKS

1. Kaul, Asha (2005), Effective Business Communication, PHI, New Delhi.
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2. Bovee, Thill & Schatzman (2003), Business Communication Today, Pearson, New Delhi.
3. Jenkins IR & Jif JJ 'Planning the Advertising Campaign', Macmillan, 1973
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UNIT-I

Lesson-1

ART OF COMMUNICATION**1.0 Objectives**

After going through this unit, you should be able to:

- Define communication
- Recognize the power of communication in everyday life
- Identify the types of communication
- Evaluate the process of communication

Structure**1.1 Introduction****1.2 Definition of Communication****1.3 Process of Communication****1.4 Types of Communication****1.5 Importance of communication****1.6 Key Words****1.7 Self Assessment Questions****1.8 Further Readings****1.1 INTRODUCTION**

Can you imagine yourself doing nothing for a while? No, because even the thought of not doing anything itself is a form of communication. Yes, by thinking so, you are talking to yourself. Thus you are communicating. According to John A. Piece "Communication is not only the essence of being human, but also a vital property of life." It is quite true because communication is a process that started perhaps even before we knew how to write or spell the word "communication". Communication is perhaps dated back to the advent of life itself.

The term communication is derived from the Latin word *Communicare* or *communico* both of which mean 'to share'. The sharing of information is common to

all species of living things. Plants and animals too share information. Communication is commonly understood as "the imparting or interchange of thoughts, opinions, or information by speech, writing or signs." Man has been using language as a tool of communication to interact with the environment in which he lives and to regulate his social behaviour. Though there are a number of means of communication, language is the most widely used means. So we can conclude that communication is a process of transferring information from one entity to another using signs or sounds or written motifs.

1.2. DEFINITION OF COMMUNICATION

"Communication is the process of sharing or exchanging of information (Ideas, Opinions, Thoughts, Facts and Figures) between two or more persons."

Is it a comprehensive definition?

No, people need to have a common medium (language) thus it should be said that "Communication is the process or sharing or exchanging of information (ideas, Opinions, Thoughts, Facts and Figures) between two or more persons using a common language."

Is the above statement a comprehensive definition?

No, Even though individuals use a common language, the intended message of the sender may not reach the receiver. If the language is ambiguous, it could be misunderstood by the receiver. Thus it is important that the words chosen are clear in their sense. Thus it should be said that "Communication is the process of sharing or exchanging of information (Ideas, Opinions, Thoughts, Facts and Figures) between two or more persons using a common language such that the intended meaning of the sender is received by the listener."

1.2.1 Need for Communication

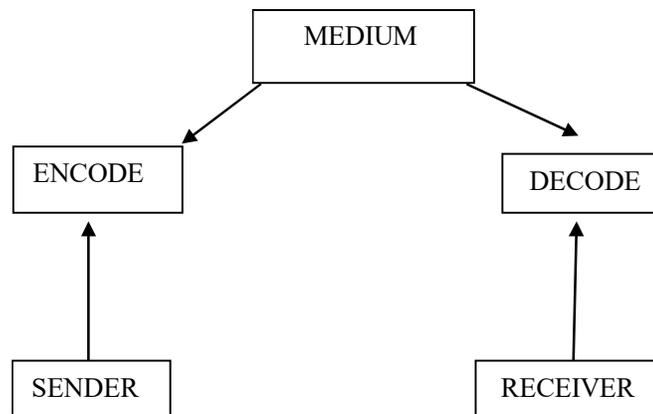
Why does man need to communicate? What happens if we don't communicate with each other in a form? Of course, the answer is simple. The progress of the mankind comes to a standstill. It is the sharing and passing of information, accumulated by one generation to the next (communicating either orally or in writing that leads to the rapid progress of mankind. Spoken communication has been our main method of communicating with one another. It is estimated that 75% of a

person's day is spent communicating in some way. A majority of our communication time may be spent speaking and listening, while a minority of our time is spent reading and writing. These communication actions reflect skills which promote our personal, academic and professional success. Communication is, therefore, essentially a social affair.

1.2.2 BASIC PROCESS OF COMMUNICATION

Since we have understood what communication is, it is important to know how communication happens between two or more people. The process of communication needs a Sender (the one who initiates the transfer of information), a medium (language: spoken or written) and a Receiver (who receives the information).

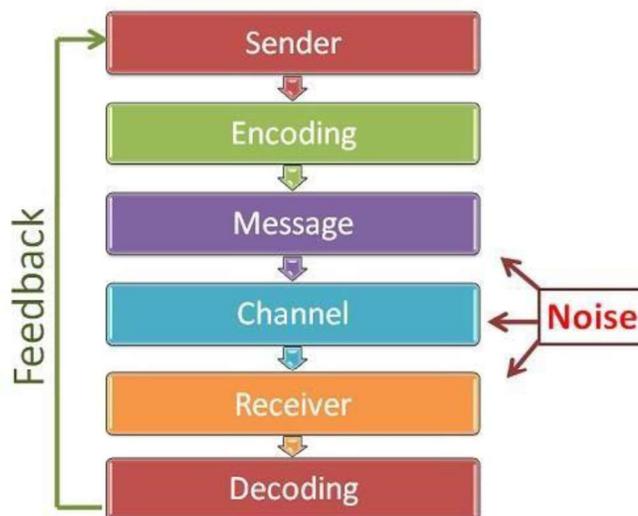
Fig: 1 Basic Communication Process (one way communication)



- 1. Sender:** An individual with an idea to be communicated to a receiver.
- 2. Encode:** Placing the sender's idea into symbols.
- 3. Medium:** The communication vehicle for a message. (Written, electronic, verbal format)
- 4. Decode:** Making personal sense from a message on the part of a receiver.
- 5. Receiver:** The intended target of a message. The following picture gives us a better idea of the process of one way communication where the sender generates the communication by encoding the message by using a medium (usually a language). Thereby the message is decoded and reaches the receiver.

The above process is the basic type and can also be considered as one way communication. Here observe that the process of communication is initiated by the Sender. It is incomplete and ambiguous (unclear) as the receiver has not responded and there is no way to know whether the intended meaning of the sender has properly reached the receiver or not. One way communication is also dangerous as it leads to misunderstandings and misconceptions (wrong ideas). Thus the process of communication is considered as effective and complete only when the feedback loop (circle) is formed. The following picture gives us a clear idea about how the process of communication gets completed by using both the transmission phase and feedback phase.

1.3 PROCESS OF COMMUNICATION



Communications is a continuous process which mainly involves three elements viz. sender, message, and receiver. The elements involved in the communication process are explained below in detail:

1. Sender

The sender or the communicator generates the message and conveys it to the receiver. He is the source and the one who starts the communication.

2. Message

It is the idea, information, view, fact, feeling, etc. that is generated by the sender and is then intended to be communicated further.

3. Encoding

The message generated by the sender is encoded symbolically such as in the form of words, pictures, gestures, etc. before it is being conveyed.

4. Media

It is the manner in which the encoded message is transmitted. The message may be transmitted orally or in writing. The medium of communication includes telephone, internet, post, fax, e-mail, etc. The choice of medium is decided by the sender.

5. Decoding

It is the process of converting the symbols encoded by the sender. After decoding the message is received by the receiver.

6. Receiver

He is the person who is last in the chain and for whom the message was sent by the sender. Once the receiver receives the message and understands it in proper perspective and acts according to the message, only then the purpose of communication is successful.

7. Feedback

Once the receiver confirms to the sender that he has received the message and understood it, the process of communication is complete.

8. Noise

It refers to any obstruction that is caused by the sender, message or receiver during the process of communication. For example, bad telephone connection, faulty encoding, faulty decoding, inattentive receiver, poor understanding of message due to prejudice or inappropriate gestures, etc.

1.4 TYPES OF COMMUNICATION

Human life passes through a series of communications without which nothing in this world is achievable. The process of communication can be broadly classified as verbal communication and non-verbal communication. As the word indicates, Verbal communication means a communication using words. It includes both written and spoken (oral) communication. Spoken conversations or dialogs are influenced by voice modulation, pitch, volume and even the speed and clarity of speaking. The

non-verbal communications include body language, facial expressions, signals and visual diagrams or pictures. There are several different ways we share information with one another. For example, you might use verbal communication when sharing a presentation with a group. You might use written communication when applying for a job or sending an email.

There are four main categories of communication styles including verbal, nonverbal, written and visual:

1. Verbal

Verbal communication is the use of language to transfer information through speaking or sign language. It is one of the most common types, often used during presentations, video conferences and phone calls, meetings and one-on-one conversations. Verbal communication is important because it is efficient. It can be helpful to support verbal communication with both nonverbal and written communication.

Here are a few steps you can take to develop your verbal communication skills:

- **Use a strong, confident speaking voice.** Especially when presenting information to a few or a group of people, be sure to use a strong voice so that everyone can easily hear you. Be confident when speaking so that your ideas are clear and easy for others to understand.
- **Use active listening.** The other side of using verbal communication is intently listening to and hearing others. Active listening skills are key when conducting a meeting, presentation or even when participating in a one-on-one conversation. Doing so will help you grow as a communicator.
- **Avoid filler words.** It can be tempting, especially during a presentation, to use filler words such as “um,” “like,” “so” or “yeah.” While it might feel natural after completing a sentence or pausing to collect your thoughts, it can also be distracting for your audience. Try presenting to a trusted friend or colleague who can call attention to the times you use filler words. Try to replace them by taking a breath when you are tempted to use them.

2. Nonverbal

Nonverbal communication is the use of body language, gestures and facial expressions to convey information to others. It can be used both intentionally and unintentionally. For example, you might smile unintentionally when you hear a pleasing or enjoyable idea or piece of information. Nonverbal communication is helpful when trying to understand others' thoughts and feelings.

If they are displaying "closed" body language such as crossed arms or legs, or hunched shoulders, they might be feeling anxious, angry or nervous. If they are displaying "open" body language with both feet on the floor and arms by their side or on the table, they are likely feeling positive and open to information.

Here are a few steps you can take to develop your nonverbal communication skills:

- **Notice how your emotions feel physically.** Throughout the day, as you experience a range of emotions (anything from energized, bored, happy or frustrated), try to identify where you feel that emotion within your body. For example, if you're feeling anxious, you might notice that your stomach feels tight. Developing self-awareness around how your emotions affect your body can give you greater mastery over your external presentation.
- **Be intentional about your nonverbal communications.** Make an effort to display positive body language when you feel alert, open and positive about your surroundings. You can also use body language to support your verbal communication if you feel confused or anxious about information, like using a furrowed brow. Use body language alongside verbal communication such as asking follow up questions or pulling the presenter aside to give feedback.
- **Mimic nonverbal communications you find effective.** If you find certain facial expressions or body language beneficial to a certain setting, use it as a guide when improving your own nonverbal communications. For example, if you see that when someone nods their head it communicates approval and positive feedback efficiently, use it in your next meeting when you have the same feelings.

3. Written

Written communication is the act of writing, typing or printing symbols like letters and numbers to convey information. It is helpful because it provides a record of information for reference. Writing is commonly used to share information through books, pamphlets, blogs, letters, memos and more. Emails and chats are a common form of written communication in the workplace.

Here are a few steps you can take to develop your written communication skills:

- **Strive for simplicity.** Written communications should be as simple and clear as possible. While it might be helpful to include lots of detail in instructional communications, for example, you should look for areas where you can write as clearly as possible for your audience to understand.
- **Don't rely on tone.** Because you do not have the nuance of verbal and nonverbal communications, be careful when you are trying to communicate a certain tone when writing. For example, attempting to communicate a joke, sarcasm or excitement might be translated differently depending on the audience. Instead, try to keep your writing as simple and plain as possible and follow up with verbal communications where you can add more personality.
- **Take time to review your written communications.** Setting time aside to re-read your emails, letters or memos can help you identify mistakes or opportunities to say something differently. For important communications or those that will be sent to a large number of people, it might be helpful to have a trusted colleague review it as well.
- **Keep a file of writing you find effective or enjoyable.** If you receive a certain pamphlet, email or memo that you find particularly helpful or interesting, save it for reference when writing your own communications. Incorporating methods or styles you like can help you to improve over time.

4. Visual

Visual communication is the act of using photographs, art, drawings, sketches, charts and graphs to convey information. Visuals are often used as an aid during presentations to provide helpful context alongside written and/or verbal

communication. Because people have different learning styles, visual communication might be more helpful for some to consume ideas and information.

Here are a few steps you can take to develop your visual communication skills:

- **Ask others before including visuals.** If you are considering sharing a visual aid in your presentation or email, consider asking others for feedback. Adding visuals can sometimes make concepts confusing or muddled. Getting a third-party perspective can help you decide whether the visual adds value to your communications.
- **Consider your audience.** Be sure to include visuals that are easily understood by your audience. For example, if you are displaying a chart with unfamiliar data, be sure to take time and explain what is happening in the visual and how it relates to what you are saying. You should never use sensitive, offensive, violent or graphic visuals in any form.

To make improvements to your communication skills, set personal goals to work through the things you want to accomplish step by step. It might be helpful to consult with trusted colleagues, managers or mentors to identify which areas would be best to focus on first.

1.5 IMPORTANCE OF COMMUNICATION

Business owners should focus on communication when running the operations side of your company. After all, selling and delivering products or services without excellent communication can be a huge problem. Regardless of how it's done, below are numerous reasons why you have to emphasize it at work:

1. Builds a good team

Having team leaders who are good communicators can encourage employees to achieve your common goals. With open communication both oral and written, workers in a team know their responsibilities and when to ask for help for anything. Moreover, communicating professionally and respectfully can develop a robust positive atmosphere at work. When the team starts to get to know one another, they can build positive team morale which is good for the company's productivity.

2. Encourages feedback

With effective communication, people in the workplace feel more confident at talking with each other, giving them the opportunity to express their ideas about the

operations to the management. You should remember that feedback is crucial in communication. It can be a two-way process where the top management provides feedback to the employees about their work performance, and the employees also feel good at giving feedback with regards to how well the company's policies are performing. You also need to keep in mind that communication to be effective should always work both ways.

3. Boost customer relationships

Your business won't succeed without customers and communicating with them effectively is also one of the essential ways to create customer loyalty in business. Whether you sell or deliver products and services, you have to listen and understand the needs of your customers and provide them with excellent customer service by answering their questions. When communicating with them, it's essential to be attentive, polite, and quick.

4. Encourages feedback

With excellent communication, people in the workplace feel more confident at talking with each other, giving them the opportunity to express their ideas about the operations to management. You should remember that feedback is crucial in communication. It can be a two-way process where the top management provides feedback to the employees about their work performance, and the employees also feel good at giving

5. Helps enforce rules

Every company has a set of policies and regulations that should be followed for the entire organization to succeed. Whether it's a specific process to perform a task or the consequences for underperformance, you should always make all these things clear to your workers and you need to develop strong communication skills to do that. This format of communication is more than just writing a company manual and send it to your employees. It's more on communicating the expectations and policies of the business at all times and revisiting how these policies affect your employees regularly.

1.6 Key Words:

Communication: "Communication is the process of sharing or exchanging of information(Ideas, Opinions, Thoughts, Facts and Figures) between two or more persons."

Written Communication :Written communication includes letters, circulars, memos, e-mails, faxes, telegrams.. reports., minutes of meetings, forms and questionnaires, manuals, newspapers, magazines, story books, novels and other literary products etc.

Spoken Communication: Spoken communication includes face-to-face conversation, conversation over the telephone, radio broadcasts, interviews etc.

1.7 Self Assessment Questions:

1. Define the term 'Communication' and discuss the need for effective communication in modern world.
2. Write a short note on different types of communication.
3. Compare and contrast the merits and demerits of written and spoken communication.
4. Illustrate and explain the process of communication.

1.8 Further Readings

R.C Sharma & Krishna Mohan "Business Correspondence and Report Writing"

Bhattacharya, Indrajit (2002)An approach to communication skills

Mc Kenna ,Colleen (1998)Powerful communication skills

Lesson Writer:

N. Geetha Sony

Lesson-2

CHANNELS OF COMMUNICATION**2.0 Objectives**

After going through this unit, you should be able to:

- Know the channels of communication
- Recognise the power of communication in Business
- Know the benefits of effective communication in business

Structure**2.1** Introduction**2.2** channels of communication**2.3** Importance of communication in Business**2.4** Benefits of communication in Business**2.5** Key Words**2.6** Self Assessment Questions**2.7** Further Reading**2.1 INTRODUCTION**

Communication is a very important part of any organization. It takes place among business entities, within markets, various groups of employees, buyers and sellers, service providers and clients, salesperson and prospective buyers, and within the organization and with the press. Communication can be Internal, External, Upward, Downward, Formal, Informal, Lateral, Interactive, Mass or Grapevine.

2.2 CHANNELS OF COMMUNICATION

So far we have understood that communication occurs with several agencies like family, friends, and at colleges and other places. It is important that we should have an accurate understanding of the channels of communication especially at work places. Normally we do not observe these channels in our personal life. An individual's successful career depends on his effective communication skills. Communication is the life line of an organization, be it government or private organization. The individuals, who accomplish a task of effective management at

different levels and stages, should initiate and undertake the right kind of communication at appropriate time. They adopt either formal or informal channels based on the demand of situation to communicate with each other in an organization.

Internal Communication

Internal communication takes place within the organization or group—among people within, among different groups of employees and between employers and employees. It could be oral or written, visual or audio-visual, formal or informal, and upward or downward. Internal communication serves to inform, instruct, educate, develop, motivate, persuade, entertain, direct, control and caution people in the organization.

When a personal letter is written at an official address, besides writing the name of the addressee, the envelope is super scribed 'Private' or 'Confidential' to convey the nature of communication. Knowledge, skills, goal orientation, sharing of corporate concerns, review and monitoring, performance appraisal, counselling and training are among the issues that internal communication addresses.

External Communication

Unlike internal communication, external communication flows outward. It addresses people outside the organization, like the prospective customers, competitors, public, press, media and the government. External communication can take place in various ways and through different channels.

Letters, notices, brochures, demonstrations, telephone calls, business meetings, press releases, press conferences, audio-visual presentations, publicity films product launch events and advertisements are all examples of external communication. It is important to note that the external agency or person targeted through such communication, quite often forms an image or impression based on such communication and it is, therefore, very necessary that adequate care is taken in making it clear, intelligible and appealing. There may be some communication, which would move both upward and downward. A typical example of this is performance budgeting, which is a two-way process. It is a top to bottom as well as bottom-to-top exercise

Upward Communication

Large organizations have different hierarchical levels or tiers. Banks, finance companies, insurance businesses, railways, and such other people-oriented organizations have typically a 3-tier or a 4-tier structure. The process of communication to be complete and effective should encompass all these levels and tiers. Upward communication is one which moves upward, i.e., from bottom to top levels in the hierarchy.

Any communication that moves from employees to supervisors, supervisors to managers, managers to executives, regional manager to general manager and so on, maybe categorized as upward communication. Similarly, communication from branches to regional offices, regional offices to zonal offices, a zonal office to head office is referred to as upward communication. Employee suggestions, market reports, performance reports, feedback on new products and requests for facilities or instructions are all examples of upward communication in the organizational context.

Downward Communication

Downward communication moves from top to the bottom, i.e. from the CEO downwards. It travels through senior executives to junior level functionaries, from the controlling office to the branch, from the head of the division to the head of the unit. Corporate goals, business priorities, motivational letters, work-related instructions, newsletters, letters from the CEO/General Manager's desk are all typical examples of downward communication.

There may be some communication, which would move both upward and downward. A typical example of this is performance budgeting, which is a two-way process. It is a top to bottom as well as bottom-to-top exercise

Formal Communication

Towards ensuring communication on an on-going basis, organizations develop formal systems. Staff meetings, union-management meetings, branch managers' conferences, periodical sales review meetings and customer meets are examples of forums that facilitate formal communication.

Formal communication generally follows a well-defined hierarchical pattern and periodicity. Memos, circulars, instructions, guidelines, clarifications, agreements and

reports are some of the channels that facilitate the flow of formal communication in business organizations.

Informal Communication

This type of communication takes place in an unstructured manner and outside the formal forums. There is an element of spontaneity in this communication. Informal communication works well in smaller, loosely knit organizations. It is used more often in situations where there are no rigid hierarchical tiers.

While the formal structure of communication is a must in large organizations, it is the informality that helps sustain goal orientation in small well-knit units. Informal communication takes place through chats, conversations, informal talks and the like.

Lateral Communication

Lateral communication generally takes place in an organization and is neither upward nor downward. It proceeds in a horizontal manner and takes place among equals and at peer level. It may also be described as peer-level communication.

Any communication that takes place, orally or in writing, from one branch head to the other, from one division head to the other, from one group head to the other, maybe described as lateral communication. An important point worth noting in any such lateral communication is that there is not much difference in terms of the hierarchical levels or positions of the sender and the receiver.

Interactive Communication

Interactive communication is essentially a two-way process. It takes place through meetings, conferences, teleconferencing, multimedia presentations, group discussions, and other such active two-way exchanges. Interactive communication is most appropriate when the message or subject is to be presented at length, e.g., in practical sessions, case study discussions, and strategy formulation. When many speakers are involved, there may be a need for a moderator who will facilitate the effective flow of communication from different speakers.

Mass Communication

Mass communication is distinctive in view of its scale. Essentially, it addresses a large mass of people. Public speaking, newspapers, magazines and

journals, radio, television, dotcoms, etc. are channels of mass communication. Mass communication has developed into a specialized area of study.

Each of these areas or channels calls for distinct skills. By its very nature, mass communication addresses a vast, well spread out and heterogeneous group of people and, as such, special efforts will have to be made to sustain their interest and achieve the desired response.

At the government level too, there is often a separate ministry or department of mass communication to deal with this functional area. Main branches of study relating to mass communication are public relations, advertising and publicity, journalism and digital media.

Grapevine

Grapevine is a kind of informal communication that prevails in organizations and businesses. The source of such communication may not be clear. It spreads by way of gossip and rumors. It travels through informal networks and quite often travels faster than the formal messages. Sometimes, it gets more powerful and becomes more receptive than formal communication.

The prevalence of this type of communication in an organization has to be recognized and accepted. A skilled communicator can derive benefits from such communication as well. It may not always be possible to control the grapevine, but, nevertheless, an able communicator knows how to influence it. Like any other type of communication, this one has its own merits and demerits.

2.3 IMPORTANCE OF COMMUNICATION IN BUSINESS ORGANIZATION –WITH THE ROLE OF COMMUNICATION

Effective communication is the foundation of sound management. The performance of all managerial functions depends on successful communication by the managers at various levels. Planning which is one of the most important functions of management requires extensive communication among the executives and other personnel.

Moreover, effective communication is important in executing a plan or a programme and then controlling the activities with the help of feedback information. Information

about subordinates' performance is necessary to determine whether the planned objectives are being realised. Communication is of utmost importance in organising.

It is an important aid in directing the employees of the organisation. In short, communication is quite indispensable for the management in getting the things done by other personnel in the organisation. That is why, Chester Barnard remarked, "The first executive function is to develop and maintain a system of communication."

From the above discussion, we can say that communication is an indispensable process for effective management.

The role of communication is summarised in the following points:

- (i) **Better Planning** – Communication improves the quality of planning. The management can receive suggestions and comments from the subordinates and also gather information from the external sources. This will ensure formulation of effective plans throughout the organisation.
- (ii) **Effective Operations** – Communication helps the management in explaining the objectives, plans and policies of the enterprise to the employees. This enables the workers to understand their job responsibilities clearly and relate to the company's objectives and plans. As a result, there will be effective implementation of company's plans.
- (iii) **Decision-making** – A manager can take better decision by collecting the necessary information from various sources, developing various alternatives and their systematic evaluation. The quality of decision depends upon the quality of information on which it is based.
- (iv) **Controlling** – Communication helps in control by transmitting information about the performance of the subordinates to the manager. If the information received by the manager reveals that the performance of the subordinates is not up to the mark, he can take corrective action immediately.
- (v) **Coordination** – The major requirement for achieving coordination is the presence of an effective communication system. Top management can communicate its policies, objectives, programmes, etc. to the lower levels and in turn receive reactions, suggestions and reports from the lower levels. This will help in integration of activities at various levels in the organisation.

- (vi) **Motivation** – Communication can help in motivating the subordinates and getting their cooperation. A manager can motivate his subordinates by using appropriate words to commend their performance. Clear-cut instructions by a manager also help a great deal in motivating the subordinates.
- (vii) **Better Human Relations** – Communication develops proper understanding between the superiors and the subordinates. It leads to congenial human relations in the organisation.
- (viii) **Workers' Participation** – Communication is an effective device for ensuring participation by the workers in the decision-making process. Management can consult the workers and receive their suggestions before taking decisions.
- (ix) **Facilitation of Change** – Communication facilitates change on the part of employees by sharing the necessary information about the change and securing their effective cooperation.
- (x) **Public Relations** – Effective communication with the external groups such as shareholders, customers, suppliers, trade unions, press and government is very important for a modern business. It can build a good public image of the business.

2.4 BENEFITS OF COMMUNICATION IN BUSINESS ORGANIZATIONS

(1) Improves Managerial Performance:

Communication enables the manager to secure information for decision-making, to diagnose the problems faced by him and to decide on actions to be taken to solve them. It is through communication that he is enabled to plan properly, organize systematically, direct effectively and control meaningfully.

Communication enables the manager to inform his subordinates about the meaning and significance of aims and objectives of the organization. Again, it is communication that helps him give orders and instructions, assign tasks and responsibility, and secure willing and active co-operation of his subordinates.

Thus, whichever way one looks at it, communication stands out as an important tool in the process of management.

(2) Enables Understanding and Acceptance of Work:

It is an established fact that individuals can produce miracles if they are effectively motivated to treat the task assigned to them as a mission to accomplish. If they know what tasks they are to perform, and also that efficient and timely performance on their part would earn them and the organization something really valuable, they would invest all their energy and expertise in performing it. It is, in creating understanding and acceptance of the work to be done, that communication becomes important.

(3) Facilitates Exercise of Leadership:

To be meaningful, communication has to be a two way process. If it helps the manager in transmitting ideas, and decisions to subordinates, it also enables subordinates to communicate their response and problems to the manager. In fact this is the essence of forging man-to-man relationship between a manager and his subordinates.

Thus, through an effective two-way communication the manager can assume the role of a leader, and his subordinates, that of able and willing followers.

(4) Binds Workers and Managers Together:

In any organization, different activities are performed at different work places. But all these activities need to be properly combined and coordinated to lead to accomplishment of organizational goals. However, this will be possible only if workers at all levels are kept fully informed about all the facts relating to their work. If they are not, they would only feel frustrated and discouraged. Thus, proper and effective communication acts as a cementing force in uniting the members of organization into a well-knit, well-directed team.

(5) Aid to Job Satisfaction:

Individual workers will perform better if they know what tasks they are supposed to perform and how and in what manner. They should also know where they stand in the organization framework and the nature of their relationship with others in the organization. If they have a clear idea of how efficient performance on their part would promote organizational objectives and what gains await them at the year-end, they would look at their task as a mission and perform excellently.

This will give workers enormous job satisfaction and the organization a formidable position amid competitors.

(6) Considerable Saving of Time and Effort:

Effective communication results in great saving of time and energy on the part of manager. He need not have face-to-face meeting with each individual worker to explain what tasks have been assigned to him and how and when these are to be performed. Sitting in his office, he can easily communicate his decisions to his staff—particularly in present times, when each worker has a mobile phone close to his ears.

The workers, on their part, can report on the progress of their work without having to meet respective superiors personally. So communication results in great saving of time and energy.

(7) Promotion of Public Relations:

It is only through communication—advertisements in newspapers, SMS, emails to present and potential investors, present and prospective customers—that the owners and top management can inform all concerned about their present and planned activities.

2.5 Keywords

Internal Communication: Internal communication takes place within the organization or group—among people within, among different groups of employees and between employers and employees.

External Communication: Communication, external communication flows outward.

Decision-making :A manager can take better decision by collecting the necessary information

from various sources, developing various alternatives and their systematic evaluation.

2.6 Self Assessment Questions

- 1) Write a short on informal channels of communication with illustrations.
- 2) How do you differentiate good communication from effective communication?

3) Explain the role and importance of communication in Business.

4) Discuss the formal channels of communication?

2.7 Further Readings

Mc Kenna , Colleen (1998) Powerful communication skills

Arredondo, Lani (2002) communicating Effectively

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Lesson-3

BARRIERS OF COMMUNICATION**3.0 . OBJECTIVES**

After going through this unit, you will be able to:

- identify the barriers and filters that disrupt effective communication.
- modify and improve his/her listening skills.
- provide valuable and specific feedback.

STRUCTURE

3.0 Objectives

3.1 Introduction

3.2 Barriers

3.3 Filters

3.4 Key Words

3.5 Self Assessment Questions

3.6 Further readings

3.1 INTRODUCTION

In the previous unit we have learnt the definition, types and different channels of communication. Can we therefore, theoretically at least, call ourselves masters of communication? Of course, not yet. When you practically start communicating, you come across several obstacles/hurdles that might crop up and abort your communication process. We call these obstacles as Barriers and Filters. At the same time, you should have realized that for a fruitful communication, it is important for us to be good listeners too. Unless and until you are a good listener, you can never understand the message as a receiver and cannot respond. This is quiet true in spoken communication. If you do not possess good listening skills, your response/feedback will be very, poor. We have learned in the previous unit that effective communication happens only when the feedback loop formed, i.e. when the Receiver becomes the Sender. In this Unit we will discuss and learn the Filters and barriers

that may abort an effective communication, good listening skills and the effective feedback methods.

3.2 BARRIERS

For a better understanding of barriers and filters which abort effective communication, let us consider his situation.

You are attending a friend's marriage reception. At the venue, there were hundreds of people talking to each other. The orchestra was playing a very popular movie song. All of a sudden you met a person, who happens to be your childhood friend. He was dressed in a very expensive suit. He recognized you animatedly in fluent English. After a while he gave you his address and explained, how to reach his place and invited you to dinner. But you could listen and understand only a little. Why???

You can give a few answers: 1. There was too much of noise. 2. I did not recognize the person. 3. He was speaking in fluent English, which I could not catch up with. 4. I was thinking and trying to remember him, so I did not grasp what he said. 5. I was distracted by his style and expensive clothing so on.

Good. You are right. All these are valid reasons for the failure of the communication between you two. Now you have realized that there are several obstacles which will stop you from communicating effectively. We call them Barriers and Filters. Let us find out the difference between barriers and filters.

3.3.1 Barriers

Barriers are the external obstacles or distractions which exist outside both the sender and receiver and prevent effective communication. Examples Noise, Language, Cross-talk, Distance, Mechanical failure, Jargon, Visual distraction etc.

1. Physical or environmental barriers:

- a. Noise - The noise created by external factors like traffic, playing of loud music, trains and airplanes, or by crowds of people, affects our communication.
- b. Time & distance - Time becomes a physical barrier when people have to communicate across different time zones in different countries. The physical distance between people who need to communicate can also cause problems because it does not allow oral or face-to-face communication.

- c. Defects in communication system – Mechanical problems and defects in instruments of communication also create physical barriers, as in a faulty fax machine or typewriter. Similarly, a computer that hangs, or a dead telephone line can lead to non-transmission of messages. eg. No range in mobile, technical problem in mike or speakers.
- d. Wrong selection of medium – The sender selects the medium which is not familiar to the receiver.
- e. Physiological defects like stammering, hearing defects, mumbling while speaking etc.

2. Language or Semantic barriers:

Language is the main medium of communication and words are its tools. Language proves to be a barrier at different levels, such as semantic (meaning), syntactic (grammar), phonological (pronunciation, intonation, pitch etc.) and finally linguistic (across languages) Thus, language barriers can arise in different ways:

- a. Jargon or unfamiliar terminology - There are some special terms or technical words used by people belonging to a certain group or field of work such as doctors, lawyers, computer software engineers or college students. They use words which are their own, specialised jargon which cannot be understood by anyone outside their group.
- b. Difference in language – Unfamiliar language becomes a barrier when people do not know each other's language. This barrier can be overcome by using a common medium of communication, as in a classroom. Translation is also an important way of overcoming this barrier.
- c. Words are of two kinds: extensional and intentional words. Extensional words are clear in their meaning and therefore do not create barriers – such as words like boy, chair, garden etc. Intentional words are words that describe and they can be understood differently by different people, according to the meaning that a person gives to the word. Thus good, bad, beautiful are intentional words, and a simple sentence like she is a good girl. can create confusion because the meaning of the word 'good' is unclear.
- d. Sometimes, the same word is used in different contexts, giving rise to totally different meanings. A word like 'hard', for example can be used in different ways:

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

e. Barriers can be created when we come across words, which have the same sound when pronounced, but which mean very different things. Examples: words like fair and fare; bear and bare; council and counsel.

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

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

(b) Prejudice: A prejudice is an opinion held by a person for which there is no rational basis or valid reason. It can be against something or someone, or in favour of it, but it becomes a barrier to a meaningful communication. Prejudices are based on ignorance and lack of information, e.g., prejudices about certain communities or groups of people.

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

(d) Self-image or different perceptions: Every person has in her/his mind a certain image of herself/himself. S/he thinks of herself/himself in a certain way. This is their perception of themselves, their self-image. One's self-image is the product of one's heredity, one's environment and one's experiences, and thus every person's selfimage is unique and different from the others. Self-image can create a barrier

because we accept communication which is compatible with our self-image. We avoid or reject communication, which goes against our perception of ourselves.

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

(f) Status: Status refers to rank or position. It could be economic, social or professional status. In any organisation, hierarchy creates differences in rank, and this is a normal situation. Thus, status by itself does not cause barriers; but when a person becomes too conscious of his status, whether high or low, then status becomes a barrier. For instance, in a business organisation, a senior executive who is unduly conscious of his seniority will not communicate properly with his juniors, and will refrain from giving them the required information. Similarly, if a junior is acutely conscious of his junior status, he will avoid communicating with his seniors, even when it is necessary

(g) Inattentiveness and Impatience: Sometimes the receiver may not pay attention to the sender's message, or he may be too impatient to hear the message fully and properly. Such barriers are common in oral communication.

How to overcome psychological barriers:

1. Adopt flexible and open-minded attitude
3. Training of listening skills
3. Exposure to different environment, views will help to broaden outlook
4. Listening with empathy helps in making oneself more adapting to other's perceptions.

4. Cross-cultural barriers: Mary Allen Guffey defines communication as ,”the complex system of values, traits, morals and customs shared by a society.” Cultural diversity within a country, and cultural differences between people from different countries, are a major cause of barriers. This is because people are conditioned by their cultures, and they develop certain habits of working, communicating, eating, dressing etc. according to their cultural conditioning. They find it difficult to get through to people who come from an alien culture, and who have different habits. A

simple thing like a greeting to welcome a person is vastly different in India from a greeting in, for example, an Arab country, or in Japan. Food and dress habits of a different culture can make a person uncomfortable. Concepts of space and time are also different across cultures; for example, Indians do not mind sitting close to each other and sharing space in offices or in public places. However, a European would not be able to tolerate such intrusive behaviour. Similarly, people who come from a culture where time is very valuable will be impatient with those who come from a culture with an easygoing attitude towards time, where everything is done in a slow, unhurried way.

- a. Cultural diversity
- b. Time
- c. Space
- d. Food
- e. Manners
- f. Decision making

3.3.2 Overcoming Barriers : Barriers disrupt communication and interfere with understanding. They must be overcome if communication has to be effective.

Physical barriers

They are comparatively easier to overcome. The use of loudspeakers and microphones can remove the barriers of noise and distance in crowded places like railway stations. Traffic signals and non-verbal gestures of the traffic policeman remove physical barriers on the roads. Technological advancement has helped in reducing the communication gap arising due to time and distance. It is possible to make an alternative arrangement, should the technological instruments fail. A back-up plan helps in tidying over any snag.

Language or Semantic Barriers

They can be overcome if the sender and the receiver choose a language which both of them understand very well. Help from a translator or an interpreter also helps in overcoming the language barrier. Exposure to the target language and training oneself in the acquisition of skills of the given language too help in overcoming the language barrier. Language barriers can be avoided by careful study and accurate use

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

Psychological barriers, as also cross-cultural barriers

They are difficult to overcome, as they are difficult to identify and even more difficult to address. Even these can be avoided or reduced by adopting a flexible and open-minded attitude. The ultimate aim is to build bridges of understanding between people – that is the main aim of communication. Training oneself to listen to different views, exposing oneself to different environments help in broadening one's outlook and cultivating tolerance to multiple views. Teaching oneself to listen with empathy helps in making oneself more open to others' perceptions. While dealing with psychological or cross-cultural barriers the sender should make it a point to– (i) use language that is politically neutral and correct. (ii) present views in simple and objective manner (iii) focus on the objective of communication.

3.3 Filters

Filters are the internal obstacles such as perceptions, ideas, notions and feelings which exist within the sender and the receiver. These prevent the smooth flow of communication. Examples — shyness, superiority complex, disinterest, prejudices, pre-conceived notions or opinions, rigid attitudes, anger, disappointment, sorrow etc. These obstacles act as filters and the information that a person receives passes through these obstacles and thus is wrongly interpreted or if the speaker faces these obstacles, then he fails to communicate effectively. **Shyness** — If the speaker feels shy, he fails to convey his message and at the same time if the listener feels shy he will fail in receiving the message.

Superiority or Inferiority complex — If the speaker feels superior, he may not be clear in his communication. If the listener feels superior, he may not pay attention to the speaker. Inferiority complex also causes failure of proper communication because both listener and speaker cannot communicate properly.

Disinterest - Disinterest of the topic under discussion also discourages both the speaker and the listener.

Prejudices - People may have sometimes wrong opinions or may judge others or persons without any proper basis. People suffering from prejudices will not decode the correct meaning of the communication.

Pre-conceived notions or opinions - People may have a few ideas or notions, without any experience. In such cases, they fail to perceive the depth of the message given by the speaker.

Rigid attitudes — If the speaker or the listener has strong and rigid attitudes towards certain persons, things or incidents, they certainly will fail to understand the proper meaning of the message.

Anger, Disappointment, Sorrow - People suffering from these emotions certainly display poor communication skills. They lack coherence in their speech and exhibit poor listening skills.

Cultural differences - Certain cultural differences like signs, signals, symbols, hand gestures, postures may also act as obstacles and can cause misunderstandings in communication.

3.4 Key Words

Barriers: are the external obstacles or distractions which exist outside both the sender and receiver and prevent effective communication.

Cross-cultural barriers: the complex system of values, traits, morals and customs shared by a society.”

Psychological barriers: Psyche means mind. Psychological barriers are created in the mind.

3.5 Self Assessment Questions

1. Define the barriers that disturb effective communication?
3. What are the filters which prevent effective communication?
3. Explain the means of overcoming Barriers in communication.

3.6 Further readings

1. Prasad, P(3004) The functional aspects of communication skills, S.K Kataria & Sons, New Delhi.
2. Arredondo, Lani(3000) Communicating Effectively, Tata McGraw-Hill, New Delhi.

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Lesson -4**LISTENING SKILLS****4.0 Objectives:**

After going through this lesson, you will be able to :

- Know the significance of Listening Skills in the Business World.
- Understand the process of Listening
- Understand the importance of Listening Skill necessary for effective Participation in Business dealings.

Structure:

4.1 Introduction

4.2 Definition

4.3 Reasons for effective listening

4.4 Process of listening

4.5 Importance of listening

4.6 Guidelines for effective Listening

4.7 key words

4.8 Self Assessment Questions

4.9 Further Readings

4.1 INTRODUCTION

Are you a good listener? This is a highly valued soft skill sought by all employers. After all, people with this ability are more likely to understand tasks and projects, build strong relationships with co-workers, and also be able to solve problems and resolve conflicts. Listening is an essential part of spoken communication. Speaking and listening go together and oral communication cannot be effective without proper listening. Poor listening defeats the very purpose of spoken words. Listening is a deliberate effort and is much more than hearing. It requires getting the full meaning of what is being said.

Listening effectively takes skill, self-motivation, and practice. Effective listening means concentrating on what the speaker says rather than on how it is said. Lack of attention and respectful listening can be costly - leading to mistakes, poor service, misaligned goals, wasted time and lack of teamwork. Employers will look for you to demonstrate listening skills during job interviews. Discover why good listening skills are vital in the workplace. Also, learn how to build good listening habits while avoiding bad ones.

4.2 DEFINITION

Effective listening skills are the ability to actively understand information provided by the speaker, and display interest in the topic discussed. It can also include providing the speaker with feedback, such as the asking of pertinent questions; so the speaker knows the message is being understood.

4.3 REASONS FOR EFFECTIVE LISTENING

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

1. To gain new information and ideas.
2. To question and test evidence and assumptions.
3. To be inspired and motivated.
4. To improve overall communication.

The explanation of these points is as under:

1. To Gain New Information and Ideas: A business person has to get new information and ideas from various parties. For example he gets the information from customers regarding the product. He takes various ideas from the employees inside the organization. He receives order or instruction from his superiors. He gets training from his instructor. All these activities require him to be a good listener.

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

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

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

Listening is of various types depending upon the speaker

1. Discriminative Listening: When the listener differentiates between different parts of the speaker messages.

2. Evaluative Listening: Listening is said to be evaluative when the listener evaluates the evidence and reaches a conclusion.

3. Appreciative Listening: Here the listener shows by words or his body language that he likes some part of a speech and agrees with the speaker.

4. Empathic Listening: When the listener puts himself in the place of the position of the speaker it is called Empathic Listening.

5. Active Listening: When the listener genuinely interested in understanding what the other person is thinking, feeling, wanting or what the message means, and active in checking out our understanding it is called active listening.

4.4.1 EXAMPLES OF EFFECTIVE LISTENING

- A job candidate shares her understanding of an unclear question during an interview and asks if she has it right.
- An interviewer notices that a candidate doesn't look her in the eye when asserting a key strength.

- A customer service worker repeats a patron's problem or complaint back to her to reassure her that she has been heard.
- A counsellor nods and says, "I hear you," to encourage a client to continue to talk about their traumatic experience.
- A meeting facilitator encourages a reticent group member to share her views about a proposal.
- An interviewer asks a follow-up question to gain further clarification on the ways in which a candidate has applied a critical skill in a past job.
- A manager summarizes what her team has said during a staff meeting and asks them if she has heard things correctly.
- At the end of a performance review, an employee restates the specific areas in which his supervisor asks he improve.
- At a client meeting, a salesperson asks an open-ended question like, "What can I do to serve you better?" and encourages his counterpart to express any concerns fully.
- A nurse informs a patient that she is aware of how scared they are about their upcoming surgery and says she is there for her.
- An employee pays careful attention to a speaker at a training session and asks clarifying questions on the information they are receiving.

4.4.2 WHAT MAKES A GOOD LISTENER

Most people like to think they are good listeners but that could be pure narcissism talking. If you want to know whether you need to improve your listening skills, here are 8 things that could help you decide.

1. Shush!

When someone else is talking, say at a meeting, group discussion or brainstorming session, never interrupt, never talk over them and wait your turn to speak.

Some experts believe that the mark of a good leader is to employ the 80-20 rule – speak only 20 per cent of the time.

2. Eliminate Distractions

There is a world of difference between 'hearing' and 'listening'. While hearing implies that you have physically heard what someone is saying, it doesn't necessarily mean that you have truly listened to them.

To honestly listen to the speaker, shut out all mental distractions and focus entirely on what the speaker is saying.

3. Actively Listen

This means concentrating fully on what the speaker is saying and letting them know that you are. When you are seen to be listening, it is very encouraging for the speaker.

You can use non-verbal cues such as smiling occasionally, nodding and maintaining eye contact to demonstrate interest. You can also use verbal cues such as saying 'Mm-hm' or 'yes', from time to time. Once the speaker is at ease and knows you're listening, the quality of communication will improve.

4. Demonstrate Empathy

Empathy means putting yourself in the shoes of the speaker, which is darn difficult to do. That's because each of us comes to the table with baggage, biases and prejudices, aimed either at the individual speaking or at what he or she is saying.

Guard against reacting and focus, instead, on the value of what is being discussed. A good listener always looks at things from the other person's perspective.

5. Non-Verbal Cues

We never listen only with our ears. There are many non-verbal cues that people send out when speaking. So watch for posture; tone of voice, pitch and volume; and whether the speaker is nervously shuffling from one foot to the other.

Non-verbal cues will tell you whether the speaker is lying or exaggerating, whether they are nervous or uncomfortable as well as a host of personality traits that provide context for what the person is saying.

6. Don't Be Judgemental

When listening to someone speak, be aware of whether you are reacting to cues such as the speaker's ethnicity, gender, mannerisms or even to the emotional colour what they are saying. So, don't take sides or form opinions.

When you react emotionally, you are likely to miss out on bits of the content and possible creative ideas that might have otherwise struck you.

In other words, even when you don't like what you're hearing or who's saying it, listen anyway!

7. Clarifying

Occasionally ask the speaker a question or two. This confirms that you have been listening to the speaker and reassures him or her that you are genuinely interested in what they have to say.

8. Reflecting

While using this technique, you essentially mirror what the speaker is saying, by paraphrasing or repeating key words. In the complex world of business today, CEOs and other honchos in leadership roles cannot escape the fact that listening comes with the territory. The world is fast changing, consumer tastes and preferences are rapidly evolving, technology is morphing as we speak, and employee expectations too are changing. Therefore, listening skills come into play way beyond Monday morning meetings and the occasional brainstorming session. Good listeners always strive to fully understand what others want to communicate, particularly when the statement lacks clarity. Listening demands the attempt to decode and interpret verbal messages and nonverbal cues, like tone of voice, facial expressions, and physical posture. Through body language and other cues, good listeners subtly communicate to the speaker that they're listening. Additionally, they encourage and welcome the thoughts, opinions, and feelings of others.

One way to demonstrate active listening is to allow the interviewer to complete each question and statement before responding. Do not interrupt and be sure that your responses genuinely answer the question. Remember that it's perfectly fine to take a few moments to frame the right response. Doing so shows that you've fully

absorbed the speaker's words and are considerate enough to formulate the best answer.

4.4.3 WHAT MAKES A BAD LISTENER

Interrupting indicates that your listening skills are underdeveloped. Likewise, responding in a way that fails to answer the question will reflect poorly on your listening skills, especially in a job interview.

Talking too much is also problematic, as proper conversations should be well balanced, with parties getting equal time to speak. Monopolizing a conversation prevents you from listening and the other party from fully expressing what they want to say. In the end, this will lead to you making a poor impression. Looking distracted is also a quality of a poor listener. This could involve anything from avoiding eye contact to checking your phone or watch while someone else is talking.

4.4 LISTENING PROCESS

Listening is a seven stage process of:

1. Hearing
2. Selecting
3. Attending
4. Understanding
5. Evaluating
6. Remembering
7. Responding actively with feedback

This process can be summarized in to four steps. The Four Steps of Listening are:

1. Hearing is the first step in the process. At this stage, Listener has to pay attention to make sure that he heard the message.
2. The second step is interpretation. Failure to interpret the speaker's words correctly frequently leads to misunderstanding. People sometimes interpret words differently because of varying experience, knowledge, vocabulary, culture, background, and attitudes.

3. A good speaker uses tone of voice, facial expressions, and mannerisms to help make the message clear to the listener. During the third step, evaluation, Listener has to decide what to do with the information he has received. The judgments made in the evaluation stage are a crucial part of the listening process.

4. The final step is to respond. This is a verbal or visual response that lets the speaker know whether Listener has gotten the message and what his reaction is.

4.5 IMPORTANCE OF LISTENING

1. It helps us to understand the people and the world around us.
2. In our society, listening is essential to the development and survival of the individual.
3. Relationships depend more on listening skills than on speaking skills.
4. A good listener is always in a better position to deal with his problems and relationships.
5. It helps a person to grow in his career.
6. It keeps a person well informed
7. It helps an organization to meet its objectives.
8. Being listened to spells the difference between feeling accepted and feeling isolated.
9. A good listener rarely involves himself in controversies and misunderstanding.
4. Listening skills are critical to effective leadership.
11. Good listeners are often the best speakers because they have taken the time to find out what people are truly interested in.

4.6 GUIDELINES FOR EFFECTIVE LISTENING

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

There are following guidelines for good listening:

- (1) Preparation before listening.
- (2) Listening to understand, not to refute.

- (3) Focusing the attention.
- (4) Concentration on context.
- (5) Taking notes.
- (6) Curbing the impulse to interrupt.
- (7) Asking questions.
- (8) Summary & evaluation.

The details of each point are as follows:

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

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

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

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

2. Listening to understand, not to refute: There could be many topics to which the listener has reservations. Apart from these reservations, the listener should try his best to understand the message.

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

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

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

6. Curbing the impulse to interrupt: One should avoid interrupting the speech until the speaker invites questions. This habit puts the speaker and listener both at ease.

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

8. Summary & evaluation: The listener should summarize and speech but not during listening process.

4.6.1 STRATEGIES FOR BECOMING ACTIVE LISTENER

Listening for meaning is a form of active listening. Active and attentive listeners not only pay attention to words, they also focus on the intent of each word—the message a word is intended to communicate. To decipher messages, first determine the central idea being communicated. Then pay close attention to anecdotes, explanations, and other details meant to clarify meaning. While you work to improve listening skills, always pay close attention to the central focus of what is being relayed. While you're listening, and after the listen task has ended, check your comprehension. Did what you learn make sense within the context of the topic or central idea being communicated? Monitoring and checking comprehension makes sure that you're active listening strategy is working.

Adjust your note taking style to the lecture

Ineffective listeners often attempt to jot down every detail from a lecture. They are under the impression that a detailed outline equates to good notes. Students who utilize this strategy often get discouraged when they review their notes only to find the breadth, detail and lack of focus in their note-taking is confusing and leaves them unable to identify central themes and important topics. Effective listeners adapt their note-taking to the teaching styles of their teachers and lectures. They focus on central ideas and jot down details that expand on, or clarify, the central concepts of a lecture.

Tackle difficult to understand material

It's not uncommon for students tune out professors when they start discussing confusing or complex topics. Even when it's possible to hear every word during a lecture, it can be very difficult to process confusing or complicated concepts. Good listeners harness their mental faculties to process what is being presented.

Concentrate and pay attention

People who struggle with listening often have a difficult time concentrating. Good listeners must work to develop the ability to concentrate and ignore distractions. This requires the ability to tune out personal worries, thoughts about family members and friends, and thoughts about upcoming activities. Those who can hone the ability to concentrate can improve listening skills.

Be prepared

If you do not complete required reading or review notes from previous lectures prior to class, it is very difficult to process information and attentively listen to lectures. This is why you should never neglect to complete reading or other class assignments. Attending a lecture prepared provides you the background knowledge required to be an effective listener—and an effective student.

Focus on what's important

One of the keys of effective listening is the ability to concentrate on central ideas and main focuses. It is a mistake to only be concerned about facts and extemporaneous detail during a lecture. In other words, effective listeners focus on the stories or ideas behind the facts. They then are able to pick up on the supporting fact, details and evidence for the main concepts, ideals and topics being discussed.

Choose to be interested

Many people tune out lectures because they're bored or disinterested. As a result, they neglect to take notes on key concepts. Effective listeners become interested in the subject material, so they can process the information and pay attention to classroom lectures.

Link Past and Current Learning

Human beings learn best when they place what they're learning in a context. One way of improving your listening skills is by actively engaging with the new material that you're learning. This can be done by linking what you've learned in the past with what you're currently learning. As you're listening to new material, situate what you're learning in the context of what you've previously learned.

4.6.2 THE FOLLOWING TIPS AND STRATEGIES WILL HELP YOU BE A MORE ATTENTIVE LISTENER:

Listen for meaning

Listening for meaning is a form of active listening. Active and attentive listeners not only pay attention to words, they also focus on the intent of each word—the message a word is intended to communicate. To decipher messages, first determine the central idea being communicated. Then pay close attention to anecdotes, explanations, and other details meant to clarify meaning. While you work to improve listening skills, always pay close attention to the central focus of what is being relayed.

While you're listening, and after the listen task has ended, check your comprehension. Did what you learn make sense within the context of the topic or central idea being communicated? Monitoring and checking comprehension makes sure that you're active listening strategy is working.

Be Physically Ready

It's easy to get into bad routines while you're in class. Your attention may start to drift and your mind may wander. You may find yourself staring out of a window or slouching in your chair. In a worst-case scenario, you may find that you're falling asleep as a lecture continues to go on.

This is why being physically ready is an important part of listening. Being physically ready starts with good posture. Make sure that you're sitting up straight instead of slouching or getting too comfortable. Maintaining good posture can be an important part of staying alert during a lesson. Afterward, make sure to keep your eyes focused on your instructor and maintain eye contact whenever possible. Simple things like this can raise our alertness and help us stay focused on what is being said.

By keeping your eyes on your instructor, you'll also be less likely to miss critical information that's presented on the board or using projection slides. You'll be more likely to catch helpful visual information that your instructor is drawing your attention to instead of missing out. Good posture and eye contact is therefore helpful not only because it keeps you alert, but because it helps ensure that you don't miss out on critical information.

Engage with Your Instructor

Part of listening includes understanding when you're not quite understanding a certain topic or concept. When this happens, it's important for you to ask questions to

help clarify what is being said. All too often, students are too unsure or shy to ask questions. The truth is that most teachers are happy when students get involved and ask for clarification, so don't be afraid to ask your instructor for more clarification if you're not quite understanding a part of your lesson.

Don't Get Distracted

An important part of staying focused and listening attentively is making sure you don't have any distractions. For this reason, you'll want to put away any unneeded materials when you're sitting in on lesson. In particular, you'll want to put away distracting devices, like mobile phones or tablets. With their connection to the internet and ability to get you in touch with friends, these devices can be particularly distracting. However, you won't want to stop there. You'll also want to put away excessive materials, like books and study materials from other courses, that might take your attention away from what you're currently learning. Eliminating all these distractions can help you stay focused on your current task.

You'll also want to avoid sitting with friends in many cases, unless you're sure that you have the discipline to stay focused when you're around people you know. For many people, friends end up being a distraction because they end up talking with each other or even quietly communicating in non-verbal ways. Even a few extended moments like these can end up with you missing critical information that an instructor is presenting. So, particularly if you know it's hard for you to stay focused, you'll want to sit away from friends in an effort to maintain your concentration.

To conclude, effective listening enhances the communication quality. It makes all attentive. It encourages optimistic attitude, healthy relations and more participation. It leads to better decision- making in an organization. Effective listening is directly related to our ability to do team work. It must be noted that "We listen at about an efficiency rate of 25 percent maximum, and we remember only about 50 percent of what is delivered during a ten minute speech/lecture/communication."

4.7 Key Words

Empathic: showing an ability to understand and share the feelings of another.

Pertinent: relevant or applicable to a particular matter; apposite.

Optimistic: hopeful and confident about the future.

Distraction: a thing that prevents someone from concentrating on something else.

4.8 Self Assessment Questions

1. Discuss the importance of listening as an important component of the communication process
2. Explain the statement: "Listen not only with your ears but also with your eyes."
3. Can listening as a skill be taught? What techniques would you suggest for the purpose?
4. What makes a good listener? What are the tips for effective listening?

4.9 Further Readings

Monipally, Matthew M., "The Craft of Business Letter Writing"

Forsyth, Patrick, "Effective Business Writing"

Mohan, Krishna and Meera Baner "Developing Communication Skills"

Lesson Writer:

N. Geetha Sony

Lesson -5

NON-VERBAL COMMUNICATION**5.0 Objectives**

After going through this unit, you should be able to:

- explore the uses of body language in communication.
- identify the speaker's real intention
- exhibit the right body language on all occasions
- practice a perfect handshake
- demonstrate right hand gestures

Structure**5.1 Introduction****5.2 Role of Non Verbal language in communication****5.3 Handshake****5.4 Hand gestures****5.5 Key Words****5.6 Self Assessment Questions****5.7 Further Reading****5.1 INTRODUCTION**

We learned about the importance of verbal language in our daily communication. Now it is time for us to ask a question or two for ourselves. "Does the communication always happen only by using words?" or "Is the spoken language sufficient enough to convey the whole sense of the speaker?" The answer is obviously negative. You have already noted that communication is broadly classified as Verbal and Nonverbal communication. Non Verbal communication is also popularly known as Body language and it always complements the verbal language in a face to face conversation.

When we interact with others, we continuously give and receive countless wordless signals. A speaker cannot stand or sit stiff and talk. We observe that while talking we move several parts of our body. These movements do have significant meanings. Sometimes, the speaker may try to deceive or tell a lie. His spoken words may be different from his true intention. But the movements by the body during a conversation give away the true intention of a speaker. Sometimes we may not speak anything at all, but our body movements convey our mood or intension to the receiver. All of our nonverbal behaviors' such as the gestures we make, the way we sit, how fast or how loud we talk, how close we stand and how much eye contact we make send strong messages.

Non Verbal communication (NVC) or Body language is usually understood as the process of communication by sending and receiving wordless messages. Thus we can understand that language is not the only source of communication and there are other means also. Body language comprises gestures, postures, facial expression and eye contact. Usually Body language occurs, unconsciously would be good if we become conscious of our own body language as well as others'. Another curious fact about body language is that the meaning of many of the gestures, postures and other movements is not universal. They differ from place to place, culture to culture.

Hence we can conclude that interpretation of body language depends on gender, situation, culture, traditions, customs etc. NVC can be communicated through object communication such as clothing, hairstyles, symbols motifs and graphics. Dance is also regarded as a nonverbal communication. However, much of the study of non verbal communication has focused on face-to-face interaction. We can conclude by defining Body language as means of communication through facial expressions, eye contact, gestures and postures. Body language expresses emotions, feelings, and attitudes, sometimes even contradicting the messages conveyed by spoken language.

5.2. ROLE OF NON VERBAL LANGUAGE IN COMMUNICATION

Albert Mehrabian, an eminent Professor of Psychology, UCLA observed that if the total communication is 100%, then

- 7% happens in spoken words. (language)
- 58% happens through voice (tone, pitch, modulation)

- 55% happens via general body language. (Non verbal)

5.2.1. Importance of Body Language

Now that you understand the concept of body language, you may be wondering why it is important to you. There are lots of reasons why body language is very important.

1. Learning to use confident body language can improve our job opportunities. We will know which body gestures make us appear confident and create a favorable first impression during an interview. This can greatly increase our chances of being employed for a job. Our opportunities of career advancement will also increase once we learn to use the body language often seen in great leaders.

2. Recognizing the importance of non-verbal gestures can help us to understand our own feelings or the feelings of others. If we start paying closer attention to our own facial expressions or body movements, we will recognize when we get upset or bored very easily. Analyzing body gestures can also help us to understand how someone else is feeling. A person's true emotions will be visible to us via facial and body movements once we learn to see the signs.

5. Learning to interpret body language correctly can expressions or body gestures can reveal to us if some one is feeling uncomfortable or being dishonest. If we rely solely on what another person is saying, we may miss important clues as to their real feelings or intentions. Words are much easier to misinterpret than our body gestures. As Johann Wolfgang Von Goethe noted: "No one would talk much in society if they knew how often they misunderstood others."

4. Body language can convince others to accept what we have to say. It is quite useful to the sales executives. Persuasive body language is crucial to sales. People will be much more apt to listen to and believe in what we have to say when we use confident, persuasive body language. We will appear more trustworthy and reliable.

5. Interpreting body language will improve our successful interactions with everyone around us. We will learn to communicate much more effectively by combining appropriate body gestures with the words we choose. By learning how to interpret the body language of others as well as ourselves, we will have more meaningful interactions. Thus from the above discussion we learned that a better awareness of body language improves our performance at every point of our life. Let

us start our journey of body language with handshake, because it is the first and foremost thing that most of us do when we meet people both at professional or personal gatherings. Many Indians argue that 'handshake' is a western practice, thus we Indians need not master the art of handshake. But it is a wrong assumption. The recent globalization has brought almost all the cultures under one umbrella. Today neither the West remains the West nor does the East retain its culture. A thorough knowledge of western culture will always give an edge to our professionals at their work places which are donning the western culture.

5.3. HANDSHAKE

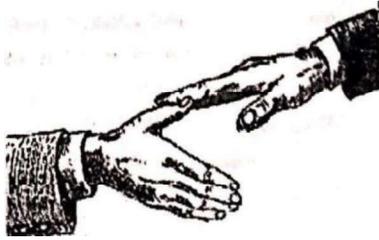
There are more than hundred social greetings in practice all over the world. The most common and popular greeting is to-shake-hands especially in Western countries. Though western in origin, with the wide spread of globalization, hand shake has become a universal greeting these days in all parts of the world. Both men and women holding responsible positions, employees of Multinational Companies, Government officials and even common people shake hands with their counterparts almost everyday. Basically a handshake is a formal greeting, a "huge" social thing. It is vital to paving the way for further interaction. It can have an important result in developing a relationship. Handshake is the most important of all the components of body language because it involves body contact.

5.3.1 Types of Handshakes

- Let us learn a few basics about handshakes. The one who offers his hand first is called the initiator. The person who responds by giving his hand to the initiator is called the responder.

The Topper (dominant hand shake)

According to Allan Pease, popularly known as 'Mr. Body Language', the topper is practiced by domineering men. Here the initiator offers his hand palm down, as shown in the picture. Thus the responder is forced to give his hand in palm up position. The palm facing up is generally considered to be a submissive gesture, while the palm facing down is generally taken to dominant gesture. People who want to establish their superiority, control authority over other often practice the 'The Topper'.



The Twister

The "Twister" is also a dominant handshake which is a variant of 'The Topper'. The key here is that 'The Twister' begins with an ordinary, level handshake and finishes with the initiator twisting your hand (usually with a vice grip) into a submissive, palm-up position. Here also the person who twists the hand of the other person forcing him to show his palm up establishes his dominance.

The Glove

It is also known as "Politician's Handshake" or "Salesman's Handshake". Here the initiator holds the hand of the other person in his both hands. It is used for subtle manipulation. The initiator tries to give the receiver the impression that he is trustworthy and honest, but when this technique is used on a person he has just met, it has the reverse effect. The receiver feels suspicious and cautious about the initiator's intentions. The glove handshake should only be used with people to whom the initiator is well-known.

The Dead Fish

Few greeting gestures are as uninviting as the dead fish handshake, particularly when the hand is cold or clammy. The soft, placid feel of the dead fish makes it universally unpopular. The "Dead Fish" handshake is associated with weak character and/or low self-esteem. Surprisingly, many people who use the dead fish are unaware that they do so, and it is wise to ask your friends to comment on your own handshake delivery before deciding which style you will use in future.

The Knuckle Grinder

The Knuckle Grinder is the trademark of the 'aggressive tough guy' type. The initiator usually crushes the receiver's hand with great force. Unfortunately, there are no effective ways to counter it, apart from verbal abuse or physical action such as a

punch on the nose! Men often use the same pressure when they shake hands with women too. Unfortunately, women may misunderstand that as a knuckle grinder. Thus men should usually be very cautious when they shake hands with women.

The Stiff-arm Thrust

The initiator usually thrusts his arm and stretches it full length to maintain the distance between him and the other person. Like the Topper, the Stiff-arm Thrust is used by aggressive people and its main purpose is to keep you at a distance and out of initiator's intimate zone.

The Finger-tip Grab

In the finger-tip grab, the initiator grabs the other person's fingers. Even though the initiator may appear to have a keen and enthusiastic attitude toward the receiver, in fact he lacks confidence in himself. Like the stiff-arm thrust, the main aim of the finger-tip grab is to keep the receiver at a comfortable distance.

The Perfect Handshake

According to Brett Rutledge, a Communication Skills expert, shaking hands is an art. A strong and well shaken hand leaves a lasting impression. You should adopt a handshake that is firm, yet not crushing. A perfect handshake conveys confidence and professionalism, not dominance.

5.3.2. Handshake Etiquette

A hand shake is more than just a greeting. It is also a message about your personality and confidence level. In business, a handshake is an important tool in making the right first impression. Let us learn a few things about the etiquette of handshake.

- Firstly, before extending your hand introduce yourself.
- Pump your hand only 2-5 times and shake from your elbow.
- Avoid the dead fish, the finger-tip grab, the glove and the knuckle grinder.
- Hold the other person's hand firmly for 5-4 seconds. Remember, the initiator should be the first one to withdraw the hand.
- Always keep your hands dry before you shake hands. If you shake hands with someone who has sweaty palms, do not immediately wipe your hands. It is rude

to do so. It will embarrass the other person, who probably is aware of his sweaty hands.

- Be gentle when you shake the hand of a woman. Make sure that you are not intimidating her comfort zone.
- Finally a handshake is a friendly or respectful gesture, not a show of physical strength.

We have learned at length about a perfect handshake. Now you can practice a perfect handshake with your friends for a while! The use of hands in the body language is not limited to handshakes. You all might have observed that it is our hands that are used mostly when we talk to convey a lot of our feelings. Next time when you are in a public meeting, observe the speaker. Our hands are used to convey different messages by using gestures. Let us learn a few important and common hand gestures.

5.4. HAND GESTURES

Words represent your intellect. Sound, gesture and movement represent your feelings." - Patricia Fripp.

It is true that gestures and body movements communicate more than what we do through our language. But it is important for all of us to remember that gestures do have different meanings at different places. We shall discuss a few hand gestures which are popular and are also used with different meanings at different places. What do we understand by gestures?

Gesture is a movement or position of the hand, arm, body, head, or face that is expressive of an idea, opinion and emotion.

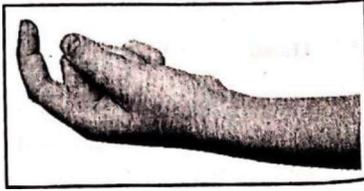
The 'Moutza'

Moutza is one of Greeks' most traditional manual insults. With fingers slightly apart, you thrust your hand into your target's face. The implication is to say that you are not particularly impressed.

The Dog call

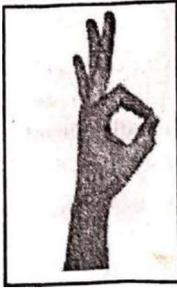
You may lose your index finger for such a gesture in Philippines because there it is used only to call pet dogs. Curling your index finger towards you in a

summoning motion a gesture generally linked with seductive tempresses in Hollywood.



The "A-OK"

Mainly used by scuba divers to mean "OK" (to prevent ambiguity with the thumbs-up sign, which means "ascend"), this hand gesture is generally called 'A-OK', and in America and the UK it is often used to tell somebody that they 've made a great meal. In a few countries in Europe, it means that you think somebody is a zero. It is an insult in Brazil, Germany and few-Mediterranean countries. In Japan, it can mean 'money.



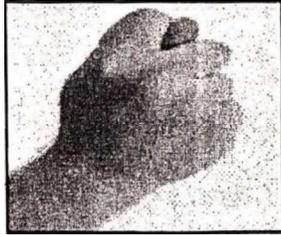
The 'V' Sign

The age-old 'V sign' comes in two formats: one with the palm faced outwards, and one with the palm inwards. In America the two hand signals mean the same thing- 'victory', as popularized by Richard Nixon. However the palm facing inwards is an insult in Great Britain and in many English-speaking countries such as Australia, Ireland and New Zealand. Winston Churchill famously used the incorrect version.



The Fig

The mano fico (literally 'fig hand') is a gesture of Roman origin, used as a positive gesture to encourage good luck and fertility. In India it is a threatening gesture. It is a very obscene gesture to Italians and Turks.

**The 'Corn'**

The corn, actually a positive hand gesture in Buddhism and Hinduism, is known as the Karana Mudra, is used to dispel evil. Occasionally used by baseball referee to indicate "two outs". The gesture was actually popularized as a Satanic salute during the 1960s. Nowadays many Americans use the gesture simply to mean "rock_on", or in support of the University of Texas.

Thumbs up and Thumbs down

Thumbs up is a gesture or expression of approval and success. A Thumbs Down is a gesture of disapproval and failure. They are practised with the same meaning all over the world.

The Fist Pound

is a kind of greeting usually used by sportsmen to indicate their satisfaction. Over a goal or wicket.

The High Five

A High Five is a celebratory gesture made by two people, each raising one hand to slap the raised hand of the other. It is usually meant to communicate mutual satisfaction on achieving something or congratulate each other. These are only a few of innumerable gestures which are practiced by people all over the world. However (the above discussion along with illustrations will give a broad idea about the variety of gestures and

their varied meaning. So it is time for us to understand that body language differs from place to place. The other components of body language like personal space, postures, and eye contact and facial expressions will be discussed in the next chapter.



5.5 Key Words

Gesture: The signs and signals made by other parts of the body.

Motifs: Figures or shapes as designs.

Pitch: Levels of sound.

Posture: The position of hands, legs and poses of other parts of body.

5.6 Self Assessment Questions

1. Evaluate the role and importance of Body Language in communication?
2. What is the significance of a handshake in our daily life? Explain how a handshake gives a clue to one's personality.
3. Describe the different kinds of handshakes.

How could the knowledge of hand gestures help you to improve your non verbal communication skills?

5.7 Further Readings

- 1 Pease, Allan (1988) Body Language: How to Read Others' Thoughts by their Gestures, Sheldon press, London
2. Kumar, Vijay (2005) Body Language. Sterling Publishers Pvt.Ltd. New Delhi.
3. Bhatnagar, P. Verbal and Nonverbal Communication, Rajat Publications, New Delhi.

Lesson Writer:

N. Geetha Sony

Lesson-6

YOUR BODY CAN TALK**6.0 Objectives**

After going through this unit, you should be able to:

- evaluate the speaker's real intention
- demonstrate right postures
- exhibit the right body language on all occasions
- maintain good eye contact and right personal space

Structure**6.1 Introduction****6.2 Gestures****6.3 Postures****6.4 Personal Space****6.5 Eye Contact****6.6 Faking Body Language****6.7 Key Words****6.8 Self Assessment Questions****6.9 Further Readings****6.1 INTRODUCTION**

Basically body language includes facial expressions, eye contact, tone of voice, body posture and motions and positioning within groups (personal space). It also includes the way we wear our clothes or the silence we keep. A lot of research has been done to discover whether non-verbal signals are inborn, learned, genetically transferred or acquired in some other way. The conclusions were surprising because non verbal behaviour human beings are a combination of all the above factors. Thus body language is not the same all over the world. Cultural differences, rituals, belief systems play an important role in defining the body language of a communication.

For example--winking, blinking and-rolling of an-eye.

The meaning of a wink indicates the cultural background of a community. It can be used to send soundless message of co-conspiracy, to share a joke, to give a hint, to express agreement or sympathy and finally sometimes in a flirtatious manner. A lot of soft skills trainers and body language experts tried to categorize the body language and study it under different headings. G.W. Porter divides Non-verbal communication into four broad categories:

Physical: This is the personal type of communication. It includes facial expressions, tone of voice, sense of touch, sense of smell and body motions.

Aesthetic: This type of communication takes place through creative expressions such as playing instrumental music, dancing, painting and sculpturing.

Signs: This is the mechanical type of communication which includes the use of signal flags, the 21-gun salute, horns and sirens.

Symbolic: These types of communication uses the symbols related to religion (statues, idols, and talisman) and status (military rank strips, weapons, titles, crowns, thrones).

6.2 GESTURES

A gesture is a non vocal bodily movement intended to express meaning. It may be articulated with hands, arms, movements of head, face and eyes. The boundary between language and gesture or verbal and nonverbal communication is difficult to identify.

According to Paul Ekman and Wallace Friesen, eminent psychologists, gestures could be categorized into five types: emblems, illustrators, affect displays, regulators, and adaptors.

- Emblems are gestures with direct verbal translations, such as a goodbye wave. They are also known as speech- independent gestures since it needs no support of verbal communication.
- Illustrators are gestures that depict what is said verbally, such as turning an imaginary steering wheel while talking about driving and pointing to a picture to supplement a verbal message. These are the examples for speech related gesture as they need verbal support.
- An affect display is a gesture that conveys emotions, like a smile.

- Regulators are gestures that control interaction such as dropping one's hand at the end of his speech.
- An adaptor is a gesture that facilitates the release of bodily tension, such as quickly moving one's leg.

Let us learn a few more gestures and their implications.

The Shoulder



The shoulder shrug is a good example of a universal gesture that is used to show that a person does not know or understand what you are talking about. It is a multiple gesture that has three main purpose: Exposed palms, hunched shoulders and raised brow.

The Pointed Finger Position

The pointed finger is one of the most irritating gestures that a person can use while speaking, particularly when it matches time to the speaker's words. If you are a habitual finger-pointer, try practicing the palm-up and palm-down positions and you will find that you create a more relaxed attitude and have a more positive effect on other people.

Open Palm Gesture

Throughout history, the open palm has been associated with truth, honesty, allegiance and submission. When people wish to be totally open or honest they will hold one or both palms out to the other person and, say something like, 'Let me be completely open with you'. Like most body language, this is a completely unconscious gesture that gives you a feeling or a hunch that the speaker is telling the truth.

Telling lies Mouth covering gesture

The mouth covering gesture is usually attached with telling lies. For example, if a five-year-old child tell a lie to his or her parent, the mouth will be deliberately covered with one or both hands immediately afterwards. This gesture continues to be used throughout the individual's lifetime, usually varying only in the speed at which it is done. When the teenager tells a lie, the hand is brought to the mouth like that of a five-year-old, but instead of the obvious hand slapping gesture over the mouth, the

fingers rub lightly around it. This mouth-covering gesture becomes even more refined in adulthood. When the adult tells a lie, his brain instructs his hand to cover his mouth in attempt to block the deceitful words. But at the last moment the hand is pulled away from the face and a nose touch gesture results. This gesture is nothing more than the adult's sophisticated version of the mouth-covering gesture that was used in childhood.

Finger Nail biting

Desmond Morris's explanation of this gesture is that the fingers are placed in the mouth when a person is under pressure. The fingers-in-mouth gesture is an outward manifestation of an inner need of reassurance. Children with nail biting habit display their insecurity.

Rubbing hands

Rubbing the palms together is a way in which people non-verbally communicate positive expectation. It is a sign of excitement and anticipation of positive results. Observe children making this gesture when they are told about the holiday trip. Non verbally they are telling you that they expected the trip to be a big success. You can often watch the T.V. show anchors rubbing their hands especially when they are talking to the viewers online, which indicates their excitement.

The above discussed gestures are universal in practice and are visible in our daily routine life. Apart from these a lot more gestures are in practice in several parts of the world. They differ from place to place, culture to culture, religion to religion and so on. This unit provides you that basic knowledge about body language. To become an expert, you have to do an extensive reading and practising. You have learned that a gesture is a non vocal bodily movement intended to express meaning. Now let us understand the importance of postures in body language.

6.3 POSTURES

While gestures are movements, postures are static poses of our body intended to express the listener's/ speaker's mood. Your posture is the way you stand or sit, it is the first major-influence on the initial impression you make. Although you may not be aware of it, your posture indicates your confidence, your openness and your attitude. How can you improve your posture for effective non verbal business

communication? Body language experts say that as a speaker you should be comfortably upright, squarely facing your audience, with your weight distributed evenly on both legs. To improve your communication skills a thorough knowledge of a few basic postures is essential.

Hands clenched together

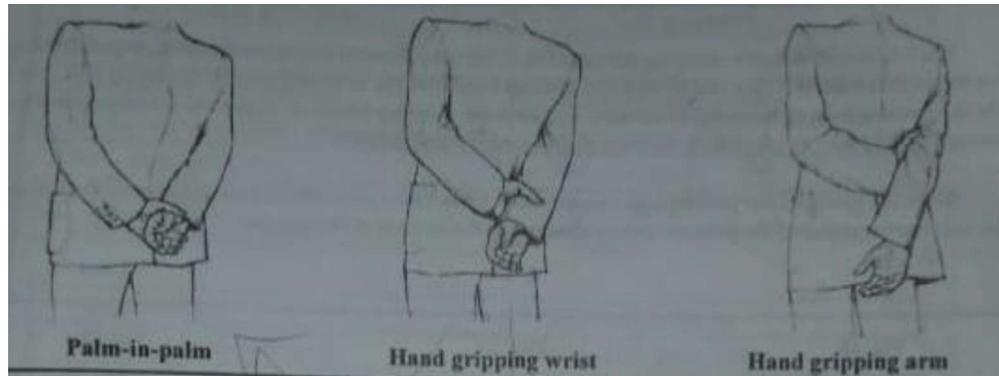
Research by--Nierenberg and Calero on the hands-clenched position proved that people hold back a negative attitude when they practice this posture. This is a posture showing a frustrated or hostile attitude. It has three main positions: hands clenched in front of the face, hands resting on the desk or on the lap when seated and hands placed in front of the body when standing. The negative attitude of the speaker is relative to the height of the clenched hands. So in the picture, you will see the first position shows the highest negative attitude.

Steepling hands posture-

According to Birdwhistell, steepling hands is a posture of confidence and superiority. It is frequently used in a superior/subordinate interaction and it indicates a confident or 'know-it-all' attitude. Managers often use this gesture position when giving instructions or advice to subordinates and it is particularly common among accountants, lawyers and the like. You can see two versions of this posture. The raised steeple is normally taken when the steepler is giving his opinions or ideas and is doing the talking. The lowered steeple is normally used when the steepler is listening rather than speaking. When the raised steeple position is taken with the head tilted back, the person assumes an air of arrogance.

Gripping hands, arms and wrists

Several prominent male members of the Royal-Families are noted for their habit of walking with their head up, chin out and one palm gripping the other hand behind the back. On the local scene, the gesture is used by the policeman patrolling his beat, the headmaster of the local school when he is walking through the school yard, senior military personnel and others in a position of authority. This is therefore



a

superiority/confidence posture. It also allows the person to expose his vulnerable stomach; heart and throat regions to others in an unconscious act of fearlessness.

The palm in-palm gesture should not be confused with the hand-gripping-wrist gesture which is a signal of frustration and an attempt at self-control. In this case one hand grips the other wrist or arm very tightly as if it is an attempt by one arm to prevent the other from striking out. Interestingly, the further the hand is moved up the back, the angrier the person has become. The man in the picture, for example, is showing a greater attempt at self-control than the man in first picture because the hand in third picture is gripping the upper arm, not just the wrist.



Both arms are folded together across the chest as an attempt to hide from an unfavourable situation. There are many arm-folding positions, but we will discuss the three most common ones. The standard arm-cross gesture is a universal gesture signifying the same defensive or negative attitude almost everywhere. It is commonly seen when a person is among strangers in public meeting, queues, cafeterias, elevators or anywhere that people feel uncertain or insecure. It is a defending arm cross posture.

The full arm cross posture with clenched fists indicates a hostile and defensive attitude. This is often combined with clenched teeth and red face. The

person using this posture has an attacking attitude as opposed to the person in above first person, who has taken a defending arm – cross position.

You will notice that arm- gripping is characterised by the hands tightly gripping the upper arms to reinforce the position and to stop any attempt to unfold the arms and expose the body. The arm fold style is common to people sitting in doctors and dentists waiting rooms or first time travellers who are waiting for the plane to take off. It shows a negative restrained attitude.

It will be interesting to know that not only the gestures and postures but also the physical distance maintained by people while talking or moving among groups communicates their feelings. No wonder, body language experts give a lot of importance to understand this particular aspect which they call 'Personal Space'.

6.4 PERSONAL SPACE

You will now pay attention to the two people in the below picture. You will observe that the man is trying to touch the woman on her shoulder. Thus trying to come nearer while shaking her hand You will also observe that the woman is withdrawing by moving away from him. What did you learn from this? It means that every human being feels comfortable with others only when they maintain certain physical distance which is also termed as personal space. This personal space between people differs based on their relationship, gender and cultural background .Personal space is your bubble is your "bubble" — the distance you maintain with in yourself and others.

In 1966, an eminent anthropologist, Edward T. Hall identified four different zones of personal space Americans like to keep around them. Though he confined his observation for Americans, usually it is universally applicable.

•**Intimate distance zone:** It extends roughly 18 inches from, the individual and is reserved for family, pets and very close friends. Display of affection and love are commonly conducted within this space. The only strangers that an individual allows within this intimate space are the Doctors and Nurses.



• **Personal distance zone:** It extends 1.5 to 4 feet and is reserved for friends and acquaintances. A Handshake will typically place strangers at least 2 to 4 feet apart, preserving the personal distance.

• **Social distance zone:** It extends from about 4 to 11 feet and is used for formal business and other impersonal interactions such as meeting a client.

• **Public space zone:** It extends more than 11 feet and it not guarded. If you happened to see a public -figure or a politician, usually their body guards attempt to ensure 11 feet of open space around those dignitaries. Now after an elaborate discussion about body language can you think of any other areas which form part of study of body language? Yes, there are a few more areas like eye contact and touch which also convey certain message to the receiver. A brief study of both these areas will improve your knowledge of body language.

6.5 EYE CONTACT

Can you imagine talking to people with your eyes closed? Would you like your audience to shut their eyes while you speak? Of course, No. All of you know that a lot of non- verbal communication is done through eyes while we orally communicate. Eye contact is a direct and powerful form of non-verbal communication.

- In a one-to-one communication, you will always look at the receiver and speak. Remember, how you tried to look away when scolded by your teacher or by your father and how they asked you to look at them when they were scolding?
- If you are addressing a small group of 4 to 5 people, then slowly move your gaze from one to other, covering all the people.
- If you are addressing a large gathering in an auditorium, then slowly scan the entire audience. You can focus on particular areas of your audience who appear to be listening more interestingly. You can also look at individual members of the audience for about five seconds per person.

Good eye contact helps your audience develop trust in you; thereby your message is well received. If the speaker avoids eye contact, naturally the receiver suspects his motive and it ma a s pear that the speaker is lying.

Like eye contact communication through touch is obviously non-verbal which is called 'Tactile communication'. It can create a more direct message than dozen words, if it is used properly. It can also build barriers and cause mistrust, if used improperly. If you touch is reciprocated, it indicates solidarity, if not it may cause unspeakable damage.

Many people often question the utility of the knowledge of body language. Just by studying or reading about different postures and gestures, can one easily guess the

6.6 FAICENG BODY LANGUAGE

A commonly asked question is, 'Is it possible to fake your own body language?' The general answer to this question is 'no'. For example, open palms are associated with honesty but when the faker holds his palms out and smiles at you as he tells a lie, his micro gestures give him away. His pupils may contract, one eyebrow may lift or the corner of his mouth may twitch, and these signals contradict the open palm gesture and the sincere smile. The result is that the receiver tends not to believe what he hears.

The human mind seems to possess a fail-safe mechanism that registers 'tilt' when it receives a series of incongruent non-verbal messages. There are, however, some cases in which body language is deliberately faked to gain certain advantages. Take, for example, the Miss World or Miss Universe contest, in which each contestant uses studiously taught body movements to give the impression of warmth and sincerity. Each contestant conveys these signals so as to score points from the judges. But even the experts can only fake body language for a short period of time and eventually the body will emit signals that are independent of conscious actions. Many politicians are experts in faking body language in order to get the voters to believe what they are saying. The politician who can successfully do this is said to have 'charisma'.

The face is used more often than any other part of the body to cover up lies. We use smiles, nods and winks in an attempt to cover up, but unfortunately for us, our body signals tell the truth and there is a lack of matching between our body gestures and facial signals. The study of facial signals is an art in itself.

In summary, it is difficult to fake body language for a long period of time. But it is good to learn and to use positive open gestures to communicate with others and to

eliminate gestures that may give negative signals. This can make it more comfortable to be with people and can make you more acceptable to them.

6.7 Key Words

Gesture: It is a non vocal bodily movement intended to express meaning.

Posture: It is the way you stand or sit, it is the first major-influence on the initial impression you make.

Eye contact: is a direct and powerful form of non-verbal communication.

6.8 Self Assessment Questions

- 1) Give any two reasons why one cannot fake body language for a long period of time?
- 2) Differentiate a posture from a gesture and give suitable examples?
- 3) Explain the importance of eye contact in communication.

6.9 Further References

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Lesson-7**SPACE MANAGEMENT****7.0 OBJECTIVES**

After going through this unit, you should be able to:

- recognize the importance of space management for effective communication
- define the personal space and its different zones
- apply and maintain the space management for your advantage in different situations

STRUCTURE

7.1 Introduction

7.2 Personal Space

7.3 Zone Distances

7.4 Space Management at Workplaces

7.5 Proximity Separates the Strong from the Weak

7.6 Space Management — Gender Differences

7.7 Key words

7.8 Self Assessment Questions

7.9 Further Readings

7.1 INTRODUCTION

In the previous unit, you have learned about the importance of Email etiquette. The 21st century belongs to computers and Internet. It is not only the oral communication and conventional written business communication, but also communication through Email is playing significant role in all walks of life. Further many people have started researching the other areas which would influence our effective communication skills. In the process a few communication skills experts found that surprisingly even the space a person possess or occupies affects one's communication skills.

Have you ever felt uncomfortable during a conversation because the other person was standing too close and invading your space? We all have a need for physical space, although that need differs depending on the culture, the situation, and the closeness of the

relationship. You can use physical space to communicate many different nonverbal messages, including signals of intimacy, aggression, dominance, or affection. In this unit we shall discuss how a person can communicate by keeping certain distance from his listener. You may wonder how the distance between two people can communicate something vital. American anthropologist Edward T. Hall was one of the pioneers in the study of man's spatial needs and in the early 1960s he coined the word 'Proxemics' (from 'proximity' or nearness). His book titled The Hidden Dimension has led to new understanding about our relationships with our fellow humans. Thousands of books and articles have *been* written about the staking out and guarding of territories by animals, birds, fish and primates, but only in recent years it has become clear that man also has territories. The proprietorship of space is not only displayed by individuals, even countries are also staked out by clearly defined boundaries and sometimes protected by armed guards. Within each country are usually smaller territories in the form of states or provinces or districts. Within these are even smaller territories called cities, containing many streets which represent closed territory to those who live there. The inhabitants of each territory share an intangible allegiance to it and have been known to turn to savagery and killing in order to protect it.

7.2 PERSONAL SPACE

Most animals have certain air space around their bodies that they claim as their personal space. How far the personal space extends is mainly dependent on how crowded were the conditions in which the animal was raised. A lion raised in the remote regions of Africa may have a territorial air space with a radius of fifty kilometers or more, depending on the density of the lion population in that area, and it marks its territorial boundaries by urinating or defecating around them. On the other hand, a lion raised in captivity with other lions in a zoo may have a personal space of only a few meters, which is the direct result of crowded conditions.

Like the other animals, Man has his own personal portable 'air bubble' that he carries around with him. Its size is dependent on the density of the population of the place where he grew up. This personal zone distance is therefore culturally determined. For example in the Eastern countries where the density of population is more, people are accustomed to crowds, whereas in most western countries people prefer the 'wide open space' and they like to keep distance from others.

So we can define that "Personal Space is the region surrounding a person which he psychologically regards as his own. Invasion of personal space often leads to discomfort, anger or anxiety on the part of the victim." The notion of personal space is proposed by Edward T. Hall, whose ideas were influenced by Heini Hediger, a Swiss Zoologist and his studies of behavior of Zoo animals.

7.3 ZONE DISTANCES

The radius of the air bubble around suburban middle class people living in all parts of the world is generally the same. It can be broken down into four distinct zone distances.

1. Intimate Zone (between 15 and 45 centimetres or 6 to 18 inches)

Of all the zone distances, this is by far the most important. It is the zone that a person guards as if it were his own property. Only those who are emotionally close to that person are permitted to enter it. This includes lovers, parents, spouse, children, close friends and relatives. There is a sub-zone that extends up to 15 centimeters (6 inches) from the body that can be entered only during physical contact. This is the close intimate zone.

2. Personal Zone (between 46 centimeters and 1.22 meters or 18 to 48 inches)

This is the distance that we stand from others at office parties, social functions and friendly gatherings.

3. Social Zone (between 1.22 and 3.6 meters or 4 to 11 feet)

We stand at this distance from strangers, the plumber or carpenter doing repairs around our home, the postman, the local shopkeeper, the new employee at work and people whom we do not know very well.

4. Public Zone (over 3.6 meters or 11 feet)

Whenever we address a large group of people, this is the comfortable distance at which we choose to stand.

Fig. 1 will show you the four zones that we generally maintain during our conversation with people depending on the relationship which we share with them.

7.3.1 Practical Applications of Zone Distances

Our intimate zone is normally entered by another person for one of two reasons. First, the intruder is a close relative or friend. Second, the intruder is hostile and may be about to attack.. While we tolerate strangers moving within our personal and social zones,

the intrusion of a stranger into our intimate zone causes physiological changes within our bodies. The heart pumps faster, adrenalin pours into the bloodstream and blood is pumped to the brain and the muscles as physical preparations for a possible fight or flight.

If you want people to feel comfortable in your company, the golden rule is 'keep your distance'. The more intimate our relationship is with other people, the closer we are permitted to move within their zones. For example, a new employee may initially feel that the other staff members are cold towards him, but they are only keeping him at the social zone distance until they know him better. As he becomes better known to the other employees, the territorial distance between him and those decreases until eventually he is permitted to move within their personal zones and, in some cases, their intimate zones.

One of the exceptions to the distance/ intimacy rule occurs where the spatial distance is based on the person's social standing. For example, the Managing Director of a company may go on a weekend trekking along with his subordinate and when they go trekking each may move within the other's personal or intimate zone. At the office, however, the Managing Director keeps his trekking partner at the social distance to maintain the unwritten social strata rules.

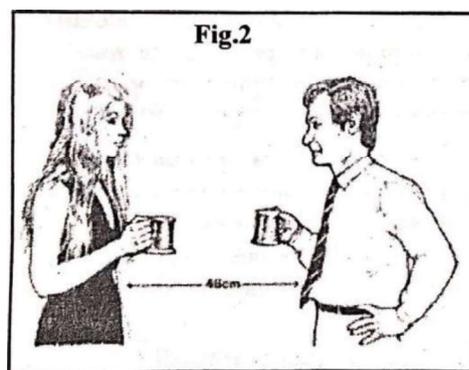
Crowding at fairs, cinemas, in elevators, trains or buses results in unavoidable intrusion into other people's intimate zones, and reactions to this invasion are interesting to observe. There is a list of unwritten rules that people in Western cultures follow rigidly when faced with a crowded situation such as a packed lift or public transport. These rules include:

1. You are not permitted to speak to anyone, including a person you know.
2. You must avoid eye contact with others at all times.
3. Yeti are to maintain a 'poker face' - no emotion is permitted to be displayed.
4. If you have a book or newspaper, you must appear to be deeply engrossed in it.
5. The bigger the crowd, the less the body movement you are permitted to make.
6. In elevators, you are compelled to watch the floor numbers above your head.

If you doubt this, notice how you behave next time you go alone to a crowded cinema. As the light boy/ guide directs you to your seat which is surrounded by a sea of unknown faces, notice how you will, like a pre-programmed robot, begin to obey the unwritten rules of behaviour in crowded public places.

The importance of space management is acknowledged by several governments and town planners in recent years. The different studies have shown the affect that the high-density housing projects have in depriving individuals of their personal territory. The consequences of high-density living and overcrowding were observed in the deer population on James Island, an island about two kilometers off the coast of Maryland in Chesapeake Bay in the United States. Many of the deer were dying in large numbers, despite the fact that at the time there was plenty of food, predators were not in evidence and infection was not present. Similar studies in earlier years with rats and rabbits revealed the same trend and further investigation showed that the deer had died as a result of overactive adrenal glands, resulting from the stress caused by the deprivation of each deer's personal territory as the population increased. The adrenal glands play an important part in the regulation of growth, reproduction and the level of the body's defenses. Thus overpopulation caused a physiological reaction to the stress, not other factors such as starvation, infection or aggression from others. In view of this it is easy to see why areas that have the highest density of human population also have the highest crime and violence rates.

Police interrogators use territorial invasion techniques to break down the resistance of criminals being questioned. They seat the criminal on an armless, fixed chair in an open area of the room and encroach into his intimate and close intimate zones when asking questions, and they remain there until he answers. It often takes only a short while for this territorial harassment to break down the criminal's resistance.



The acceptable conversational distance for most city dwellers

The negative reaction of a woman on whose territory a man is encroaching. She is leaning backwards, attempting to maintain a comfortable distance. The problem is, however, that the man may be from a country with a smaller personal zone and is moving forward to

stand at a distance that is comfortable for him. The woman may interpret this as a move of intimidation.

7.4 SPACE MANAGEMENT AT WORK PLACES

As you all know the need for physical privacy and private space is inherent to all human beings, this need is rooted deeply in our daily social behaviour. Most of us spend more time at our workplaces rather than at home. Thus the principles of proxemics are equally important at offices and other organizations. We all know that the Internet and Computers have totally changed the concept of workplaces. Neither the working hours are fixed nor the places where you work. The industrial revolution created by the internet has changed everything about business. Most of the companies are doing automated sales around the clock and across different time zones. Today most of the knowledge workers (Professional employees) are forced to work at odd hours as the clients and business partners are located at the other half the globe. To keep the business going on, a few workers are forced to sit at offices for long hours. Recent studies have indicated that one factor that affects knowledge worker performance is physical work environment—the offices, cubicles, buildings, and mobile workplaces. There is a good deal said about this topic, but not much is known about it. Even more unfortunately, most decisions about the knowledge work environment are made without seriously considering their implications on performance.

If you enter any of the modern offices, you will see that the workplaces are designed either as Closed office or Open workstation. The closed office represents a cubicle, which gives lots of privacy to the employee and his intimate and personal zones are protected. The Open workstation is the generic term used for any floor plan which makes use of large, open spaces and minimizes the use of small, enclosed rooms. The open workstations have existed for a long time. They mostly consist of large regular rows of desks or benches where clerks, typists or technicians perform repetitive tasks. There are a few popular varieties of open plan workplaces in use around the world today.

1. Team –Oriented 'bullpen' – employees can see and hear each other freely, but desks are grouped into teams.
2. High Paneled Cubicles – employees cannot see other employees when seated
3. Low paneled Cubicles – employees can see over the panels when seated

4. Clusters or 'pods' – a group of low-paneled work stations, separated by high panels from other pods.

7.4.1 The advantages and disadvantages of open and close plans

The closed workplace is definitive. The 21st century offices, especially, in the software companies the office environment is highly valued as a place for ideas, discussions, information and motivation. Socializing is the mantra that binds a team together, but forced socializing is transparent. A study has compared the interaction between Chief Executives and Managers in open vs. closed-plan offices:

Closed office or high-paneled cubicle: 82% work and 5% non-work
Open workstation is 64% work and 24% non-work

David Lewis, CEO Operation, Inc LLC, Stamford Conn, which provides human resource services to more than 300 US companies, says that the open floor plans and low cubicle walls can create discord and lead to decreased turnover. It actually starts to create a level of tension in an office. People cannot focus on work because they feel intimidated by others. Most of the employees prefer closed offices, but they seem to communicate in open areas. According to a research conducted by Professors Frank Becker and William Sims from Cornell University, knowledge workers prefer closed offices because they are able to concentrate, but they communicate informally and build trust and social capital more easily in more open office environment. Even high walled cubicles restrict interpersonal communication. Thus most experts of space management in workstations conclude that the kind of space required for different set of employees depends on the nature of one's job. The correct balance is most likely to be found by employees having an open setting with part-time access to quiet workplaces.

It means every organization must plan open spaces like meeting halls, conference rooms and lounges for both men and women separately for free flow and exchange of ideas. At the same time all the employees need their personal space in a closed area where they can concentrate and also do confidential work.

7.5 PROXIMITY SEPERATES THE STRONG FROM THE WEAK

Our social use for space can tell us a lot about the status, confidence and power of the people around us. Just observe the space management principles at your college or office. Those who have the biggest office and who command the most space while walking around are in the higher order of the hierarchy. The people who possess more power and

authority command greater amount of personal space which they call their own. They will often distance themselves from other people around them. In the workplace, the boss will have his own corner office apart from the rest of the workers who might be scrunched together in cubicles. University studies have shown that the students who sit in the front and centre of the classroom received the highest grades in the class, while those who sat in the back and at the corners of the room received the worst grades.

7.6 SPACE MANAGEMENT GENDER DIFFERENCES

Proxemics are also used to display/communicate the emotions. In combination with other behaviours, proxemics communicate a person's relation with the other person. An interesting study done by Donn Byrne and Jeffrey Fisher (1975) shows that males generally choose to sit across from those they consider friends and females tend to sit next to their friends. Additionally, the study showed that men did not like strangers sitting across from them and women did not like having strangers sitting next to them. They also observed how individuals might preemptively attempt to protect the personal space that they value the most. For example, while sitting alone in a library, college students place their book bags, jackets and other personal belongings in various positions on the table which prevent strangers from violating their personal space. It was observed that females would put their belongings in positions to protect the space next to them whereas males would want to protect the space across from them, based upon which space is valued more.

7.7 Key words

Adrenalin: hormone secreted from glands, causes stressful emotions

Allegiance: faithfulness

Cocktail: Mixture

Defecating: excrete

Intimidate: frighten

7.8 Self Assessment Questions

1. What is the importance of space management in communication?
2. Define "personal space" and describe the zone distances.
3. How do the principles of proxemics affect the relationships?
4. Write a note on the space management principles in the workstations.

7.9 Further Readings

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Lesson -8 TIME MANAGEMENT**OBJECTIVES**

After going through this unit, you should be able to:

- realize the importance of time management in your daily life
- identify the major time wasters in your daily routine
- master the art of saying NO to the unimportant tasks.
- prepare and execute time planners.

Structure

8.1 Introduction

8.2 Why is Time Management Important

8.3 Elements of Time Management

8.4 Put First Things First

8.5 Circadian Rhythms

8.6 Barriers to Effective Time Management

8.7 Be Aware of Time Wasters

8.8 Key words

8.9 Self Assessment

8.10 Further Readings

8.1 INTRODUCTION

In the previous unit, we have learnt how a person can communicate by appropriate space management. In the same way we can also communicate by the way we manage our time. You may wonder how it is possible to communicate something to others by managing our time. Yes, it is possible. Let us consider this example. Take two students studying the same course, having the same caliber. But one of them has scored 80%, where as the other one scored only 65% in their internal assessment. They were taught by the same teachers. The factors set for internal assessment were punctuality, attendance, timely submission of records and so on. So where is the difference? Obviously, the time management skills displayed by the students varied. In the same way many organizations

consider their employees time management skills before elevating them in the hierarchy. If you are late even by a minute to an appointment or if you are late in your project submissions or if you cannot meet the dead lines, it reveals your poor time management skills. Time is the only thing which is given to all human being impartially and equally. A business tycoon like Mukesh Ambani or an ordinary Cab driver has the same time. The secret of a person's success heavily depends on how he/she utilizes time. By proper utilization of time, obviously you will convey certain characteristics of your personality. Thus knowledge of time management is important to be an effective communicator.

8.2 WHY IS TIME MANAGEMENT IMPORTANT?

"We all have time to either spend or waste and it is our decision what to do with it. But once passed, it is gone forever."

- Bruce Lee from "Zen in the Martial Arts" by Joe Hyams.

Time is a non renewable resource. Once it is gone, it is gone forever. You will never see the moment again. Time management is absolutely crucial for everybody. It's about getting more value out of your time and using it to improve your life. If you stick to some basic time management rules, you will be able to do more work in less time. It isn't necessary to talk about what you can do with extra time because only sky is the limit. Time is one of the most precious tools we can have in our hands. Once gone, it cannot be regained. That makes it extremely valuable. It is also irreplaceable and of great importance. But at the same time, it is very much underestimated. People don't understand its value so they fail to reach their goals. Let us see how time management helps us in our daily life.

1.Helps you to Prioritize: Always write down the list of tasks that you have to do in a day, in a week, or in a month. Once you have a list of things you need to tackle, you need to see what you should do first. The most important are time sensitive. Thus you should do them first. Stephen R. Covey, in his book *The 7 Habits of Highly Effective People* talks about the concept "put first things first".

2.Get more done in less time: The other reason why Time management is important is that you will get more done in less time. When you plan your time, you will see the amount of work that needs to be tackled. That puts into context how much time you need. Inevitably, you will know not to laze your time away.

3. More quality work: When you plan your time you are making wise investment of a very limited resource — TIME. Knowing what to work on, when and how much time you have to finish the work makes you more focused. That focus on the work ensures that you get more quality work.

4. Keeps things in context: Sometimes you may hear people complaining that there is no time in their lives. They mean that they do not know how to manage their time. One reason why the time management is important is that it can put things into context. If you see the list of work you have and the things to be completed, obviously you will make some tough decisions — especially on what you spend your time and how.

5. Forces you to meet targets: The list of things that you have written down is like a reminder to you—it is there staring at you. You are forced to tackle it. It is like a target, so you are forced to live up to the challenge.

6. Keeps you on track: Whether it is a daily work list or a long term career plan — time management keeps you on track. With your goals stated and time allocated, there is less possibility for you to go astray. It will not allow you to give excuses to yourself when you start procrastinating things.

7. Making sure you deliver what is promised: If you do not manage your time how would you deliver what you promised on time? Have you always disappointed your colleagues or friends on the completion of your promises? Perhaps you are not doing well with the time management. This is another reason why people should know the importance of time management

8. Time is limited: There is a Chinese proverb that loosely translated means 'no amount of gold can buy you time'. Time ticks away whether you like it or not. Time cannot be gained or saved but can only be spent and lost. Why is time management important? Because it is limited. Once lost, you cannot gain it back.

9. Helps to discipline ourselves: Time management is a huge part of managing yourself. If you cannot manage time and ^{your} limited resources, how do you plan to achieve your goals? Thus the knowledge of time management always helps us discipline ourselves and keeps us focused.

8.3 ELEMENTS OF EFFECTIVE TIME MANAGEMENT

1. Evaluate how you are using your time.

The first step of effective time management is identifying how you are using your time.

- Make a list of the activities you spend time on
- Identify how much time the activities consume
- Take note of activities you are keeping up with versus activities you are falling behind on.

2. Determine your priorities

Many people work hard without achieving the things that they want. This comes from focusing on tasks which do not lead to goals. People who manage their time well have identified tasks that lead to their goals. They focus their energy on these tasks. The key is not to prioritize what's on your schedule, but to schedule your priorities.

Tips on prioritizing

- Know your goals.
- Identify activities that help you achieve your goals.
- Decide whether activities need to be done in a particular order.
- Give the highest priority to tasks that are most necessary in achieving your goals and need to be done first.
- Put first thing first.

Am I working my "A's" off?

- Italian Economist Vilfred Pareto identified the 80/20 rule. According to him, in any list of tasks, 80% of the importance lies in 20% of the tasks. Let us examine his observation. How to prioritize the list of daily tasks? You can prepare a to-do list for one of your typical Sundays. You will find a list of to-do tasks below. Mark each task either A or B or C, depending on its priority.

A - The most important. B-Important. C - Not so important.

- Buy Detergent.
- Write assignments to be sent to ANU Centre for Distance Education.
- Take Demand Draft to be sent along with the examination application.
- Dust the videos on the book shelf.
- Buy a ticket to Vijayawada to attend the contact classes.

- Schedule an appointment with a Professor.
- Email a friend who is also taking the same course in a different centre.
- Buy a new pair of jogging shoes.
- Clean your wardrobe and wash your motor bike.

"A" LIST

1. Write assignments to be sent to ANU Centre for Distance Education.
2. Take Demand Draft to be sent along with the examination application.

"B" LIST

1. Schedule an appointment with a Professor.
2. Buy a Ticket to Vijayawada to attend the contact classes.

"C" LIST

1. Buy detergent.
2. Dust the videos on the bookshelf.
3. Email a friend who is also taking the same course on a different centre.
4. Buy a new pair of jogging shoes.
5. Clean your wardrobe and wash you Motor bike.

Now you have understood that the things listed under A are of 80% importance. But they cover only approximately 20% of the whole list. The general tendency is that we start our day doing the things that are listed under C. Thus we are left with very little time to complete the tasks under A. That is how we end up . failing in achieving our goals. It is time for all of us to question ourselves "Am I working my A's off?"

8.4 PUT FIRST THINGS FIRST

1. The power to say 'No': The effectiveness of your work gets disturbed just because you can not say NO to people. Most of us find it difficult to say no, when asked for a favour or a task that consumes your time. You have to decide what your highest priorities are and have the courage — pleasantly, smilingly, nonapologetically — to say "NO" to other things. Remember, the enemy of the "best" is often the "good". But be careful that you are not saying NO to the more fundamental, highly urgent things in your life.

2. Have personal mission statement: Often people think that mission statements are meant for organizations only. But every person should have a mission statement written for him. It keeps him focused and avoids deviation from his mission. A centre of correct principles and a focus on our personal mission empowers us with wisdom to make wise decisions. It results in saving a lot of time.
3. Be a person of Principle Centered: It is important that you formulate a set of principles by which you wish to lead your life. Your set of principles should reflect the activities for your successful professional and personal life. All your activities should be based on your Principles. For example, if your principle is never to reach your work place late, then create an atmosphere at home such that your spouse and children understand your principle and cooperate in executing it.
4. Prepare planners: This is very crucial in management of time. One should prepare daily planners, weekly planners and sometimes even yearly planners. But at the same time your planning tool should be your servant, never your master. Since it has to work for you, it should be tailored to your style, your needs, and your particular ways etc. Always leave buffer time in between your tasks. Always keep in mind while planning your daily schedule, that there will be some unpredicted things, which are out of your control. Thus the buffer time will keep you going on, without disturbing your planner. A planner helps you to plan ahead to avoid "1 I" hour" efforts. While setting a planner, keep the following things in mind;
 - Examine your schedule
 - Be realistic about what you can accomplish
 - Do not try to juggle too many things
 - Do not set yourself for failure



5. **Practice the art of Delegation:** Transferring responsibility to other skilled and trained people enables you to give your energies to other high-leverage activities. Delegation means growth, both for individuals and for organization. If you work solely and produce something, you are only a Producer. A producer does whatever is necessary to

accomplish desired results, to get the golden eggs. An architect who draws up blueprints or a secretary who types correspondence is a producer. But a Manager, on the other hand, can invest one hour of effort and produce ten or fifty or a hundred through effective delegation. Management is essentially moving the fulcrum over.

- 6. Identify your roles:** It is important that you realize the different roles that you should play both in your professional and personal life. The first task is to write down your key roles. If you haven't given serious thought to the roles in your life, you can write down what immediately comes to your mind. You have a role as an individual.
- 7. Selecting Goals:** The next step is to think of two or three important results you feel you should accomplish in each role during the next seven days. These would be recorded as goals. Ideally these short term goals would be tied to the longer-term goals which you have stated in your personal mission statement. Thus by defining your roles and goals you can clearly see the tasks that you have to finish in a day or in a week or in a month. It greatly helps you to manage your time. It also gives a lot of scope to understand your priorities.

8.5 CIRCADIAN RHYTHMS

Circadian rhythms are internal biological clocks that regulate many functions and activities, including sleep, temperature, metabolism alertness, blood pressure, heart rate and hormone levels and immunities. A better knowledge of these rhythms will help you plan your activities and thus you can utilize your time at the best possible manner. About every 24 hours our body cycles through metabolic and chemical changes. These circadian rhythms are reset by sunlight each morning. These rhythms determine whether you are "Morning Person" or "Night Owl". It means not all the people's circadian rhythms are the same. To maximize your efficiency, you should work with your body cycles— not against them. If we learn to listen to our bodies, we can work these natural rhythms instead of fighting them. We can make more efficient use of our time by scheduling certain activities at certain times of the day. Look at the description of these tasks and their timings.

Short term memory -6am to 10am: Short term memory tasks such as last minute reviewing for tests are best performed early in the morning:

Cognitive Tasks -8am to 11 noon: Cognitive or mental tasks such as reading, calculating and problem solving are performed most efficiently in the morning. That is why most of the schools have their mathematics classes scheduled for morning sessions.

Long term memory-1pm to 4pm: Longer term memory tasks such as memorizing speeches and information for application are best performed in the afternoon.

Manual Dexterity 2pm to 6pm: You are most efficient at tasks involving the use of your hands such as keyboarding and carpentry in the afternoon and early evening. That is why most of the colleges plan their laboratory hours in the evening session.

Physical Work outs - 4pm to 9pm: It is best to engage in physical activity in the evening when your large muscle coordination is at its peak. Studies have shown that you will perceive the workout to be easier in the evening. It improves the quality of sleep, if you exercise five hours before your bed time.

8.6 BARRIERS TO EFFECTIVE TIME MANAGEMENT

There are many barriers to effective time management, but they can be overcome. Here is a list of the most common barriers:

1. Distractions: Distractions come in many forms, but we must learn to avoid distractions if we are to get work done. Here are a few ideas. Tell people when you are busy and cannot be disturbed. Work in fit areas where you are less likely to be disturbed. Do your work when you are most alert. It is easier to get distracted when you are tired

2. Disorganization: People often waste much time because of disorganization. Here are some tips for staying organized: Keep things that you need in a specific place. Eliminate clutter. Before starting on a task, make sure that you have all of the materials or information that you need. Follow your schedule.

3. Perfectionism: *It* is a virtue to want to do a good job, but some people become so anxious about getting a job done perfectly that they never complete it. Examine whether your efforts to get the job done perfectly are really improving things or preventing you from getting the job done. Think about the cost- benefit ratio of the extra effort. Remember that nothing is perfect.

4. Procrastination: It is easy to put off tasks if they are not so urgent. The trouble is, tasks pile up and you can run into a time crunch later. Remember to work ahead whenever possible. If you can do it today, do it!

5. Rigidity: It is important to develop a habit of following your schedule, but some people become too rigid. Unexpected things come up and activities sometimes take more time than planned. It is important to have some flexibility in your schedule. Allow extra time and avoid becoming too frustrated if things don't work out as planned. Just re-evaluate the plan and make adjustments.

8.7 BE AWARE OF TIME WASTERS

An important part of time management is to cut out "time wasters". These can be unproductive meetings or calls from people trying to sell you things you do not need, and excessive reading, etc. Time wasters are often people who want your time, but have little to offer in return. Cutting out time wasting often involves saying "No" to people. If you do this rudely, you may get a reputation for arrogance. If you are abrasive with your coworkers or your team, you can damage important working relationships. It usually pays to be as courteous as is practical in cutting time wasting. When in doubt, a little explanation is sure to help!

External time wasters

Be aware of ways others or the environment waste your time: Interruptions, especially email

- Office socializing
- Unscheduled visitors
- Poor work environment
- Unclear goals
- Trying to get other's cooperation
- Bureaucratic "red tape"
- Others you can think of internal time wasters

8.8 Key Words

Astray: to deviate

Buffer time : cushion time or some vacant slots with no work allotted

Priority: main concern

8.9 Self Assessment Questions

1. What is the importance of Time management in our life and how does the knowledge of it help us?
2. How do the elements of the principle 'Put first things first' help you in effective time management?
3. Explain the barriers of effective Time management?
4. Name the types of time wasters with appropriate illustrations.
5. Write a brief note about circadian rhythms and how do they help you to manage your time?
6. Write a short note on importance of Prioritizing in time management.

8.10 Further Readings

1. Covey, Stephen R (1999) The 7 Habits of Highly Effective People, Pocket books, London.
2. Lakshminarayanan K.R. Advanced English Communication Skills Lab, Scitech Publication (India) Pvt.Ltd, Chennai.
3. Whetten, David.A and Kim S.Cameron (2008) Developing Management Skills, Education, New Delhi. 7th ed. Pearson

Lesson Writer:

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Lesson -9**BUSINESS LETTERS****9.0 Objectives**

After going through this lesson, you will be able to :

- Identify various models of Business Letters
- Develop Business Letter Writing Techniques
- Become a successful writer of Business letters.

Structure**9.1 Introduction****9.2 Effective Business Letters****9.3 Parts of business letters****9.4 Format & Font of Business Letters****9.5 Tips for writing Letters****9.6 Kinds of Business Letters****9.7 Types of Memos****9.8 Key words****9.9 Self Assessment Questions****9.10 Further Readings****9.1 INTRODUCTION**

Relationships are everything, and who you spend your time with is the only important thing in the world. But corresponding with people is oftentimes distracting and half-hearted. Today's relationships are built around convenience. We speak with people in person and turn to our phones, we write messages to one another on social media and only talk about ourselves. We seldom sit down and engage with our friends for extended periods. But building good relationships is only one argument in favour of taking the time to manually write letters.

Business letter writing is a major thrust area of communication. With the new communication model, the ultimate goal of nations to cut across linguistic, national, and cultural barriers and promote free global trade has, making the letter an essential business tool. That being said, business letters can be written by managers to employees, along with customers and clients.

9.1.1 What is a Formal Letter?

A formal letter is a type of communication between a company and an individual or between individuals and companies, such as contactors, clients, customers and other outside parties. Formal letters are not like personal letters; they have a more formal tone, writing style and focus on conciseness and concreteness. This is why they are also called formal business letters. However, the tone of the letter can greatly vary, depending upon the type of business letter. Generally, a business letter is written for sales efforts, resolving issues and considerations, and relationship building.

Moreover, depending upon the recipient, their tones may vary from informational, persuasive, motivational or promotional. Normally, they have a clear objective and purpose as they are targeted towards specific groups or individuals. Used in our daily lives, a formal business letter format has become really essential to businesses in specific. Let's find out more about its importance in the next section.

9.1.2 Why is a Formal Letter So Important?

With the growing need of business letters nowadays, businesses require business letter formats too. Several sample business letters are available online for users to download. If you are still in doubt regarding business letters, here is why the formal letters are so important and the functions they serve;

- **Acts as a Representative:** A formal letter conveys your message and communicates it to the other party; hence, they act as a representative for the organization. Also, it is an inexpensive representative for a personal visit.
- **Subjects Linked with Business:** Since a formal letter conveys business concerns and matters, it only provides information which is connected and linked to your business.

- **Valuable Evidence:** The business letter helps you in writing things for a specific transaction, serving as a legal purpose and valuable evidence for the transaction.
- **Reference to Future Transaction:** Along with valuable proof, a formal business letter format is also a reference material for future transactions between individuals and organizations.
- **Sustains Goodwill:** When an agreement between two parties is in writing, either in a formal letter format or a business email format, there are very less chances of disputes among them. Hence, this sustains goodwill and friendliness between both parties.
- **Motivates People:** A business letter format encourages and motivates everyone in the business to perform better.
- **Expands Business:** When information about the services and products get updated through a business letter sent to the clients and customers, every organization expands and promotes its business.

9.2 WRITING AN EFFECTIVE BUSINESS LETTER

E-mail may be the quick and convenient way to relay daily business messages, but the printed business letter is still the preferred way to convey important information. A carefully crafted letter presented on attractive letterhead can be a powerful communication tool. To make sure you are writing the most professional and effective letter possible, use the business letter format and template below and follow these basic business letter-writing.

- Select a professional letterhead design for your small business:
- Use a standard business letter format and template:
- Business Letter Template Fields:
 - Date
 - Sender's Address:
 - Salutation
 - Body Text
 - Closing "Call to Action"
 - Signature Block Enclosures
 - Carbon Copy

- Use a professional tone
- Write clearly
- Organize your information logically:
- Use Color To Emphasize Words In Text
- AutoText
- Be persuasive
- Understand your reader
- Conclude your letter with a "call to action"
- Proofread your letter

9.3 PARTS OF A BUSINESS LETTER

A business letter is a formal letter with six parts:

The Heading

Make sure the heading is on the left margin.

Example:

Ms. Jane Doe

543 Washington St

Marquette, MI 49855

Tel:

Fax:

Email:

Jan 28, 2020

- Recipient's Address
- The Salutation
- The Body
- The Complimentary Close
- The Signature Line
- Enclosures

9.4 FORMAT AND FONT OF LETTERS

Many organizations have their own style for writing a business letter, but here are some common examples.

Block: The most common layout for a business letter is called a block format. In this format, the entire letter is justified to the left and single spaced except for a double space between paragraphs.

Modified Block: Modified block is another popular type of business letter. The body of the letter and the sender's and recipient's addresses are left justified and single spaced. However, in this format, the date and closing are tabbed to the center point.

Semi-Block: The least used style is called a semi-block. In it each paragraph is indented instead of left justified.

Font: The standard font for business letters is Times New Roman, size 11. However, fonts that are clear to read such as Arial may be used.

Sample Letter

{NOTE: your name goes only at the bottom}

Your Return Address (no abbreviations for Street, Avenue, etc.)

Your City, YO [your two letter state abbreviation] zip

Date (write out either like June 4, 2019 or 4 June 2019)

First and Last Name of the Person to whom you are writing

Address

City, ST zip

Dear Mr./Ms. Whomever:

In the first paragraph, introduce what you are writing about and what you want from them.

In the subsequent paragraphs, explain the nature of your problem and what they can do for you. Be non-combative and straight to the point.

In the last paragraph, be sure to thank him/her for his/her time and efforts on your behalf. Also, let them know that you will contact them or that they can contact you with any questions.

Sincerely yours,

{four spaces so that your signature may appear here}

Jane Doe

A business letter is not restricted to one page; the letter should be as long as it needs to be.

9.5 TIPS FOR WRITING FORMAL LETTERS

Prior to writing a business letter, organizations or individuals decide what to communicate and the steps in communicating the message. However, as mentioned above, a formal business letter does not require you to use an informal tone, such as contractions and slang terms. This is why there are certain writing principles to help you choose the right words, sentences, and syntax for our business letters. If you want to explore the nine secrets to writing a formal business letter, then read the elements below;

1. Correctness
2. Conciseness
3. Clarity
4. Completeness
5. Concreteness
6. Consideration
7. Courtesy
8. Confidence
9. Conversational Tone

9.6 KINDS OF LETTERS

Eg: Sales Letters, Order letters, Complaint Letters, Inquiry Letter

Elements of Sales Letter

Headline: Here the writer wants to grab the reader's attention toward the main purpose of the letter.

Introduction: It is the introductory paragraph. Introduction in the sales letter provides the details of the product or the service. It also provides the reader with the cost, quality, saving and other related information.

Body: Here the writer builds his credibility. The writers provide with the worth of the product, its difference from other similar products, a list of satisfied customers, terms of contract etc.

Call to Action: In this section, the writer asks for the reader's response and can express the gratitude. It also includes various details like warranty, discount etc.

Format of Sales Letter

Heading/Headline

Organization letter head

Or

Sender's name

Name of the organization

Address

Date

Name of the Client

Address

Greetings / Salutation (i.e., dear to whom so ever it may concern).

The introductory paragraph (attention seeking paragraph for introduction of service or product).

Second Paragraph (like the limited offer or discounts).

Third Paragraph (contact details).

Closing Salutation

Signature Line

Types of Sales Letters

A sales letter has a specific purpose to meet. The various purposes can be the introduction of a new product or service, availing new offers, selling incentive etc. Let us discuss some of them here.

Introductory

This type of letter is written to a customer or a consumer to introduce to the company or a product. It also explains how readers will get benefit from the product or the service. It must grab people's attention, build their interest and call to action.

Product Update

As the name suggests, this type of letter is to describe the benefits of new products over older ones. Other details like a limited period to purchase and discount can also be included.

Selling Incentive

It promotes existing products among current customers. This type of letter must build some excitement among the reader to buy the product.

Thank You

A sender writes this letter to thank the customers to be a part of the business. It shows the value of the customer. A brief mention is given on the availability of product for the customer.

Holiday Celebration

This letter gives a chance to offer a product as a gift for customers. It also shows the discounts and the offers limited to the holiday celebration.

Invitation

It is an invitation to the customers for any celebration. This helps the customers to feel important.

Lost Customer

This type of letter is for the customers who have not been too active recently. It helps the organization to bind with them and offers them good deals.

Writing Tips for Writing Sales Letter

- Introduce the ideas in a way that compels the reader to take a positive action.
- Introduce yourself and the product well.
- Be clear in what you are offering.
- Choose your words as per the targeted audience.
- Always use a headline.
- Make the first sentence of each paragraph count.

- Use of font styles, font sizes, bullets, and numbering etc.
- Use relevant statement showing the credibility of the product.
- Suitable closing sentences.
- Correct use of salutation.
- Proper and complete details of the product and availability.
- Always ask for attention, build interest, desire, and call of action.
- Have a simple and convincing tone.
- Avoid creating confusion and uncertainty.
- Avoid being clever and funny.
- Include your name, signature, and other contact details.
- Do not use fancy words or slangs.
- Always revise and edit the letter.

9.6.1 ORDER LETTER

An order letter is usually written to assign orders or place order of goods. The letter is written in a very precise and specific manner. Order letters are quite common and are written on daily basis. The language of the letter however is formal and everything is written in a standard format. If you need to write an order letter, you can have a look at the below mentioned sample and get an idea about how to write it. Order letter should contain information about what you are ordering, quantity of ordered products and how you going to pay for it. If you are unsure about how to write such letter, Use the following example of order letter for goods, or for purchasing any other items like computer, furniture etc. Order Letter Writing Tips:

- Write the letter in a precise manner
- Make sure you keep the language of the letter formal and easy so that the reader does not find it difficult to read
- If you are writing the letter to place order make sure you do not make any mistakes
- Avoid making spelling and grammar errors
- Do not deviate mid way from the topic while writing the letter

- Write the letter in a polite and apt manner

Order Letter Template

Use our free **Order Letter** to help you get started. Simply download the .doc or pdf file and customize it. If you need additional help or more examples check out some of the sample letters below.

From,

Date: _____ (Date on Which Letter is Written)

To,

Subject: Order Letter

Dear_(Sir or Madam)

I(name of the person) am writing this letter to you(name of the receiver) to place an order for goods for our ongoing project. We had ordered enough goods for our work, however the quantity seems very less now and hence we require more goods for our work to be completed soon. The attached list of goods with this letter will tell you precisely our requirement of goods. Hope you send it as soon as possible so that our work can continue without any halt.

Hoping to receive the said order soon without any delay, also the payment for the same would be quickly done.

Thanking you,

Yours Truly,

Name of the person

Sign of the person

Order letter is one of the most commonly practiced formal writing in a business environment to ensure certainty and discipline in business deals. It is an official communication between two parties regarding the business. This written document always supplies dual benefit, as it is the best way for an individual or a

company to communicate their expectation to his business associate and on other hand it provides exact instruction to the service provider regarding the business deal.

9.6.2 COMPLAINT LETTER

Always try to resolve a problem with a business before seeking help from a consumer protection agency. You can do this by speaking directly with the salesperson or manager or if this fails, by writing a complaint letter.

When writing a complaint letter you should:

- describe your problem and the outcome you want
- include key dates, such as when you purchased the goods or services and when the problem occurred
- identify what action you've already taken to fix the problem and what you will do if you and the seller cannot resolve the problem
- ask for a response within a reasonable time
- attach a copy of any supporting relevant documentation such as a receipt or invoice.

Complaint letter example

Below is an example of a complaint letter:

Dear Manager

RE: COMPLAINT ABOUT FAULTY TELEVISION CABINET PURCHASED AT
CABINET WORLD ON 15 DECEMBER 2019

I am unhappy with the quality of a television cabinet I bought at 5 Street on 15 December and I am writing to seek a replacement.

The cabinet doors do not open and shut properly and the stain on the cabinet is uneven, with one half darker than the other. The cabinet was delivered on 30 December and I noticed this problem as soon as I unpacked it from the box.

The cabinet is not of acceptable quality and does not match the sample cabinet I was shown in store. I would like you to replace it with one of the same quality and finish as the sample and arrange for return of the faulty cabinet at no cost.

I have attached a photocopy of my receipt as proof of purchase.

I would like to have this problem fixed quickly please. If I do not hear from you within 10 days, I will lodge a formal complaint with Consumer Affairs in my state.

You can contact me on 1134 5678 during working hours or after hours on 113 456 789 to discuss this matter further.

Yours sincerely,

Jane Brown

Enclosed: Copy of the receipt for television cabinet

9.6.3 LETTER OF INQUIRY

Inquire is to get to know about something or find out the stuff you do not know. Either you write a letter of inquiry to know about something or you are responding to a letter of inquiry. Whatever it is, your letter should be having some of the salient features. You should start your letter stating that that you are (your title, position, or status), in what capacity you are writing this letter, either you are a student, a scholar, a researcher or any interested consumer. You should state clearly what is that you are inquiring about and what kind of favor you want from the recipient of the letter, in response of your request. You should try to make your inquiry specified about the topic and do not add extra things to it.

As an inquiry let someone knows about a thing deeply so it should include a brief explanation about the purpose of the letter that you wanted to accomplish. Such an explanation may enable the reader, to act exactly according to your demand. You should also mention a date or a specific time period within which you need information or services to be provided.

You should generally give at least some time or a couple of weeks to the recipient to provide you that you have requested for or to respond your inquiry. You can also add a note that you want make the given or shared information, confidential. It possibly will add to the chances of a positive response to your letter. Do not forget to provide your contact information in detail, to the recipient of your letter. It will be easier for the reader to contact you. If a person responds to your inquiry letter and provides you required information then it's a good gesture to write him or her back a

thank you letter/note. Here is a sample of letter of inquiry, provided for the help of readers along with this template.

SAMPLE LETTER

This letter is written by the Manager of a large cooperate firm to his head office in order to clarify a dispute as to the job status of one of his employees. The employee claims he has recently been promoted to make him now 2nd in charge although no notification has been received, this causing some friction amongst employees.

Date: _____

From

Name of the Inquiring Person

Designation

Organization's Name

To,

Designation

Organization's Name>

Subject: Inquiry as regards to employee status

Dear,

I am the Manager of Block- H writing this letter to clarify a small dispute that has occurred amongst my workers. On the departure of Mr. /Ms. _____ last month as _____ (designation) and I have received no formal letter to state who will take over his duties.

I am aware that more than one member of my current team did apply for the position, and Mr. _____ has stated to me that he has been giving orders from head office, by yourself, that he is now to fill Mr. / Ms. _____ position. However he has

no written evidence to this fact, and I also find it strange as he is relatively new to the company that you would award him this position.

Please can you urgently confirm with me the exact job status of Mr. _____, and indeed the name of the individual who will be taking over from Mr. / Ms. _____, if indeed it is not Mr. _____ himself,

Yours Faithfully,

Signature

Name of the Inquiring Person

Designation

Letter writing lets us work on many areas of writing. Grammar, style, structure, but most importantly, **confidence**. Since we're playing with people's feelings and emotions (like in a spoken conversation) we must consider someone else's feelings as if they're our own. We must be considerate and respectful to the reader. There is no room for false interpretation when it comes to a real relationship.

9.7 Types of Memos

Type 1. Request Memo:

The objective of a request memo is to gain a favourable response to a request. The memo must be written in a convincing way. Consider the following case: Hirdesh. Humayun would like to attend a time management training program that will be sponsored by the chamber of commerce at a local hotel. The manager has asked Hirdesh to put his request in writing.

The memo is direct and clear, but not suitable from the reader's point of view. As a result it may even fail to achieve its objective. Consider the manager's situation. If many of the departmental personnel make a similar request, the manager may have to limit the number who can attend.

To achieve its objective, Hirdesh's memo will have to be like a sales message. The request should be clearly stated. The memo should motivate the reader to take the desired action. The guidelines given below should be followed:

- a. The request should be clearly stated

- b. The reasons for the request should be presented.
- c. If any financial costs are involved, they should be explained.
- d. All expenses should be justified.
- e. Recommendations for action should be presented.
- f. Throughout the memo tact and diplomacy should be used.

If the memo is persuasively written, it should be easy for the reader to say “yes.” Following these six guidelines, Hirdesh’s memo has been improved

The second version reminds the reader of a previous conversation during which the seminar was discussed. This serves as an introduction to the main memo. The reasons are then presented persuasively – showing indirect and direct benefits to the company (i.e., reader oriented). Finally, there is a request for action.

Type 2. Confirmation Memo:

A confirmation memo is designed to confirm in writing something that has been agreed to verbally. Consider, for example, the sales manager who promises to provide sales coverage to six more cities if the general manager provides him with three additional salespeople.

When the general manager and the sales manager agree on this plan of action, it is common to find the general manager confirming this agreement with a memo.

In such cases, three important guidelines should be followed for writing the memo:

- a. Be specific regarding the major points that were discussed and verbally agreed upon.
- b. Enumerate the major points to emphasize them and allow easy reference to them in future discussions.
- c. Encourage feedback on any misunderstood or unclear points.

This message follows the three guidelines for confirmation memos. In this memo Krishna Murali first raises the major points that were previously discussed and agreed upon. Then he outlines the five major points he wants his sales manager to understand. By numbering them, Krishna ensures that all of them are equally emphasized. Finally, he gives Narayan Murthy the opportunity to ask questions.

Type 3. Periodic Report Memo:

Periodic report memos – monthly cost control reports, quarterly sales reports – are submitted at regular intervals.

Since these memos are written frequently, they are designed and preprinted so that the writer can complete them quickly.

There are three helpful guidelines for constructing a periodic report memo:

- a. The memo should be designed as a fill-in form on which data can be entered quickly.
- b. The form should be designed so that it can be duplicated and re-used.
- c. If narrative or descriptive commentary is necessary, a place should be provided on the form.

The value of a periodic memo is best illustrated with a comparison.

Type 4. Ideas and Suggestions Memo:

Sometimes memos are used to convey ideas or suggestions. Very often managers ask subordinates for suggestions for tackling certain problems. In such instances, an ideas and suggestions memo is required.

Follow the guidelines listed below for writing this type of memo:

Write directly – the manager would not have asked for ideas unless he thought the writer had something to offer.

- a. Begin with positive comments about the current situation (no one likes to be shot down), and then tactfully present suggestions for change.
- b. Group ideas according to subject and use headings to highlight them.
- c. Be specific and don't stray off the point.

What is wrong with this memo?

- i. The writer is too general. She has not pointed out what the company should do to tackle its problems.
- ii. She is more concerned with keeping her boss happy than with presenting useful suggestions.

Much better, isn't it? The opening paragraphs define the problem tactfully. The recommendations are grouped by headings, and each is carefully explained. The conclusion is action oriented. The writer indicates how the recommendations can be implemented.

Type 5. Informal Study Results Memo:

Organizational personnel are sometimes asked to write the results of an informal study in a memo. The objective of the message is to present the information in an easy-to-read, understandable form. To this end, follow the guidelines listed below:

- a. State the purpose at the beginning (and stick to it).
- b. Use headings and sub-headings to make the reading as easy as possible. Present data in a "Findings" section and interpret it in another called "Conclusions" (or other similar terms).
- c. Be specific. Stay on the point and address different issues one by one, systematically.
- d. Unless there is good reason to do otherwise, write the memo in informal language and use personal pronouns.

The memo is an example of an informal study results memo that was written in response to a request from a top manager.

The opening paragraph states the purpose of the memo; headings and sub-headings act as signposts for the reader. Specific numbered points make the memo easy to read and understand.

9.8 key words

Business: a person's regular occupation, profession, or trade.

Sales: are activities related to selling or the number of goods or services sold in a given targeted time period.

Formal Letter: A formal letter is one written in a formal and ceremonious language and follows a certain stipulated format.

Complaint: a statement that something is unsatisfactory or unacceptable.

Memo: a memo is a type of document used to communicate with others in the same organization.

9.9 Self Assessment Questions

1. How do Business Letters differ from personal letters?
2. Discuss briefly the tips for writing Effective Business Letters?
3. What are the factors one should bear in mind while writing Sales Letters?
4. What are the important parts of Business Letters?

9.10 Further Readings

Monipally, Matthew M., "The Craft of Business Letter Writing"

Forsyth, Patrick, "Effective Business Writing"

Mohan, Krishna and Meera Baner'' Developing Communication Skills"

Lesson Writer:

Dr.P.Purna Chandra Rao

Lesson -10**FOUNDATIONS OF BUSINESS COMMUNICATION****10.0 Objectives**

After going through this lesson, you will be able to :

- 1.To Know the business communication & its importance
- 2.To know the elements and types of communication
- 3.To know the challenges in the communication process
- 4.To know the communication strategy, its stages and effects

Structure

- 10.1 Introduction
- 10.2 Elements of communication
- 10.3 Challenges of Communication
- 10.4 Communication Strategy
- 10.5 Effects of communication strategies
- 10.6 Key words
- 10.7 Self Assessment Questions
- 10.8 Further Readings

THE FOUNDATIONS OF BUSINESS COMMUNICATION**10.1 Business Communication –an introduction**

Kotler claims that companies must ask not only how can we reach our customers but also, how can our customers reach us. This shows the importance of communication marketing between company and its customers. According to Kotler today communication is an interactive dialogue between the company and its customers that it takes place in all the stages i.e. pre-selling, selling, consuming and post-consuming. Moreover Kotler claims that technological advances had a great impact on the means of communication. People can communicate through traditional

media (newspapers, radio, TV), as well as through newer media (computers, internet). By decreasing communication costs, the new technologies have encouraged more companies to move from mass-communication to more targeted communication and one-to-one dialogue.

The American Marketing Association (AMA) (2008) has provided a clearer definition of marketing as an organizational function and a set of processes for creating, communicating, and delivering value to customers and for managing customer relationships in ways that benefit the organization and its stakeholders.

Importance of Communication in Business

Communication plays a vital role in the fulfillment of all marketing objectives. Understanding communication is essential since it is the basic process through which managers specifically and organizations in their entirety accomplish their set objectives culminating in their success. Smith, Berry and Pulford (110107) describe communication as the act of sending information from the mind of one person to the mind of another person. Similarly, Churchill Jr. and Peter (110108) describe communication as the transmission of a message from a sender to a receiver, such that both understand it the same way. Meshane and Glinow (2000) in turn, define communication as the process by which information is transmitted and understood between two or more people.

Types of Communication tools

Communication tools can be divided into two types:

Personal communication tools: Personal communication tools are those in which two or more people communicate with one another. Word of mouth is the primary means of personal communication. There are various other Medias of personal communication also such as e-mail.

Non-personal communications: Non-personal communication tools are those in which communication do not occur in person-to person but occur through some other media. National and regional newspapers and magazines, television, satellite, and cable television are some of the means of non-personal communication.

Components of Communication:

For effective communication to occur, Dubrin (110107) stipulates that six components must be present: a communication source or sender, a message, a channel, a receiver, feedback and the environment.

The source (sender) is the initiator of a communication event who is usually a person attempting to send a spoken, written, sign language, or nonverbal message to another person(s). Here, the perceived authority and experience of the sender are important factors influencing how much attention the message will receive.

Message is the purpose or idea to be conveyed. Many factors influence how a message is received. Among them are clarity, the alertness of the receiver, the complexity and length of the message, and how the information is organized.

Channel (medium). This concerns the way the message is transmitted. In organizations, several channels or media are usually available. More often than not, messages are either written or spoken or a combination of the two. In addition, nonverbal cues such as a smile and body gestures accompany most spoken messages. For example, there is heavy reliance on electronic transmission of messages (email) in today's business environment.

Receiver is the other party for whom the message is intended. Communication can only be deemed to be complete when the receiver receives the message and understands it properly.

Feedback is a message/response sent back from the receiver to the sender. Without feedback, it is difficult to know whether a message has been received and understood. Thus, if the receiver takes action intended by the sender, the message is deemed to have been received satisfactorily.

A full understanding of communication requires knowledge of the environment in which messages are transmitted and received. For example, the organizational culture is a key environmental factor that influences communication. It is important also to mention that distractions have a pervasive influence on the components of the communication process. In this context, noise is anything that disrupts communication, including the attitude and emotions of the receiver. Noise

includes work stress, fear, ambivalence, blurred visibility and strong advocacy for an opposing position.

10.2 Elements of Business Communication

According to Kotler and Killer following are the six major elements of communication:

Advertising: Advertising is one of the elements of the promotion mix which is considered 6 prominent in the overall marketing mix. This attribute is as a result of its visibility and pervasiveness in all the other marketing communication elements. Advertising is any paid form of non-personal presentation and promotion of ideas, goods or services by an identified sponsor (where the source is the sponsoring organization) (Kotler & Armstrong, 2010)

Sales Promotion: Sales promotions are short-term incentives to encourage the purchase or sale of a product. Blythe (2006) describes sales promotion as any activity intended to generate a temporary boost in sales. This includes several communications activities pursued in an attempt to provide added value or incentives to consumers, wholesalers, retailers, or other organizational customers to stimulate immediate sales. Such efforts are usually geared towards stimulating product interest, trial, or purchase. It is specifically designed to boost quick sales and ultimately create loyalty.

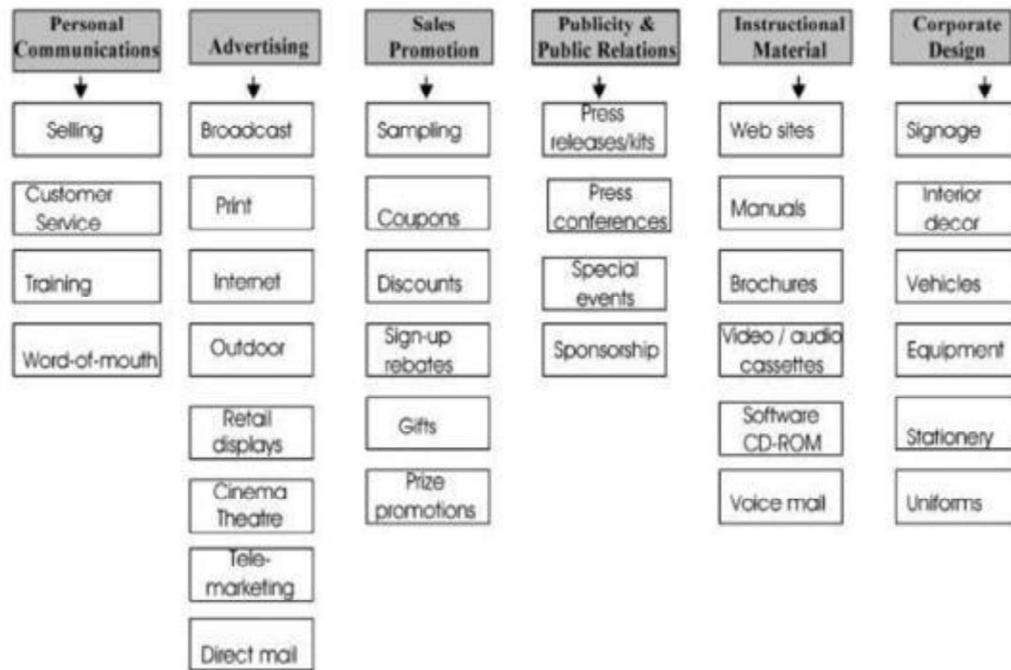
Publicity and Public Relations: Publicity is the disseminating of information by personal or non-personal means, which is not directly paid for by the organization, nor is the organization the source. Grasby et al (2000) describe publicity as the use of the media to provide free coverage in their stories related to their product. Unlike advertising that relies on purchasing power to get a message across, publicity relies solely on the quality of content to persuade others to get the message out.

Public relations (PR), on the other hand is the overall term for marketing activities that raise the public consciousness about a product, an individual or issue. Shimp (2000) explains PR simply as an organizational activity involved with fostering goodwill between a company and its various publics. Research has indicated that promotional budgets have recently increased tremendously. In Ghana, budgetary allocations on promotions have equally risen steadily over the years.

Personal Selling: Personal selling which involves personal contact is gradually becoming the backbone of service marketing. If promotion is communicating with potential customers, then, personal selling is perhaps the best way to do it. Kotler (2006) defines personal selling as face-to-face interaction with one or more prospective purchasers for the purpose of making presentations, answering questions, and procuring orders. Jobber (2007) also describes personal selling as the marketing task that involves face-to-face contact with a customer. Unlike the other tools of the communication mix, personal selling permits a direct interaction between buyer and seller. This two-way communication means that the seller can identify the specific needs and problems of the buyer and tailor the sales presentation in the light of this knowledge.

Sponsorship: Since traditional media have become more expensive, sponsorship is viewed by marketers as a cost-effective alternative, (Lee et al., 110107). Events and experience or sponsorship is another marketing communications tool comprising company-sponsored activities and programs designed to create daily or special-related interactions. In other words, a company can build its brand image through creating or sponsoring events. According to Arens (1101010), sponsorship is a cash or in-kind fee paid to a property (which may be a sports, entertainment, or non-profit events or organization) in return for access to the exploitable commercial potential associated with that property. Palmer (2005) describes Sponsorship as getting involved and/or investment in events or causes in order that an organization can achieve objectives such as increased awareness levels, enhanced reputation, etc.8

Direct Marketing: Direct marketing specifically ensures sending a promotional message directly to consumers rather than via a mass medium. It is aimed at creating and exploiting a direct relationship between producers and their customers. The Direct Marketing Association (DMA) has defined direct marketing as an interactive system of marketing that uses one or more advertising media in acquiring a measurable response and/or transaction at any location. Similarly, direct marketing is described as the use of mail, fax, e-mail, or internet to communicate directly with or solicit response or dialogue from specific customers and prospects (Kotler & Keller 2006; Kotler & Armstrong, 2010).

Fig 1.1 Marketing Communication Mix

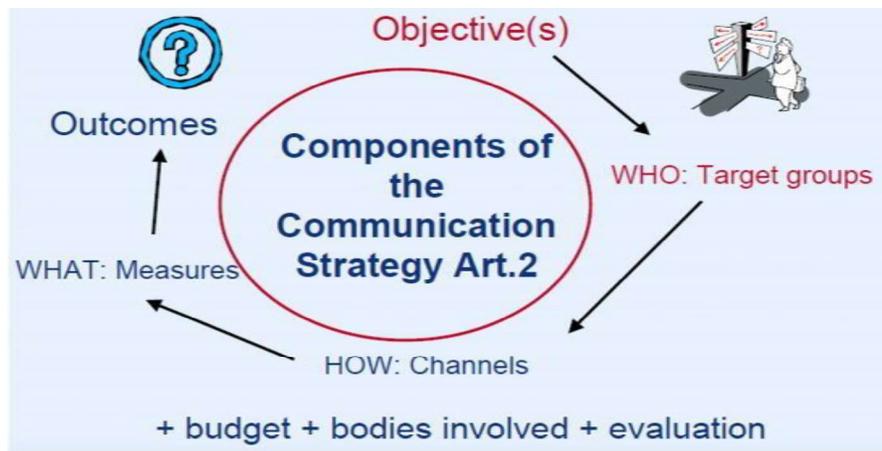
10.3 Challenges for Business Communication in India

- Lack of strategic consistency
- Lack of needed skill sets among marketing staff
- Scarcity of creativity and innovation
- Insufficient marketing budget
- Lack of a standard measurement process
- Lack of technology advancement support
- Ambiguity on the issue
- Complex cultural and social values

10.4 Business Communication Strategy

A strategic communication plan is one of the key elements in Business Communication. It allows marketers to build a synchronized communication strategy that reaches every market segment with a single, unified message. The objectives of any promotional strategy can be to increase sales, maintain or improve market share, create or improve brand recognition, create a favorable climate for future sales, inform and educate the market, create a competitive advantage relative to

competitor's products or market position and to improve promotional efficiency. Marketing Communications Strategy determines the message or sequence of messages, which should be shared with specific target audiences through the optimum communications mix. Strategy summarizes how objectives will be achieved. Communication strategies nowadays differ broadly from the ones in former times or 10 offline times. It is important to understand the relationship between digital communication and traditional communication. In the old media; for example, TV, radio, newspapers, magazines and billboard ads, the communication model was and is one-to-many compared to the one-to-one or many-to-many communication model in digital media, like blogs, social networks, wikis and every form of vital marketing campaign. The best consideration nowadays for a company-to-customer communication is the one-to-one or the one-to-many model. These models speak of a monologue in the old media and a dialog in the new media, because of the interactivity of social-network and forum users. Resulting from this, the goal in traditional media was branding by convincing the customer of a strong brand. In contrast the digital media is about communication with the potential customer or user in a dialog to create interest by using a pull strategy. In addition, it can be said that it is a supply-side thinking communication in the old media compared to a demand-side thinking in the digital media, where customer pull becomes more important. Besides this, in old media communication, the customer is a target in comparison to the digital media communication where the customer is a partner, by answering surveys and product rankings. Therefore, communication strategies can be divided into five step model as follows:



Benefits of Communication Strategy

Smith et al outlined the benefits derivable from communications strategy as follows:

It enables each tactical activity to build on the others creating strength of communications through continuity and consistency;

- It helps to create sharper selling messages appropriately directed to target customers at various stages in their buying process;
- Tactical planning of each communications tool is made that much easier and quicker when clear strategic direction is agreed;
- It facilitates integrated marketing communications (IMC) which saves time, money and stress as well as providing IMC? other associated benefits of consistency and clarity;
- It can facilitate the development of joint promotions and strategic alliances;
- It can encourage the development of hybrid marketing systems. The addition and integration of new communications tools/channels (for example, telemarketing) to existing communications tools/channels (for example, advertising or the sales force) can create such a hybrid marketing system.

As well as driving the external communications, a good communications strategy (when communicated internally) creates a bond within an organization so that everyone knows what everyone else is trying to achieve.

Stages in designing communication strategies

Rowley (110108) has formulated the following stages in designing communication strategies

- Identify target audience
- Determine communication objectives
- Design the message
- Select communication channels
- Establish promotional budget
- Decide on promotion mix

Measure results

Similarly, Czinkota and Ronkainen (2001), follow a five basic step model. This can be illustrated as follows:

Step one: Assess Marketing Communications Opportunities

Step two: Analyze Marketing Communication Resources

Step three: Set Marketing Communications Objectives

Step four: Develop/Evaluate Alternative Strategies

Step five: Assign Specific Marketing Communications Tasks

10.5 Effect of communication strategies on consumers:

- Providing product information
- Creating Customer Awareness
- Changing Customer Attitude
- Building company Image
- Enforcing brand loyalty
- Creating Brand Image
- Customer Response

- Literature review
- Communication

Van Staden et al., (2002) define communication as a two-way process whereby information (the message) is sent from one person (the sender) through a channel to another person (the receiver) who in turn reacts by providing feedback.

Since communication requires converting the original concepts into symbols that can transmit the desired message (Blythe, 2006) the individual or organization who communicates has to transform first the concepts in a set of symbols that can be transferred to the receiver, who need to decode the symbols, in order to understand the

original message. A correct decoding can take place only if the participants in the communication share a common experience, with at least one common language.

Palmer (2005) posits that the message is presented according to a simple "master formula" (model) which is: Attract the "attention" of your prospect; "Interest" your prospect in the product; cause your prospect to "desire" the product, and demand "action" from the prospect. This is known as the AIDA concept.

10.6 key words

Business: a person's regular occupation, profession, or trade.

Communication tools: The tools that supports a community in discussing topics of common interest.

Advertising: It is a marketing tactic involving paying for space to promote a product, service, or cause.

Sponsorship: the position of being a sponsor.

Communication Mix: refers to specific methods used to promote the company or its products to targeted customers.

Channels: A medium through which a message is transmitted to its intended audience

Messages: It is a piece of information or a request that you send to someone or leave for them when you cannot speak to them directly.

10.7 Self Assessment Questions

1. What is meant by business communication and its need?
2. List out the challenges of the business communication
3. Why communication strategy is required and stages of it?

10.8 Further Readings

- Monipally, Matthew M., "The Craft of Business Letter Writing"
- Forsyth, Patrick, "Effective Business Writing"
- Mohan, Krishna and Meera Baner" " Developing Communication Skills"

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Lesson-11**TEAM BUILDING AND COMMUNICATION****11.0 Objectives**

- How to help individuals work as a cohesive group
- Improving the efficiency and performance of the work groups
- How it enhances interpersonal relationships
- Assess one's abilities when compared to others

Structure**11.1 Introduction****11.2 Definition****11.3 Importance of Team Building****11.4 process of Team Building****11.5 Advantages of Team Building****11.6 Disadvantages of Team Building****11.7 Key words****11.8 Self Assessment Questions****11.9 Further Readings****11.1 INTRODUCTION**

When a group works well together, it achieves the best results. Employers, therefore, want to hire people with team building skills. Good team builders are able to help groups work together well and meet their goals.

Being able to build and manage a successful team is a qualification for many different types of jobs. If you're being considered for a position that requires managing or being part of a team, you will need to show that you have the team building skills necessary for the job.

Team building is the ability to recognize the diverse skillsets and ability of various workers, categorizing and motivating them so that they work together as a

unit toward a common goal. People misconstrue team building for team training – both are different in their own ways. While team training is geared towards improving on the efficiency of a given team, team building deals more with improving the interpersonal relations of each individual so that there is fluidity and enhanced collaboration among team members.

11.1.1 DEFINITION:

Team building is a management technique used for improving the efficiency and performance of the workgroups through various activities. It involves a lot of skills, analysis and observation for forming a strong and capable team. The whole sole motive here is to achieve the organization vision and objectives.

11.1.2 what are team building skills?

Team building is knowing how to help individuals work as a cohesive group where all members feel invested in the direction and accomplishments of the team. All members have input towards developing goals and defining the steps to take to reach those goals. Everyone is able to work together to achieve the group's objectives.

Employers believe that highly collaborative teams will achieve greater productivity, higher morale, less counter-productive conflict, and better customer relations.

Even though companies want all of their employees to have team building skills, they are particularly important for managers, supervisors, and outside consultants that oversee groups of employees.

11.2 IMPORTANCE OF TEAM BUILDING

Whatever your career path may be, you will definitely face the need to use this skill. Team building is extremely vital for top management. However, it is necessary for climbing up the career ladder too.

You may be extremely good in your field but until your team members are equally efficient, communicate appropriately and relate well with you, you may not enjoy the best of results at work.

Any person in a team that fails is a failure as well, no matter how well s/he carries out his or her duties.

Team building will help:

- Create positive and open-minded inter-group communications
- Create a ubiquitous joyous atmosphere which boosts team motivation and confidence
- All members understand the objectives and work uniformly towards goals
- Improve familiarization among members
- Members identify their strengths and weaknesses and improve upon their skills
- Promote intergroup learning and idea sharing

People know it when they have been motivated by someone's actions and have had their confidence boosted by a person's team building skills. Colleagues who have felt your impact cannot help but recommend you to top management. That should score you some great points during employee appraisals.

How to improve on your team building skills

Perhaps, your career or job position is one that requires that you build up teams every now and then. You can always make use of these three tips to improve on your skills:

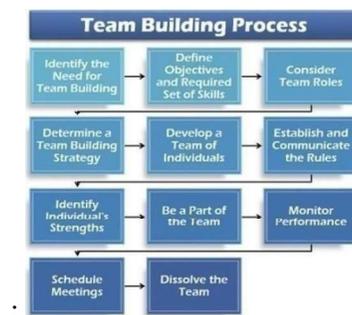
- Learn to capitalize on individual strengths. It is worth noting that people have differing strengths and weaknesses. Observe carefully to understand the weakness of each member. It is very difficult for people to change, and it is more likely that a particular deficiency cannot be improved upon, especially when it is embedded in their nature or temperament. Pair such individuals with others who have that particular trait as their strength. It helps hedge the problem and improve the teams' output. For instance: Some workers are very hardworking but pay little attention to details. You can pair such a person with another worker who pays extreme attention to details.
- Promote Transparency and Freedom. Always remember you want to build up the confidence and fluidity in your team. You are likely to have members reporting every little problem and concern to you, in other words, making you a middleman. Your objective is to help the members gel in intergroup communications. Allow members to agree on decisions among themselves, especially on trivial issues, but step in only when a matter is of great essence. It helps build their sense of ownership.

- Establish bi-laws or rules. Your team should have specific regulations and modes of conduct. This reduces ambiguity and uncertainty in the working environment. The confidence of workers is boosted when they are sure what they are doing is the right thing.

11.3 TEAM BUILDING PROCESS

Team building is not a one-time act. It is a step by step process which aims at bringing a desirable change in the organization. Teams are usually formed for a particular task or project and are mostly for the short term.

The various steps involved in team building are as follows



Identify the Need for Team Building

The manager has first to analyze the requirement of a team for completing a particular task. It should find out the purpose of the work to be performed, required skills for the job and its complexity before forming a team.

Define Objectives and Required Set of Skills

Next comes the chalking down of the organizational objectives and the skills needed to fulfil it.

Consider Team Roles

The manager considers the various aspects, i.e. the interactions among the individuals, their roles and responsibilities, strengths and weaknesses, composition and suitability of the possible team members.

Develop a Team of Individuals

At this stage, the individuals are collected to form a team together. Each member is made familiar with his roles and responsibilities within the team.

Establish and Communicate the Rules

The rules regarding the reporting of team members, meeting schedules, and decision making within the team are discussed. The individuals are encouraged to ask questions and give their views to develop open and healthy communication in the team.

Identify Individual's Strengths

Various team-building exercises are conducted to bring out the strengths of the individuals. It also helps in familiarizing the team members with each other's strengths and weakness.

Be a Part of the Team

At this point, the manager needs to get involved with the team as a member and not as a boss. Making the individuals realize their importance in the team and treating each member equally is necessary. The team members should see their manager as their team leader, mentor and role model.

Monitor Performance

Next step is checking the productivity and performance of the team as a whole. It involves finding out loopholes and the reasons for it. This step is necessary to improve the team's performance and productivity in the long run.

Schedule Meetings

One of the most crucial steps is to hold purposeful meetings from time to time to discuss team performance, task-related problems and discuss the future course of action.

Dissolve the Team

Lastly, the manager needs to evaluate the results and reward the individuals on their contribution and achievement. Finally, the team is dispersed on the fulfilment of the objective for which it was formed.

Advantages of Team Building

Team building has radically evolved as a technique to develop and manage effective teams in the workplace.

11.4 TYPES OF TEAM BUILDING SKILLS

Communication

If you are helping to unite a team, you need to have strong communication skills. Using both written and verbal communication skills, you will have to explain company goals, delegate tasks, resolve conflicts between members, and more. It is important that you are able to clearly express ideas in ways that others can understand.

In order to problem solve and make sure every team member feels heard, you will also have to listen. You will need to understand the concerns of every member so that they each feel that they are being considered and appreciated.

- Clarity
- Specificity
- Facilitating Group Discussion
- Interpersonal
- Active Listening
- Reading Body Language (Nonverbal Communication)
- Written Communication
- Verbal Communication

Problem Solving

When team building, you will need to solve problems. These might include issues related to the group's goals. However, these might also include interpersonal problems between group members.

A team builder must help to resolve both. He or she needs to be a mediator who can listen to two sides of a problem and help everyone come to an agreement. The goal of a team builder is to solve problems in a way that helps the team achieve its goals and keeps its members working well together.

- Brainstorming
- Achieving Consensus

- Conflict Resolution
- Mediation
- Negotiation
- Problem Sensitivity
- Analytical Skills
- Flexibility

Leadership

Being a team builder often requires assuming a leadership role for a team. You need to make decisions when there is conflict, establish group goals, and confront team members that are not producing their best. All of this requires leadership and management.

- Aligning Team Goals with Company Goals
- Decision Making
- Establishing Standard Operating Procedure
- Hiring
- Management
- Firing
- Talent Management
- Consistency
- Integrity

Teamwork

While being a good leader is important in team building, so is being a good team player. You can help build a strong team by showing the team what it means to work well in a group.

Need to collaborate and cooperate with team members, listen to their ideas, and be open to taking and applying their feedback.

- Ability to Follow Instructions

- Adaptability
- Collaboration
- Cooperation
- Reliability
- Responding to Constructive Criticism
- Proactivity

Motivation

A team builder gets other team members excited about setting and achieving project goals. This kind of motivational energy can take many forms. Perhaps you come to work every day with a positive attitude, or maybe you encourage your other teammates with positive feedback.

Another way to motivate team members is to provide incentives. These might range from bonuses and other financial rewards to extra days of fun group activities. A team builder can think of creative ways to inspire the team to do its best.

- Mentoring New Leaders
- Developing Relationships
- Encouragement
- Persuasive
- Recognizing and Rewarding Group Achievements

Delegation

A good team builder knows he or she cannot complete group tasks alone. Team builders clearly and concisely lay out each team member's responsibilities. This way, everyone is responsible for a piece of the group goal.

Good delegation leads to project efficiency, and it can help a group achieve a goal on time or even ahead of schedule.

- Assign Roles
- Defining Objectives
- Scheduling

- Setting and Managing Expectations
- Time Management
- Project Management

Definition: Team building is a management technique used for improving the efficiency and performance of the workgroups through various activities. It involves a lot of skills, analysis and observation for forming a strong and capable team. The whole sole motive here is to achieve the organization vision and objectives.

11.5 ADVANTAGES OF TEAM BUILDING

The aim to achieve long-term organizational objectives developed the need for carrying out team building activities frequently.



Identify Strengths and Weaknesses: Through team-building exercises, the strengths and weaknesses of each member can

be identified. In day to day routine work, such an analysis cannot be done. These competencies can be used by the managers to form effective teams.

Direct Towards Vision and Mission: Team building activities define the role and importance of the team for the organization to reach its vision. It makes the individuals understand the organization's goals, objectives, mission and vision very clearly and motivates them to contribute towards it.

Develops Communication and Collaboration: Team building activities enhance the interpersonal relations of the team members. It makes individuals comfortable and familiar with one another. Collaboration develops trust and understanding among the team members.

Establishes Roles and Responsibilities: It defines and clarifies the role of each member of a team. Moreover, the members are given individual responsibilities, along with the motivation of performing as a team.

Initiates Creative Thinking and Problem Solving: In a team, individuals are motivated to give their views, opinions and solution to a particular problem. It leads to brainstorming and exploring their creative side.

Builds Trust and Morale: By conducting team building activities, the organization makes the employees feel valued. It encourages them to develop their skills and build strong interpersonal relations, ultimately boosting the morale and trust of the team members.

Introduces and Manages Change: The technique of team building makes it easier for the managers to incorporate an organizational change by making the individuals familiar with the change and its necessity. It also helps in managing such change and its impact over the working and team's performance.

Facilitates Delegation: The managers find it more suitable to delegate the work to a team rather than an individual. Therefore, team building helps the managers to efficiently and adequately delegate the task to the team.

Better Productivity: If the team is wisely formed and all the team members work collaboratively to achieve the objectives, the productivity of all the individuals improve. Thus, increasing the productivity of the team and the organization.

Disadvantages of Team Building

Team building is not an easy task. A high-performance team can fulfil the organizational objectives. However, an inefficient team can lead to wastage of time and resources of the organization.

11.6 DISADVANTAGES

Therefore, we can say that there are multiple adverse effects of team building too, which are as



follows:

- **Develops Conflict:** Sometimes, the team lacks coordination and understanding among its members. This leads to conflict and clashes within the team and hence decreases the efficiency and productivity. A lot of time is wasted in such conflict management.
- **Unproductive or Freeride Team Members:** At times, some of the team members do not contribute much to team performance. Such individuals are considered to be free riding team members. They prove to be inefficient and less productive for the team.
- **May Lead to Non-Cooperation:** Every individual is different from one another. The team members sometimes lack cooperation and unity. This non-cooperation among the team members leads to wastage of efforts and hinders the performance of the team as a whole.
- **Difficult to Evaluate Individual Performance:** Whatever the result or the outcome the organization gets by team building is the team's achievement or failure. Usually, the organization overlooks the contribution of each member individually while rewarding the efforts of the whole team.
- **Involves Cost:** Team building activities require time and money. Moreover, a lot of time, cost and resources are consumed in ensuring coordination, balance, feedback, decision making and conflict management within the teams formed.
- **Accountability and Credibility Issues:** In case of failure, it becomes difficult to find out the reason. The team members sometimes do take up the accountability of their work, holding the other members to be responsible for the unfavourable outcome.
- In case of success, the team members get busy in taking up the credit themselves, ignoring the efforts of the whole team together.

11.6.1 CONCLUSION

Example

Let us take the case of *Google*;

Google once conducted a study on; How to build a perfect team? To find out the psychology behind effective team building.

On conducting various experiments, it found that the concept of putting those people in a team who are comfortable working with each other does affect the performance much. Neither creating a mix of extroverts and introverts was very helpful.

It noticed that people with like minds giving a fair chance to one another for putting forward their views and equally listening to the ideas of one another tend to form a high-performance team together.

11.7 key words

Team building: is a management technique used for improving the efficiency and performance of the workgroups

Embedded: if an emotion, opinion, etc. is embedded in someone or something, it is a very strong or important part of him, her, or it:

Ubiquitous: seeming to be everywhere:

Conflicts:

an active disagreement between people with opposing opinions or principles:

Credibility: the fact that someone can be believed or trusted:

Freeride team members: At times, some of the team members do not contribute much to team performance

11.8 Self Assessment Questions

1. Team building is a step process which aims at bringing a desirable change in the organization
2. What are the advantages of an effective team building skills?
3. There are marked differences between a team and a work group. Write briefly
4. What are the different types of team building skills?

11.9 Further Readings

Stout RJ, Salas E, Fowlkes JE. Enhancing teamwork in complex environments through team training.

Boss, R.W. , & McConkie, M.L. (1981). The destructive impact of a positive team-building intervention. Group and Organization Studies

O'Neill, W. Industrial Teamwork (Methods of Getting Better Employee Cooperation).

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Lesson -12

COMMUNICATION ACROSS CULTURES AND CHALLENGES**Objectives:**

After going through this lesson, you will be able :

- To understand the concept of the communication across the cultures
- To know the barriers of the cultural communication
- To know the different types of cultural communications

Structure

12.1 Introduction

12.2 High context Vs Low context Cultures

12.3 Affective and Neutral Cultures

12.4 Barriers of Communication

12.5 Challenges of Formal Communication

12.6 Communication Challenges in Tourism

12.7 Key words

12.8 Self Assessment Questions

12.9 Further Readings

Introduction:

Communicating across cultures is challenging. Each culture has set rules that its members take for granted. Few of us are aware of our own cultural biases because cultural imprinting is begun at a very early age. And while some of a culture's knowledge, rules, beliefs, values, phobias, and anxieties are taught explicitly, most of the information is absorbed subconsciously.

The challenge for multinational communication has never been greater. Worldwide business organizations have discovered that intercultural communication is a subject of importance—not just because of increased globalization, but also because their domestic workforce is growing more and more diverse, ethnically and culturally.

We are all individuals, and no two people belonging to the same culture are guaranteed to respond in exactly the same way. However, generalizations are valid to the extent that they provide clues on what you will most likely encounter when dealing with members of a particular culture.

High-Context vs. Low-Context

All international communication is influenced by cultural differences. Even the choice of communication medium can have cultural overtones. The determining factor may not be the degree of industrialization, but rather whether the country falls into a high-context or low-context culture.

High-context cultures (Mediterranean, Slav, Central European, Latin American, African, Arab, Asian, American-Indian) leave much of the message unspecified, to be understood through context, nonverbal cues, and between-the-lines interpretation of what is actually said. By contrast, low-context cultures (most Germanic and English-speaking countries) expect messages to be explicit and specific.

Sequential vs. Synchronic

Some cultures think of time sequentially, as a linear commodity to "spend," "save," or "waste." Other cultures view time synchronically, as a constant flow to be experienced in the moment, and as a force that cannot be contained or controlled.

In sequential cultures (like North American, English, German, Swedish, and Dutch), businesspeople give full attention to one agenda item after another.

In synchronic cultures (including South America, southern Europe and Asia) the flow of time is viewed as a sort of circle, with the past, present, and future all interrelated. This viewpoint influences how organizations in those cultures approach deadlines, strategic thinking, investments, developing talent from within, and the concept of "long-term" planning.

Orientation to the past, present, and future is another aspect of time in which cultures differ. Americans believe that the individual can influence the future by personal effort, but since there are too many variables in the distant future, we favor a short-term view. Synchronistic cultures' context is to understand the present and prepare for the future. Any important relationship is a durable bond that goes back

and forward in time, and it is often viewed as grossly disloyal not to favor friends and relatives in business dealings.

Affective vs. Neutral

In international business practices, reason and emotion both play a role. Which of these dominates depends upon whether we are affective (readily showing emotions) or emotionally neutral in our approach. Members of neutral cultures do not telegraph their feelings, but keep them carefully controlled and subdued. In cultures with high affect, people show their feelings plainly by laughing, smiling, grimacing, scowling, and sometimes crying, shouting, or walking out of the room.

This doesn't mean that people in neutral cultures are cold or unfeeling, but in the course of normal business activities, neutral cultures are more careful to monitor the amount of emotion they display. Emotional reactions were found to be least acceptable in Japan, Indonesia, the U.K., Norway, and the Netherlands and most accepted in Italy, France, the U.S., and Singapore.

Reason and emotion are part of all human communication. When expressing ourselves, we look to others for confirmation of our ideas and feelings. If our approach is highly emotional, we are seeking a direct emotional response: "I feel the same way." If our approach is highly neutral, we want an indirect response: "I agree with your thoughts on this."

It's easy for people from neutral cultures to sympathize with the Dutch manager and his frustration over trying to reason with "that excitable Italian." After all, an idea either works or it doesn't work, and the way to test the validity of an idea is through trial and observation. That just makes sense—doesn't it? Well, not necessarily to the Italian who felt the issue was deeply personal and who viewed any "rational argument" as totally irrelevant!

When it comes to communication, what's proper and correct in one culture may be ineffective or even offensive in another. In reality, no culture is right or wrong, better or worse—just different. In today's global business community, there is no single best approach to communicating with one another. The key to cross-cultural success is to develop an understanding of, and a deep respect for, the differences.

Ten Barriers to Effective Communication and Persuasion

1. Physical and Physiological Barriers

These include distance, background noise, poor or malfunctioning equipment, bad hearing, poor eyesight, speech impediments.

2. Emotional and Cultural Noise

Emotions (anger, fear, sadness) and attitudes (having to be right all the time, believing oneself to be superior or inferior to others) affect objectivity, as do the stereotypical assumptions that people make about each other based on cultural background.

3. Language

Speaking different languages, having strong accents, using slang or jargon can frustrate communication and negotiation efforts.

4. Nothing or Little in Common

Examples, stories and anecdotes can help get a point across, except when the audience cannot relate to any of these because they don't share a common experience with the speaker.

5. Lack of Eye Contact

Not making eye contact is a sure way of raising doubt in listeners and losing their attention and making them feel suspicious of you, not to mention invisible.

6. Information Overload and Lack of Focus

Too much information can confuse your audience and even make them wonder if you're overwhelming them with details to avoid telling them something else they would rather know.

7. Not Being Prepared, Lack of Credibility

If you're not prepared, if you lack the facts, if you rely on your Power Point presentation too much, your listeners will notice and feel let down, even disrespected—and they won't believe you.

8. Talking Too Much

When you talk, you're not listening, and you need to listen to the people you're attempting to persuade.

12. Trying Too Hard, Seeming Desperate

When you try too hard to persuade someone, you may seem desperate, and desperation smells like manipulation and turns people off before you can utter your next desperate word.

10. Lack of Enthusiasm

If you don't believe in your position, product, service, or whatever you're trying to sell, they won't believe in it either.

Formal Communication Challenges

Acknowledging a New Generation

With the increase of social media and a favoring of more informal communication methods by millennials, companies are going to have to go easy on the formal board meeting and email memos. Younger generations prefer having multiple ways of communicating whether it be through social media platforms, text messaging, and co-working software. Business leaders are trying to find effective ways to incorporate new mediums of communicating company vision, policy and procedures.

Buy-In from Employees

Many times, it can be more comfortable for formal messaging to be accepted by employees if it is done in a way that is more about the "why" than the "what." Authoritative tones can be a turn-off, so upper management has to be sure to balance conversations about rules and procedures with how they align with the overall goal of the company. If not, employees may not be ready to buy in totally.

Inflexibility

As a result of the messaging coming through pre-determined channels, many voices in upper management have to be heard before a message is sent down the ranks. A lot of people have to agree and approve what is being sent out. This makes it difficult for anyone to change a formal message if something needs to be tweaked or left out.

Contributes to a Lack of Understanding

Mass formal communications that are not tailored to everyone's communication style can create confusion and stress. A new procedure can be worded in a way that it means one thing to one employee and an entirely different thing to another. It is challenging for upper management to account for a general lack of communication.

Slow Decision Making

Some employees and departments depend on formal messaging from upper management to make important decisions. As mentioned above, because it takes a lot of people to sign off on a decision or message from top management it can take a lot longer to reach who it needs to. Therefore, formal communication can be frustrating to managers or employees who need it. It can even cause the demise of a product or project.

Informal Communication Challenges**Rumors Can Spread Rapidly**

While informal communication is excellent for creating relationships and producing unity among staff, those same communication flows can also present opportunities for rumors to spread. Because messaging is not pre-determined or controlled, it makes this event even more likely. This means that other employees might be receiving incorrect information about procedures, critical changes, or policies from colleagues or managers.

Lack of Control

Informal communication is impossible to control. It is not affiliated with management-approved channels, and as a result, it does not necessarily obey the same messaging rules as formal communication. As a result, problematic issues such as harassment, bullying, or sensitive information sharing could be taking place. If an employee does not alert management about these predicaments, it would be impossible for them to know and stop any problems.

An Increase in Conflict

As in any setting, as humans interact with each other, a conflict has a higher chance of happening. It can breed competition among employees or departments or

problems between superiors and subordinates. In turn, this can decrease or halt productivity.

Contradict Formal Communications

Informal communication can directly contradict information sent from pre-defined channels. Someone may say they heard something different than the official memo sent from upper management, or a manager might confuse formal communications and provide an inaccurate explanation to an employee with a question. Upper management can dictate when and how messaging flows from their channels, but they cannot determine how those messages are interpreted or spread to others.

Lack of Secrecy

Again, a lack of control increases the chance for company secrets to travel. A rumored promotion, coming retirement, or the advent of a new product not yet released to all parts of the company might be leaked to others who do not need to know. This can potentially damage a new product release or breach the trust of employees.

Communication challenges in Tourism

Communication is the most important and the most used of all skills in the hospitality and tourism industry. Managers spend the largest portion of their time in verbal or written communications with their employees or outside parties. Other staff member communicate among themselves, as well as their managers, frontline employees suppliers, and so on, to give and receive the information they need to perform their jobs.

Communication has been recognized as the means by which both and people and the organization survive. When human beings lack the ability to cope with life, the source of the problem is often a lack of appropriate information. Incomplete and unorganized information place a heavy strain on the ability of people to make sense out of their existence. Their performance of a job depends on having necessary information, having the skills to do a job depends on the quality of communication during the skills acquisition period.

Applying the definition of communication to this process, the role of the transmitter is to impart information, ideas, or feeling to another person. Encoding is the process by which information is organized into symbols, such as word, picture or gestures that can be conveyed to receiver. The transmitter subsequently uses a selected form of communication such as writing, speaking, faxing, gesturing, painting or advertising to impart the encoded message too receiver. The receiver is the person or group of person to whom the message is being sent by the transmitter. In the communication process, it is the responsibility of the receiver receives and decodes the message. Decoding is the reverse of encoding. It is the process by which the symbols that the transmitter has conveyed to the receiver are interpreted and translated into mean in full information. It is only after decoding that the receiver can respond to the perceived message. It is important to note that there are certain times during the communication process at which communication failures can readily occur. First, if the transmitter is not careful during the encoding process, he may incorrectly encode the information, ideas, or feelings he intends to transmit. This would result in his transmitting an inaccurate message.

The thing which usually happens are such as the message received by the last person in line differs markedly from the original phase. The primary reason for this discrepancy is that the message has gone through many transmutations as it has been encoded and by each person in the line.

Communication failure can also occur if a message does not reach the receive. It may reach no one or the actual receiver of the message may not be the person for whom the message was intended. However with this form of communication, there is no way to ensure this is the case. As stated earlier, how best to reach the intended receiver is an important consideration in selecting a form of communication for a particular message. Another potential source of trouble in the communication process is noise. Noise refers to any sort of distraction or interference that prevents the accurate transmitter and reception and reception of message. Three distinct types of noise have been identified such as external noise, physiological noise and psychological noise. External noise is any distraction or interference whose source is outside of the receiver. Physiological noise is interference caused by a biological factor such as loss of sight or hearing. Psychological noise refers to forces that either

cause a transmitter to improperly encode a message or receiver to incorrectly decode a message.

The frontline employees as the most important link between a company and its customer is a crucial first step in developing and implementing effective communication systems. The frontline employees have to ensure that they are fully aware of company policies and priorities insofar as they affect the job the employees are doing, they also have to know where and how to obtain information if required. The employees also have to react positively to the unexpected. They also have to have confidence that management will support their reasonable action. They should know that reasonable suggestions will be acted upon. The staff also should be fully trained to carry out their entire job responsibilities.

Communication with customers can be a winning business strategy in the service sector. Repeating business can only ensure his customer keep coming back. Example of the communication process are- (Transmitter – Message – Receiver).

Conclusion

Effective communication system is crucial to the success of organization in the hospitality and tourism industry. Without feedback from the customer and employees, it is impossible to assess the needs of consumers.

12.7 Key words

Culture: the arts and other manifestations of human intellectual achievement regarded collectively.

Synchronic Culture: people will have a much broader and more flexible perception of time. As such time is adaptable and allows much more freedom for tasks to be achieved

Cross Culture: dealing with or offering comparison between two or more different cultures or cultural areas

Formal Communication: It is the exchange of official information that flows along the different levels of the organizational hierarchy and conforms to the prescribed professional rules, policy, standards, processes and regulations of the organization.

Informal Communication: A casual form of information sharing typically used in personal conversations with friends or family members.

Organization Culture: underlying beliefs, assumptions, values and ways of interacting that contribute to the unique social and psychological environment of an organization.

Business communication: It is exchanging information in order to promote an organization's goals, objectives, aims, and activities, as well as increase profits within the company.

Rumor: a story or statement in general circulation without confirmation or certainty as to facts:

12.8 Self Assessment Questions

1. Discuss about the challenges of formal and informal communication?
2. Explain the concept of communication across the cultures?
3. List out the barriers to effective communication
4. Discuss the informal communication and its importance ?

12.9 Further Readings

- Monipally, Matthew M., "The Craft of Business Letter Writing"
- Forsyth, Patrick, "Effective Business Writing"
- Mohan, Krishna and Meera Baner" " Developing Communication Skills"

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Lesson -13**PRESENTATION SKILLS****13.0 Objectives**

After going through this lesson, you will be able to :

- Plan, organize and prepare an effective presentation.
- Utilize the keys for making effective presentations.
- Incorporate various motivating techniques to develop rapport with the audience during their presentations.

Structure**13.1 Introduction****13.2 Definition****13.3 Designing and Delivering Presentations****13.4 Group presentations****13.5 Phrases for presentation****13.6 Key words****13.7 Self Assessment Questions****13.8 Further Readings****13.1 INTRODUCTION**

Presentations are one of the most visible forms of professional or technical communication you will have to do in your career. Because of that and the nature of being put “on the spot,” presentations are often high pressure situations that make many people anxious. As with the other forms of communication, the ability to present well is a skill that can be practiced and honed. Developing an organized presentation starts with your introduction. The introduction opens your speech. The common way in which many presenters start their talks “My name is . . .” or “Today I’m going to talk to you about . . .” is not much of an introduction. The purpose of a good introduction in a formal presentation is to achieve three goals:

- Grasp the audience’s attention.

- Identify the topic and the purpose or core message of the talk.
- Provide a brief overview or agenda of what you will cover in the talk.

Speakers often overlook the part about grasping the audience's attention. They just start talking without creating any interest for the audience to want to listen. The key point to keep in mind here is that if you don't grab your group's attention up front, you may not have it for the rest of your presentation. Following are some useful opening techniques that gain the audience's attention in a positive way:

- **Quote someone else.** A quote is a line said by someone else that helps set up what you're going to talk about. When using a quote, you want to accomplish two things: Cite the source of the line and tie the quote to your topic.

Here's an example that a company president might use to talk about major changes happening within the organization: "The only thing we have to fear is fear itself." These were the words spoken by President Franklin Roosevelt to calm the nation during the trying times of the Great Depression. This is a message I want all of you to remember as we deal with what feels like trying times with the organizational changes that I will talk to you about today."

- **Tell a joke.** A touch of humor in good taste is a great way to break the ice with an audience; that is, to ease the tension and relax everyone. The key, as with a quote, is that the joke must be tied to the topic you're going to talk about. Otherwise, it serves as a distraction and can turn an audience off regardless of its humor.

If you're not comfortable as a joke teller, go with another introduction technique. There's nothing worse than watching someone fumble in trying to tell a joke.

- **Share a story.** A short story — with the emphasis on *short* — is another clever way to kick off a presentation. To work, the story needs to make a point or contain a message that you can tie to the talk that follows.
- **Make a bold statement.** This technique involves a brief, thought-provoking statement that sets up your topic. If you say it with a strong voice, it commands attention and gets the group ready to hear what will follow.

Here's an example: "Keep this in mind: Service in your jobs is far more than what you do. More important is how you do it."

- **Get the audience to participate.** With this technique, you start your presentation by having the audience do something, from a brief exercise to responding to questions. This technique gets people's energy levels up. However, don't choose an activity that creates such a ruckus that getting the audience to focus back on you becomes difficult. Manage with care.
- **Ask a rhetorical question.** A *rhetorical question* is a thought-provoking question that you ask the audience but don't expect them to answer out loud. When you ask the question, you want to answer it either within your introduction or a short time later in your talk. Otherwise, the question serves only to confuse people.
- Here's an example for a talk on customer focus-group findings: "If you were a customer doing business with your company, what would most frustrate you in this effort? As I share my findings from the customer focus groups, I'm going to tell you what these frustrations are and what you can do to address them to increase the quality of the service you provide."
- **State noteworthy facts.** With this type of introduction, you provide the audience with some interesting statistics or other facts that stimulate thinking and help set up your presentation. This technique works well when the facts you report are not common knowledge yet are relevant and stimulating. Just be sure to keep the statement brief so that you don't clutter your opening with too many easy-to-forget details.
- **Make a list.** This introduction involves using a short list of at least three items that have something in common. It usually works best to say the list and then state what the items or people have in common with one another.

Here's an example: "Joe Davis, Sue McGee, and Jose Martinez are three people you all know well in this department. They are also three individuals who have used the communication techniques I'm going to tell you about today and have seen their success double in the last year."

- **Give an interesting example.** In this technique, you start with a demonstration, showing something or describing a situation that illustrates what your topic, and especially its core message, is about. To be effective, the example must be relevant and fairly brief. The example isn't the actual talk, but it sets up the presentation that

will follow. A good example of this technique is the showing of before-and-after pictures from the use of a product or service.

As you prepare your introduction, carefully plan the opening technique you want to use to grab the audience's attention. Whether you start with this technique or with the component identifying your topic briefly doesn't matter. Just go with what works. Then follow these two components with a quick overview of what's to come to get your talk off to a strong start.

13.2 DEFINITION

A **presentation** is the process of presenting a topic to an audience. It is typically a demonstration, introduction, lecture, or speech meant to inform, persuade, inspire, motivate, or to build good will or to present a new idea or product.

13.3 DESIGNING AND DELIVERING PRESENTATIONS (Process for Planning, Organizing, and Writing Presentations)

Similar to any other piece of writing or communication, to design a successful presentation, you must follow a thoughtful writing process that includes planning, drafting, and getting feedback on the presentation content, visuals, and delivery

.Following is a simple and comprehensive way to approach "writing" a presentation:

Step 1: Identify and state the purpose of the presentation. Find focus by being able to clearly and simply articulate the goal of the presentation—what are you trying to achieve? This is helpful for you and your audience—you will use it in your introduction and conclusion, and it will help you draft the rest of the presentation content.

Step 2: Outline major sections. Next, break the presentation content into sections. Visualizing sections will also help you assess organization and consider transitions from one idea to the next. Plan for an introduction, main content sections that help you achieve the purpose of the presentation, and a conclusion.

Step 3: Draft content. Once you have an outline, it's time to fill in the details and plan what you are actually going to say. Include an introduction that gives you a chance to greet the audience, state the purpose of the presentation, and provide a brief overview of the rest of the presentation (e.g. "First, we will describe the results of our study, then we'll outline our recommendations and take your questions"). Help your

audience follow the main content of the presentation by telling them as you move from one section of your outline to the next—use the structure you created to keep yourself and your audience on track.

End with a summary, restating the main ideas (purpose) from the presentation and concluding the presentation smoothly (typically thanking your audience and offering to answer any questions from your audience). Ending a presentation can be tricky, but it's important because it will make a lasting impression with your audience—don't neglect to plan out the conclusion carefully.

Step 4: Write presentation notes. For a more effective presentation style, write key ideas, data, and information as lists and notes (not a complete, word-for-word script). This allows you to ensure you are including all the vital information without getting stuck reading a script. Your presentation notes should allow you to look down, quickly reference important information or reminders, and then look back up at your audience.

Step 5: Design supporting visuals. Now it's time to consider what types of visuals will best help your audience understand the information in your presentation. Typically, presentations include a title slide, an overview or advance organizer, visual support for each major content section, and a conclusion slide. Use the visuals to reinforce the organization of your presentation and help your audience see the information in new ways. Don't just put your notes on the slides or use visuals that will be overwhelming or distracting—your audience doesn't need to read everything you're saying, they need help focusing on and really understanding the most important information.

At each step of the way, *assess audience and purpose* and let them affect the tone and style of your presentation. *What does your audience already know? What do you want them to remember or do with the information?* Use the introduction and conclusion in particular to make that clear. For in-class presentations, look at the assignment or ask the instructor to make sure you're clear on who your audience is supposed to be. As with written assignments, you may be asked to address an imagined audience or design a presentation for a specific situation, not the real people who might be in the room.

In summary, successful presentations

- have a stated purpose and focus;
- are clearly organized, with a beginning, middle, and end;
- guide the audience from one idea to the next, clearly explaining how ideas are connected and building on the previous section; and
- Provide multiple ways for the audience to absorb the most important information (orally and visually).

13.4 GROUP PRESENTATIONS

Group presentations come with unique challenges. You might be a confident presenter individually, but as a member of a group, you are dealing with different presentation styles and levels of comfort.

Here are some techniques and things to consider helping **group presentation** work through the planning and practicing process together:

- **Transitions and hand-off points.** Be conscious of and plan for smooth transitions between group members as one person takes over the presentation from another. Awkward or abrupt transitions can become distracting for an audience, so help them shift their attention from one speaker to the next. You can acknowledge the person who is speaking next (eg: “I’ll hand it over to Sam who will tell you about the results”) or the person who’s stepping in can acknowledge the previous speaker (“So, I will build on what you just heard and explain our findings in more detail”). Don’t spend too much time on transitions—that can also become distracting. Work to make them smooth and natural.
- **Table reads.** When the presentation is outlined and written, sit around a table together and talk through the presentation—actually say what you will say during the presentation, but in a more casual way. This will help you check the real timing (keep an eye on the clock) and work through transitions and hand-off points. (Table reads are what actors do with scripts as part of the rehearsal process.)
- **Body language.** Remember that you are still part of the presentation even when you’re not speaking. Consider non-verbal communication cues—pay attention to your fellow group members, don’t block the visuals, and look alert and interested.

Designing Effective Visuals

Presentation visuals (typically slides, but could be videos, props, handouts, etc.) help presenters reinforce important information by giving the audience a way to *see* as well as hear the message. As with all other aspects of presentations, the goal of visuals is to aid your audience's understanding, not overwhelm or distract them. One of the most common ways visuals get distracting is by using too much text. Plan and select visuals aids carefully—don't just put your notes on the screen, but use the visuals to reinforce important information and explain difficult concepts.

13.5. USEFUL PHRASES FOR A PRESENTATION

WELCOME

At the beginning of each presentation, you should welcome your audience. Depending on who you are addressing, you should extend a more or less formal welcome.

Good morning/afternoon/evening, ladies and gentlemen/everyone.

On behalf of "Company X", allow me to extend a warm welcome to you.

Hi, everyone. Welcome to "Name of the event".

INTRODUCING THE SPEAKER

The level of formality of your welcome address will also apply to how you introduce yourself. Customize it to match your audience.

Let me briefly introduce myself. My name is "John Miller" and I am delighted to be here today to talk to you about...

First, let me introduce myself. My name is "John Miller" and I am the "Position" of "Company X".

I'm "John" from "Company Y" and today I'd like to talk to you about...

INTRODUCING THE TOPIC

After the welcome address and the introduction of the speaker comes the presentation of the topic. Here are some useful introductory phrases.

I would like to take this opportunity to talk to you about...

I am delighted to be here today to tell you about...

I want to make you a short presentation about...

I'd like to give you a brief breakdown of...

EXPLANATION OF GOALS

It is always recommended to present the goals of your presentation at the beginning. This will help the audience to understand your objectives.

The purpose of this presentation is...

My objective today is...

STRUCTURE

After presenting the topic and your objectives, give your listeners an overview of the presentation's structure. Your audience will then know what to expect in detail.

My talk/presentation is divided into "x" parts.

I'll start with.../First, I will talk about.../I'll begin with...

...then I will look at...

...next...

and finally...

STARTING POINT

After all this preparation, you can finally get started with the main part of the presentation. The following phrases will help you with that.

Let me start with some general information on...

Let me begin by explaining why/how...

I'd like to give you some background information about...

Before I start, does anyone know...

As you are all aware...

END OF A SECTION

If you have completed a chapter or section of your presentation, inform your audience, so that they do not lose their train of thought.

That's all I have to say about...

We've looked at...

So much for...

INTERIM CONCLUSION

Drawing interim conclusions is of utmost importance in a presentation, particularly at the end of a chapter or section. Without interim conclusions, your audience will quickly forget everything you may have said earlier.

To sum up...

Let's summarize briefly what we have looked at.

Here is a quick recap of the main points of this section.

I'd like to recap the main points.

Well, that's about it for this part. We've covered...

TRANSITION

Use one of the following phrases to move on from one chapter to the next.

I'd now like to move on to the next part...

This leads me to my next point, which is...

Turning our attention now to...

Let's now turn to...

EXAMPLES

Frequently, you have to give examples in a presentation. The following phrases are useful in that respect.

For example,...

A good example of this is...

DETAILS

In a presentation, you may often need to provide more details regarding a certain issue. These expressions will help you to do so.

I'd like to expand on this aspect/problem/point.

Let me elaborate further on...

REFERENCE TO SOURCES

In a presentation, you frequently have to refer to external sources, such as studies and surveys. Here are some useful phrases for marking these references.

Based on our findings,...

According to our study,...

Our data shows/indicates...

GRAPHS AND IMAGES

Presentations are usually full of graphs and images. Use the following phrases to give your audience an understanding of your visuals.

Let me use a graphic to explain this.

I'd like to illustrate this point by showing you...

Let the pictures speak for themselves.

I think the graph perfectly shows how/that...

If you look at this table/bar chart/flow chart/line chart/graph, you can see that...

QUESTIONS DURING THE PRESENTATION

Questions are an integral part of a presentation. These phrases allow you to respond to questions during a presentation.

Does anyone have any questions or comments?

I am happy to answer your questions now.

Please feel free to interrupt me if you have questions.

If you have any questions, please don't hesitate to ask.

If there are no further questions at this point, I'd like to...

QUESTIONS AT THE END OF A PRESENTATION

To ensure that a presentation is not disrupted by questions, it is advisable to answer questions at the very end. Inform your audience about this by using these phrases.

There will be time for questions at the end of the presentation.

I'll gladly answer any of your questions at the end.

I'd be grateful if you could ask your questions after the presentation.

INQUIRIES

After answering a question from the audience, check that the addressee has understood your answer and is satisfied with it.

Does this answer your question?

Did I make myself clear?

I hope this explains the situation for you.

SUMMARY AND CONCLUSION

At the end of the presentation, you should summarize the important facts once again.

I'd like to conclude by...

In conclusion, let me sum up my main points.

Weighing the pros and cons, I come to the conclusion that...

That brings me to the end of my presentation. Thank you for listening/your attention.

Thank you all for listening. It was a pleasure being here today.

Well, that's it from me. Thanks very much.

That brings me to the end of my presentation. Thanks for your attention. **HANDING OVER**

If you are not the only speaker, you can hand over to somebody else by using one of these phrases.

Now I will pass you over to my colleague 'Jerry'.

'Jerry', the floor is yours.

13.6 Key words

Rhetorical question: *A rhetorical question* is a thought-provoking question that you ask the audience but don't expect them to answer out loud.

Presentation: A presentation is the process of presenting a topic to an audience.

13.7 Self Assessment Questions

1. What factors do you bear in mind while giving an oral presentation before a large group?

2. What role does body language play in making oral presentation effective?
3. Describe how you would present our company/products to a prospective client.
4. What tools do you use to create a presentation? (e.g. PowerPoint, Slide Share,)

13.8 Further Readings

1. Manadal S.K. (2007), *Effective Communication and Public Speaking*, Jaico, Mumbai.
2. Kaul, Asha (2005), *Effective Business Communication*, PHI, New Delhi.
3. Munter Mary (2002), *Guide to Managerial Communication: Effective Writing & Speaking*, PHI, New Delhi.

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Lesson-14**GROUP DISCUSSION****14.0 Objectives**

- Incorporate various motivating techniques to develop rapport with the audience during their presentations.
- Avoid common problems during group discussions.
- Deal with Group discussion fears.

Structure**14.1 Introduction****14.2 Definition of group discussion****14.3 Types of group discussions****14.4 What happens in a GD round?****14.5 Advantages of group discussions****14.6 Useful phrases for group discussions****14.7 Group skills****14.1 GROUP DISCUSSION****Introduction**

Group Discussion! Is a methodology or in a simple language you may call it an interview process or a group activity. It is used as one of the best tools to select the prospective candidates in a comparative perspective. GD may be used by an interviewer at an organization, colleges or even at different types of management competitions.

A GD is a methodology used by an organization to gauge whether the candidate has certain personality traits and/or skills that it desires in its members. In this methodology, the group of candidates is given a topic or a situation, given a few minutes to think about the same, and then asked to discuss the topic among themselves for 15-20 minutes. Freshersworld.com brings you an elaborate section for

GD as you had ever seen anywhere else. It is a very useful tool to screen the candidate's potential as well as their skills.

GD evaluation is done by the subject experts based on the discussions. A report will be prepared on analyzing the facts at the end of the discussion.

14.2 DEFINITION OF GROUP DISCUSSION

Group discussion (GD), by virtue of the term, means exchange of views by participants on a given subject. The whole idea is to bring together a set of people on a common platform to share their ideas, thereby giving an opportunity to exhibit not only their knowledge, but also to understand and enhance their learning by absorbing the thoughts of other people. Group discussion is an important hiring technique used by the organizations.

14.3 TYPES OF GROUP DISCUSSIONS

Most Group Discussions can be divided into 3 kinds:
A) Topical Group Discussions, which are based on current affairs or 'static' matters - for example, a GD on the topic of the recent demonetisation of Rs 500 and Rs 1000 notes would be the former, whereas a GD on whether India should adopt a presidential model of democracy would be the latter, as it has no limitation of a time frame.

B) Case-studies, which present the group with a complex business situation that requires a decision to be made. Such cases usually have multiple problems embedded in the given situation, and both the individual participants and the group are required to analyse the situation, identify the problems, and suggest a way out.

C) Abstract Group Discussions, which are called so because they offer us no definite framework of the topic, and hence no definite direction to take in the discussion. Instead, the participants are required to interpret the topic in their own ways and demonstrate innovative thinking in doing so. Such topics could be single-worded, such as 'Blue', or a short cryptic sentence, or even an image. Contrary to popular perception, no one kind of GD is necessarily easier or more difficult than any other, as the quality of response in any case depends largely on the preparation of the individual and the way they generally think.

Now that you know how you will be evaluated, focus on specific areas of improvement during your practice GDs. Identify with the help of your trainer the

strengths and weaknesses. Set clear goals for yourselves, and do not lose the sight of them during your practice.

14.4 WHAT HAPPENS IN A GD ROUND?

Basically, it is an informal discussion in which candidates with similar academic qualifications or related educational backgrounds, discuss a topic. So, it is sometimes called a 'leaderless discussion'. The topic of discussion is generally provided by a panelist or a group of panelists. An ideal GD process has been described below:

- You will sit in a room with 6-12 participants
- You will be judged by a moderator/panelist
- You will be given a topic by the panelist
- You will be given a time slot (5 to 10 minutes) to think and frame your points
- You will be given a time slot (15 to 30 minutes) to discuss the topic with your group
- To stop you from speaking beyond your individual time limit, your GD panelist might intervene.
- Your panellist might signal the group (by ringing a bell) to end the GD round.

1. Purpose and importance of GD round

Honestly, a group discussion saves the employer's time! Besides, it's a great way to test your knowledge, nerves and communication skills, at once. We have enlisted some core objectives of a group discussion round below:

- To judge whether you are a good fit for a company
- To test whether you are a team player
- To assess your business communication skills
- To evaluate your subject knowledge
- To check if you are comfortable to speak on a particular topic or subject
- To assess the spontaneity of your thoughts

Why is it so important?

In every company, employees communicate with N number of people from various walks of life (such as colleagues, customers, managers, clients, resources etc.).

This calls for an effective expression of ideas through words and also the power to use one's knowledge in a systematic manner.

So the heart of the matter is to find out – who can make a mark in a group with his/her ability to communicate.

If you fail to present your point of view in a logical manner or you do not portray good listening and communication skills within a group, you might not be able to impress the GD panelists.

Bottomline: Competition is tough. So, speak up!

2. Best time to speak in a group discussion. (When exactly is my turn?)

Getting a chance to speak is not an option in a GD round. You have to snatch your opportunity. But do not make it obvious. Here are some scenarios where you can start speaking:

I want to speak first

If you are a dynamic person by nature and you feel confident about your knowledge on the topic (provided by the moderator), then don't waste time. Initiate the action!

I wanted to speak first, but someone else already did

If you feel your opinion differs from that of the group's initiator, react by opposing his/her move mildly. Put forth new ideas and give the group discussion a fresh dimension.

I had a great idea but it just got stolen

This is your chance to hook onto others' ideas. Thank them for bringing the point into the picture and support their idea with substantial facts and/or data points.

I don't have any points to make

Do not be a bystander. You can conclude the GD with a kickass summary. If you have no clue about the GD topic on the table, keep noting important points presented by fellow participants. Remember, speaking last in a GD leaves a great impression on the moderator. So you haven't lost the battle yet!

Bottom-line: Be proactive, not reactive.

3. Categories or types of group discussion topics

This section chalks down all the categories of the latest GD topics for campus recruitment. As a candidate, you should know how to handle and generate points instantly for different types of GD Topics. Group Discussion Topics can be broadly classified into two categories: Factual and Abstract.

Factual topics for group discussion

These are GD topics for engineering students, undergraduates, and graduates in India. Group discussion topics for MBA also include these topics. Factual GD topics are used to assess whether a candidate can gather and analyze information pertaining to select areas. These GD topics can be further classified into the following sub-categories.

Abstract topics for group discussion

These are mainly situation based topics and check whether a candidate can "think out of the box". Some sub-categories of abstract GD topics have been listed below. MBA aspirants, job seekers, professionals, and fresher's can prepare for their upcoming group discussion rounds with these sample GD topics.

4. Common mistakes that you must avoid in a GD round**Deviating from the subject:**

Focus on your points alone and do not let other candidates push you out of the topic. Be poised and stay calm if they try to agitate you.

Losing neutrality and making personal attacks:

Maintain your calm and keep your debate down to earth. This is just an interview round, not a war.

Focusing on quantity rather than quality:

As discussed previously, gather your thoughts and give them a structure mentally before speaking.

Dominating too much:

Do not sound bossy and snub everyone with snide remarks or too many points. This will only fetch negative marks.

Quoting too many facts and figures:

Mentioning quotations and facts is a good way of scoring points. But don't go overboard with them. Maintain a balance while you speak.

Analyzing a topic poorly or starting in a haste:

Listen carefully, think and then speak. Speak first only if you are confident about the topic. Don't be in a hurry to start first. You may end up speaking rubbish.

Staying tight-lipped:

This is an interactive round to check your communication skills within a group. So, speak up to add value to the GD round.

What is the evaluation criterion in a Group Discussion?

The evaluation of participants happens in two broad perspectives: **Individual qualities and group skills.**

Individual qualities refer to the competencies that you may demonstrate in or outside the context of a group. They include the following:

A) Content: What you say during the discussion is looked into from two perspectives – relevance and comprehensiveness. It is possible that a participant has talked a great deal in a GD, but he or she may have deviated from the topic significantly, in which case the content is deemed largely irrelevant without the possibility of further evaluation. If the content has been relevant to the topic, the panel examines whether your treatment of the topic is superficial or in-depth, distinction we shall discuss in detail in the next few posts.

B) Analytical skills: The panel is of course interested in your facts, but they also like to see whether or not you can explore the 'why' and the 'how' of the subject matter. This is put to the sternest test in a case-study topic.

C) Reasoning skills: The panel looks at how you support your standpoints, and how you respond to those of the others, how effectively you can 'strengthen or weaken' an argument, how logical you are in your overall approach to the topic.

D) Organisation skills: You may have the facts, the supports, the explanations, but are you able to present them in the right order so as to maximise the impact of your good content? The panel wants to examine this.

E) Communication skills: You may have exhibited all the skills stated above, but can you get your point across to someone in a simple (not simplistic) language they understand, with relevant illustrations they can identify with?

F) Creativity: Are you able to bring to the table a novel perspective on the topic? Can you look at a problem differently from ten other participants and suggest a path-breaking solution? Can you interpret an abstract topic in ways the others cannot? If yes, the panel looks at you as someone with one of the rarest of human qualities.

14.5 ADVANTAGES OF GROUP DISCUSSIONS

► **Better understanding of the subject :** GD offers a great opportunity to the discussants to take a deep dive into the subject, and understand it profoundly. It expands the horizon of knowledge and learning. In addition, it extends a chance to the participants to improve their abilities to think critically and develop their analytical skills.

► **Solve problems :** Since GD brings together a group of people holding diverse opinions, it is also perceived as one of the sought after ways to arrive at solutions to problems. Because of the fact that people bring in a wide range of insights, GDs help in changing the thought process from a narrow to a wider view, thereby paving the way to solutions.

► **Improve listening skills and confidence :** Since GDs necessitate the contribution of ideas and thoughts, the participants are required to listen keenly to others' observations. In this sense, group discussions are a fantastic way to enhance listening skills, and also boost the confidence of speakers by engaging them and encouraging them to express their thoughts.

► **Enhance communication and interpersonal skills :** While one aspect of GDs is that it encourages people to share their knowledge, the other important aspect is that it gives an opportunity to people to build their communication skills. The participants, in the process, learn how to express their ideas while also respecting viewpoints of others. This in turn contributes to the development of interpersonal skills among the peer group.

► **Team building exercise** : GDs help in developing teamwork and leadership attributed in people, which are extremely important in the current context. Working in a group helps them increase tolerance and respect towards others, and also how to unanimously arrive at conclusions.

After learning various benefits which people may derive from participation in group discussions, it is important to highlight that this activity holds a special importance in academic and professional set ups. On one hand, GDs reflect the values of coexistence, motivation, tolerance and acceptance for others, on the other hand, they are a key tool for recruiters. During the selection process, they help the hiring team to identify if the job applicants possess the values which mirror the principles and the vision of the organisations. The organisations today not only stress on the knowledge pool of the candidates, but also give lot of importance to enthusiasm and adaptability in the workforce. This helps us explain why academic institutions, and especially management schools emphasise GDs.

Nique applied by most organizations to select an ideal candidate for a particular job role.

14.6 Useful Phrases for Group Discussions

Here is the list of helpful phrases for discussions in group in English:

1. Asking for Opinions

Could you tell me....?

What do you think about/of....?

What's your opinion about...?

Do you think/feel....?

How do you feel about....?

May I ask you....?

2. Asking for an explanation

Could you explain to me....?

Could someone please tell me....?

Just tell me the reason why....?

I don't really understand....?

I just don't see why/what/how....

Are you saying that....?

3. Giving your opinion

In my opinion/view....

If you ask me...

As far as I can see/I'm concerned....

It seems to me that....

I have the/a feeling that

I think/feel/reckon/believe....

Well, I'd say...

4. Giving an explanation

Look, it's like this:

What I mean is...

The reason for this is...

The main problem is....

Just let me explain....

Well, the reason is...

Well, the thing is ...

Above all we must keep in mind that....

5. Agreeing with an opinion

I (quite) agree.

I agree completely/entirely.

I couldn't agree (with you) more.

I entirely/completely agree with you on that.

That's true/right.

That's just it.

I think so, too.

6. Qualified agreement

Yes, perhaps, but...

Yes, possibly, although....

Yes, but on the other hand....

Yes, up to a point.

I agree up to a certain point, but....

Yes, in a way.

Maybe, I suppose so.

Yes, but there's also another aspect to consider.

7. Polite disagreement

I disagree (with you), I'm afraid.

No, I really can't agree, I'm afraid.

I don't quite agree there.

I'm not so certain/at all sure if that's true/correct

I'm not (quite) so sure (really).

I'm sorry I can't agree.

Do you really think so/believe that?

I'm not convinced that ...

Well, that's one way of looking at it, (but) Well, I have my doubts about that

You can't really mean that.

I have my problems with what you're saying.

8. Strong disagreement

I doubt that very much

I think you got that wrong

Don't you dare say so! Rubbish!

Bloody hell, no!

Shame on you!

You're pulling my leg!

On the contrary!

9. Making a complaint

I can't quite understand how/why...

I've come to complain about ...

I'm disappointed with I'm fed up with...

It really is terrible/ridiculous that...

I'm sorry I have to say this, but....

Forgive me for mentioning it, but....

Can't something be done to/about...

10. Reacting to a complaint

I'm (awfully) sorry to hear that

I really must apologize for this.

Well, there's nothing we can do about that, I'm afraid

This isn't my/our fault, you know.

What do you expect us/me to do?

I'll find out what has happened

I'm sorry you should take it that way.

I'll see what I can do.

14.7 GROUP SKILLS

On the other hand, the **group skills** refer to those skills which can only be evaluated in the context of a group. They include the following:

A) Listening skill: The panel constantly observes whether or not every participant is listening to the discussion. In my experience, most participants are concerned only with speaking, and feel that they are done with the job as soon as they have spoken, which is contrary to the spirit of a discussion. There are many ways a panel may infer

that a participant is a poor listener, such as a lack of eye contact with the group, or a poor summary at the end. It is one of the rarest skills, and a must for a would-be manager.

B) Leadership quality: In highly-charged discussions, one or two participants usually play the role of the anchor, in that they define the topic appropriately, offer the initial analysis of the keywords of the topic, and also try to hold the group together in pursuit of a common goal. Such individuals could demonstrate effective leadership, and score some extra points. However, one cannot score anything extra simply because one spoke first in the group, or was the loudest.

C) Body language: While assessing the body language, the panel primarily looks at eye contact and hand movements. The speaker must maintain a consistent eye contact with the entire group as he or she speaks, and the listeners must reciprocate. If the either doesn't happen, you allow the panel to infer whatever they wish to – from a lack of confidence to a lack of interest in the GD to the lack of concern for others. All very detrimental to the final score. Hand movements are to your speech what punctuation is to your writing. If used wisely they beautifully enhance the effect of your words; if used unwisely they attract unnecessary attention and distract the listener from your words. I recommend that you simply 'free' your hands. Do not engage them with something pointless such as playing with the pen, or tapping on the desk, or running through your hair (common among female participants). The body has an intelligence of its own. Just leave your hands alone and focus on the topic. The hands will start moving naturally. Please remember that body language cannot be faked. A skilled observer will quickly see through such deception. Just focus on the task at hand and the body will obediently follow. The panel may also pay attention to your voice modulation. A monotonous pitch may reduce the impact of even the most powerful words unless you are a Tommy Lee Jones! Vary the pitch of your voice in order to create emphasis wherever needed.

D) Group behaviour: This is usually assessed in a broad distinction – assertive or aggressive. Avoid the latter no matter what. Assertiveness is a rational display of conviction of one's thoughts, while aggressiveness is a display of domination through subtle intimidation. Assertiveness allows room for flexibility -which is a desired trait - while aggressiveness leads to irrational rigidity of viewpoint. Please remember that B-schools are looking for sensitive individuals, not skinhead bouncers.

Recommended Background Preparation for a Group Discussion

The most vital component of one's performance in the GD is the content. As current affairs tend to dominate the GDs, a conscious effort to build the fact-bank of current affairs is necessary. Review the timelines of important national and international affairs and the subsequent developments therein. Follow at least 2 local, 2 national, and 2 international newspapers and news channels every day. Concentrate on information. In newspapers, it is found mostly in the first 4 pages, the finance page, and the sports pages. You may or may not read the editorials (which offer opinion, comment and perspective), but you must read the news. Because you need facts to support your standpoints. For if you have no facts, you only have opinions, which you may end up merely repeating throughout your contribution in a GD. Please remember that the GD is not an elimination process, but only one of the several selection processes with certain weightage that contributes to the final round.

14.8 Key words

Losing neutrality: Maintain your calm and keep your debate down to earth.

Deviating: depart from an established course

Group Discussion: is a methodology used by an organization to gauge whether the candidate has certain personality traits.

14.9 Self Assessment Questions

1. What are the categories or types of group discussion?
2. Which abilities are assessed in group discussion?
3. How are group discussions held?

14.10 Further Readings

R.C Sharma & Krishna Mohan "Business Correspondence and Report Writing"

Master the Group Discussion & Personal Interview by Sheetal Desara.

Lesson Writer:

S.A.Rahiman Saheb

Lesson-15

INTERVIEW SKILLS

15.0 Objectives:

After going through this lesson, you will be able to :

- **Prepare yourself for an interview**
- **Prepare yourself for the frequently asked questions**
- Dressing for the interview
- Know common problems during interview
- **Face an interview successfully**

Structure

15.0 Introduction

15.1 Definition

15.2 Types of interviews

15.3 Preparation for interview

15.4 Telephonic interview

15.5 Dressing for the interview

15.6 Guidelines for attending interviews

15.7. Interview questions

15.8 Key words

15.9 Self Assessment Questions

15.10 Further Readings

15.0 INTRODUCTION

The word interview comes from Latin and middle French words meaning to “see between’ or “see each other”. Generally, an interview means a private meeting between people when questions are asked and answered. The person who answers the questions of an interview is called in the interviewee. The person who asks the questions of our interview is called an interviewer. It suggests a meeting between two

persons for the purpose of getting a view of each other or for knowing each other. When we normally think of an interview, we think a setting in which an employer tries to size up an applicant for a job.

15.1 DEFINITION An interview definition can be crafted as a gentle conversation between two people or more where questions are asked to a person to get the required responses or answers.

People involved in an interview: Usually two groups or two individuals sit facing each other in an interview. The person asking questions is the interviewer and the person answering the questions is the interviewee.

15.2 TYPES OF INTERVIEWS:

1. One-to-one interview (Personal interview):

It is the most common among the interview types, it involves the interviewer asking questions maybe both technical and general to the interviewee to investigate how fit the candidate is for the job.

Example: Posts in small organizations and mid-level and high-level jobs in big organizations.

2. Group interview:

This involves multiple candidates and they are given a topic for discussion. They are assessed on their conversational ability and how satisfactorily they are able to have their own views and make others believe in them. Here, the best among the lot gets selected.

Example: Fresher posts and mid-level sales posts.

3. Panel interview (Committee Interview):

The interviewers here are a group from among the company people who are in a senior position and usually, the panel interview is when the candidate is supposed to make a presentation. But many-a-times it could be for the job interview as well.

Example: Mid-level and high-level jobs.

Based on the Planning Involved:

1. Structured interview (Formal interview or guided interview):

Here in the traditional form of an interview, the questions asked are all in a standard format and the same is used for all the candidates. This is to assess the ability of all the candidates impartially.

Example: Entry-level jobs for fresher.

2. Unstructured interview (Informal interview or conversational interview):

This is the opposite of a structured interview. Here the interviewer has a definite idea in mind about the questions to be asked, but it doesn't follow a certain format. The interviewer may deviate and a conversation type interview follows.

Example: Mid-level job interview for managerial position

Based on Judging the Abilities:

1. **Behavioral-based interview:**

The interviewee is asked questions about past work experiences and how it was dealt with in a particular situation. This helps the interviewer understand the candidate's future performance based on his past experiences.

Here the candidates need to provide examples when they have handled situations. The probing maybe in detail to assess the candidate's behaviour and responses and this determines the candidate's future job prospects.

Example: Interview for managerial positions, executive posts.

2. **Problem-solving interview** (Task-Oriented interview):

Here the interviewer is more concerned about problem-solving abilities be it technical, managerial, creative or analytical skills. This is the most common among the interview patterns and it may involve either writing and answering a questionnaire set or answering the technical questions orally.

Example: Interviews for Software recruitments, technical industries, and managerial positions.

3. Depth interview (In-depth interview):

When you need to ascertain everything about the interviewee right from life history, academic qualifications, work experiences, hobbies, and interests; you conduct the depth interview.

Here the interviewer has a clear idea about the questions he will be asking but once the question is asked, he allows the conversation to flow and is more of a listener. This interview takes time and more of a friendly approach of the interviewer towards the interviewee.

Example: For executive posts.

4. Stress interview:

Very rare, but such interviews are conducted to see how the candidate will be able to react in stressful situations and to assess if he will be able to handle the crisis at his job.

Tactics involved include:

- Completely ignore the candidate by maybe, making a phone call in the middle of the interview.
- Or some other tactic like continuously interrupting the candidate when he answers the questions.
- Trying to enforce your point of view forcefully even if he disagrees.
- Asking a whole lot of questions all at once.
- Interrupting him by asking another question not related to his answer.

Example: For banker jobs.

Based on the Facilities or Settings:**1. Telephonic interview:**

This interview is conducted over the phone and its main objective is to narrow down the probable list of candidates so that only the most eligible ones finally get shortlisted. This is done in the initial stages and before the personal interview.

Also when the candidate is far-off, the company first conducts a telephonic interview and if satisfied then arranges the travel expenses for a one-to-one interview.

Example: Interview for entry-level jobs.

2. Online interview (Video interview or Skype interview):

This interview may be done by instant messaging, online chats, email or through videos. This involves the interviewer asking questions just like in a personal interview.

This is done based on situations like if the interviewee resides far-off or if the interview at the appointed time gets cancelled due to valid reasons. Also, it is more convenient for the interviewer that he can fix the interview at his spare time and convey the message to the candidate a few hours before or so.

This helps as the interviewer doesn't need to inform the candidate many days in advance.

Example: Interview for mid-level posts. The interviewer does a mini-interview to know the qualifications and the technical knowledge. Then basic technical questions are asked to know if the candidate can proceed further for the main interview. This is a very short interview to net only the potential candidates.

Example: Interviews for fresher jobs held at the college campus.

4. Lunch interview:

This interview is more of a conversational interview mainly designed so that the interviewer gets to know more about the candidate. This also helps the interviewer to assess how the candidate conducts himself in a less-formal environment and how he presents himself.

Example: Interview for managerial and sales posts.

5. Tea interview:

This is the same as a lunch interview but only that it differs in the time limit. Here the interviewee gets less time to prove himself. The interviewer here has a structured format for questioning since there is a time limit.

Example: Interview for positions in the fashion and glamour industry and sales posts.

Based on the Task:

1. Apprenticeship interview:

Here the candidate is a novice and the interview is a very formal one with general questions and some skill related questions being asked.

Example: Interview for training programs in organizations.

2. Evaluation interview:

In this interview, a fixed set of questions are asked and a scoring system evaluates the points scored. This type of interview negates the scope of the personal bias of the interviewer.

Example: Interview in corporate organizations

3. Promotion interview:

This is for an employee of the company seeking a higher position for career enhancement purposes.

Example: Interviews in mid-level posts.

4. Counselling interview:

When employees are called and their problems and solutions are discussed within the organization, such meeting type interviews are called counselling interviews.

Example: Interviews in big organizations

5. Disciplinary interview:

Here an individual or number of employees or sometimes the employee union is interviewed for their misconduct or non-performance. This is more sort of a meeting between the manager and the employees to get the problem resolved.

Example: Interviews in big companies.

6. Persuasive interview:

The interviewee here has to persuade the interviewer to accept his point of view as in case of an employee persuading his manager to implement some changes in the policy or a sales manager persisting on selling a product.

Example: Interviews in mid-level managerial posts

15.3 PREPARATION FOR AN INTERVIEW:

Self-evaluation It is important for you to think about yourself and your past experiences in order to be ready to articulate what you have to offer an employer. Consider the following topics:

- How your present and past experience relate to the position
- Your current and future career goals
- What skills and expertise you have to offer
- The skills that you would like to develop or improve
- Location, salary, and lifestyle priorities
- Kinds of people and environments you prefer
- Past experiences you want to highlight such as volunteer work, hobbies, travel

Before the Interview

Research the Company - A company's website is an excellent place to begin. It usually gives you information on whether it is international or domestic, what its revenues are, how many locations it has, and the nature of its major products. Most companies are very proud of their websites. Don't be surprised if one of the first questions interviewers ask when you arrive is, "Have you have had a chance to look at our website?"

Practice interviews - Write down a list of possible questions that you think may be asked, then have a friend act as an interviewer and direct them to you in a practice interview situation. Don't stop until you feel comfortable answering each question. Practicing beforehand will make you feel more comfortable and relaxed during the interview.

Dress Professionally - In today's environment, wearing a suit isn't always necessary. Contact the HR Manager of the company or your recruiter, and find out what the dress code is for the company at which you are going to interview. Then dress one level above. For instance, if it is business casual, men can wear dress pants, dress shirt, and sport coat. Women can wear a pantsuit, dress, or a skirt and blouse. Visual impressions are very important. Therefore, if in doubt, always dress on the conservative side.

Arrival - Try to arrive at the interview location a little early. This gives you time to determine where you need to go, and will give you a few minutes to collect your thoughts. DO NOT arrive late. Nothing destroys your chance at impressing an employer more than arriving late and offering no explanation. If you learn at the last minute that you are going to be arriving late at the interview, call and let the interviewer know. Interviewers understand that things can come up suddenly. You are never considered late if you call and make them aware of the fact.

During the Interview

First impressions - First impressions take only thirty seconds. Establishing rapport, direct and sustained eye contact, a firm handshake, a warm smile, good posture, and introducing yourself in a confident manner are important ingredients. A well-groomed, professional appearance is critical. Greet the interviewer with a firm handshake, whether it is a woman or a man. (No one likes a weak handshake.) Always maintain eye contact while shaking hands.

Smile - A smile denotes confidence in a candidate. Try to smile often. Also, don't be afraid to use some hand animation while answering questions. This suggests enthusiasm in a candidate.

Body Language - Use good posture, and look the interviewer right in the eye. Sit up straight. Never slouch.

Speak Clearly - Don't mumble. It portrays a lack of confidence. Speak with assurance. This indicates confidence.

Listen Before Answering - Allow the employer to begin the interview, but be prepared with some opening statements or questions such as, "I understand that this position involves..." or "What are you looking for in a job candidate?" Make sure you understand the question. If not, ask the interviewer to clarify it. Don't be afraid to take some time to think before answering. Interviewers are impressed with someone who thinks out an answer before speaking.

Give Brief Answers - Make your answer concise and to the point. Rambling tends to suggest that you really don't have the answer to the question(s) asked.

Previous Employers - Never, ever say anything negative about your present or previous employers. No matter how much you may have disliked someone, find a way to give your experiences a positive spin.

Be Truthful - Don't lie when asked about something you haven't done. The next question will be "tell us about it."

Know Your Resume - Be prepared to talk about every fact that is on your resume. Many people embellish their accomplishments on their resumes. Avoid this, since the only point of reference an interviewer has about you is the resume you provide to him/her beforehand.

Keep things at a professional level - Sometimes near the end of an interview, the two parties start feeling comfortable with each other. Don't let this comfortable feeling lead you to telling them something about yourself that they really shouldn't know. Always keep things at a professional level.

Look for Something in Common - This is something that has given us an edge in the past. Try to find a common bond between yourself and your interviewer. If you are being interviewed in an office, look at how the office is decorated. Look for something you can identify with. Is his/her college diploma hanging on the wall? Did you attend a nearby school, or perhaps one in the same Division? If so, make a quick comment about it: "Did you attend Penn State? I attended the University of Michigan. What a great football conference." Interviewers sometimes feel more comfortable with people with whom they have something in common. This approach has helped several candidates obtain a position over other qualified candidates. Above all, be sincere.

After the Interview

Back in Touch - Ask the interviewer when s/he expects to get back to you on her/his decision.

Get Everyone's Business Card - Before you leave, be sure to get the business cards of all of the people with whom you visited. If you cannot do that, ask a secretary for their names and e-mail addresses.

Thank the Interviewer - Verbally thank the interviewer for taking the time to interview you, before leaving. Within a day, send thank-you letters to all of the

interviewers with whom you spoke. This does not need to consist of a written letter sent via snail mail; an e-mailed thank-you works just as well.

Do not give up - Sometimes, within ten minutes of the start of an interview, you will know that the job is not one you want to pursue. If you begin to feel this way, don't give up on the interview. Continue to interview as if the job was the most important thing in the world. This provides you with practice for your next interview, which may be for your dream job! Not all interviews will lead to offers of employment, but, if you approach every interview as if it's the most important interview you ever had, you will come out a winner!

15.3.1 ADDITIONAL TIPS

- Focus on presenting a positive, enthusiastic tone.
- If you are asked to describe a weakness, mention lessons learned, and steer away from negative descriptions.
- Think about three or four key points that you want to make about your personal characteristics, skills you have learned, and relevant experiences that demonstrate that you could perform the job well.
- Find specific, rather than general, examples from your experience that illustrate important points about yourself.
- When answering questions, focus on experiences that demonstrate flexibility, adaptability, responsibility, progress, achievement, creativity, initiative, and leadership.
- If the employer signals the end of the interview and asks you for questions, and you haven't discussed some key points, say: "There are a couple of points I would like to mention."

After the interview, write a brief thank you letter. Express your appreciation for the opportunity to interview and learn about the organization, re-confirm your interest, and re-emphasize how your background and skills might be of interest to the organization.

15.4 THE TELEPHONE INTERVIEW

Due to a company's geographic location, travel costs, and divergent schedules, a phone interview may often be your initial contact with a prospective employer. Here are some phone interview tips.

Preparation - Have a pad, pen, and a copy of your resume near the phone. Use a phone in a quiet area. Avoid any background noise. Also avoid using a cordless phone, because they tend to transmit poorly.

Speaking a. Smile and be enthusiastic. Your enthusiasm will carry through to the interviewer.

b. Speak in a conversational manner, and be sure to speak loudly enough to be heard. Speak with some inflection and tone.

c. Let the interviewer do most of the talking. When s/he asks you a question, expound upon the answer. Use the opportunity to sell your skills and experience.

d. When the interview is over, let her/him know that you are very interested in scheduling a personal interview at her/his place of business.

15.5 HOW TO DRESS FOR A CORPORATE INTERVIEW

If you're going on a job interview at a company in a traditional industry, such as finance, banking, or insurance, you should opt for more formal corporate attire. In general, this means a suit and tie for men and a pantsuit or skirt and blouse for women.

Men's Interview Attire

The best interview outfits for men in the corporate world tend to be conservative. Men should always default to wearing a suit. All clothes should fit well and be free of stains.

Here are a few guidelines for men who are interviewing in corporate roles:

- Suit in a solid color such as navy, black, or dark gray
- Long-sleeved shirt that is white or color coordinated with the suit
- Leather belt
- Tie

- Dark socks and conservative leather shoes
- Little or no jewellery
- Neat, professional hairstyle
- Limited amount of aftershave
- Neatly trimmed nails
- Portfolio or briefcase

Women's Interview Attire

In general, interview fashion for women in corporate jobs is more complicated and varied than it is for men. The increased options make assembling an interview outfit a bit more challenging for women than for men. For instance, if you're wearing a dress or skirt, you need to decide if you should wear pantyhose or if bare legs are acceptable.

Women also need to consider interview accessories and choose an appropriate purse. The best interview bags are ones that are professional and large enough to fit a resume but aren't flashy.

Here are the fundamental building blocks of what women should wear to a professional interview:

- Suit in navy, black, or dark gray
- Suit skirt just below or above the knee
- Coordinated blouse
- Conservative shoes
- Limited jewellery
- No very large dangling earrings or arms full of bracelets
- No jewellery is better than cheap jewellery
- Professional hairstyle
- Neutral-coloured pantyhose
- Light makeup and a limited amount of perfume
- Clean, neatly manicured nails

- Portfolio or briefcase

Gender-Neutral Interview Attire

If how you typically dress doesn't conform to a traditional gender norm, your interview attire shouldn't have to either. The key, as with gender-specific attire, is to find clothing that is polished, professional, and a fit for the company you're interviewing with. Here's an overview of gender-neutral attire for interviews and work.

How to Dress for a More Casual Interview

When the workplace or the job is less formal, the dress code may be more relaxed. If you're not sure what to wear, it's fine to check with the person scheduling the interview. However, it's still important not to dress sloppily. Business Casual: You can leave the suit at home, but don't get out those jeans just yet. Business casual means no jeans, no sneakers, and no apparel that would be more appropriate for the gym or the club.

- Start-up Casual: Jeans may be OK for an interview at a start-up, but make sure they're clean and free from holes or ragged seams. You're going for stylish, not sloppy – and it's still a good idea to dress up a bit more than the folks who are already working there.
- What to Wear When There's No Dress Code: Not sure what to wear? When there's no real dress code, keep it professional and err toward business casual.

15.6 GUIDELINES FOR EFFECTIVE INTERVIEWING:

The job of an interviewer spans from preparing the right set of questions to assessing the answers of the candidates and then finally selecting the best candidate for the job. So then what are the guidelines for effective interviewing for interviewers or employers?

1. Know the candidate beforehand:

Review the bio-data clearly before the interview process. Know the candidate, his qualifications, his experiences, and his skill sets. This will give you an idea of the line of questions to be asked to the candidate.

2. Jot down questions both the technical and non-technical ones:

Note down all the questions you need to ask so that they help you in getting an assessment of the candidate. Ask questions related to the role and responsibilities the post needs and see if the candidate is ready to assume the roles responsibly.

3. Prepare an outline of the interview:

Know how you will go about the process of interviewing the candidates. Make a structured plan so that you are able to review the candidate properly.

4. Be a responsible interviewer:

See to it that you ask appropriate questions. How you behave and conduct yourself while asking questions is as important as the interviewee answering his questions.

5. Assess the candidate thoroughly:

Whether it is the technical skills or creative skills, assess the candidate and seek all relevant information. Look at their conversational skills and how convincing they are.

6. Allow the candidate to speak:

Your job of talking is limited to asking questions. So listen and don't talk or interrupt in between. Thus you will be able to gather all the relevant and required information from the candidate.

7. Be professional and ask job-related questions:

You don't want to miss on a potential candidate by being too professional or being too personal. Be polite and draw a line between being professional and personal. Let all your questions be related to the job so that the candidate will feel at ease to answer the questions.

8. Do a follow up:

After the interview, do let the candidates know of their job status. That way you extend your professional courtesy and help in building the credentials of your company.

Conclusion:

Interviews are great tools that help both the company and the candidates to make the right selection for the jobs. Interview not only helps the establishment to prosper and

grow by selecting the right candidates but it also provides a way for the employee to grow both professionally and personally.

15.7 SOME INTERVIEW QUESTIONS

You can expect to be asked some of the following types of questions in an interview.

Case Questions are often used by consulting companies to assess analytical and problem solving skills. The interviewer presents a situation and asks you to discuss possible solutions. A sample case question is, "Describe a managed care company that you think is successful and explain why. What do they do that works? What are their potential problems? What is your outlook for their future? What suggestions do you have for their future?"

Behavioral or situational questions are used to assess how you would behave in different circumstances and to predict your behaviour in future, similar situations. An interviewer may ask, "Tell me about a time when a team you were working on was unable to proceed due to some interpersonal conflict. How did you respond, and what role did you play on the team?"

Role-play questions entail the interviewer asking you to put yourself in another role and decide how you would handle a specific problem. **Industry-specific questions** are questions regarding the latest trends or issues in the industry. An interviewer may ask, "If you were a CEO of Microsoft's main competitor, what actions would you take in the on-line services market?"

15.7.1 GENERAL QUESTIONS

- Tell me about yourself.
- What are your key experiences and accomplishments?
- How would you rank your achievements?
- What are your strengths and weaknesses?
- How would your friends describe you?
- Explain your reason for leaving your current job.
- What are the most important things to you in a job?
- What do you value in a supervisor?

- How would you describe your management style?
- What appeals to you about this job and organization?
- Describe the ideal position in our company.
- What qualities do you think make someone successful in our industry?
- What would you like me to know most that is not on your resume?
- Explain your understanding of the issues and trends in your specialty and in the overall industry.
- Why are you qualified for this position?
- Give an example of a situation where you demonstrated leadership
- Give an example of how you worked on a team.
- What questions do you have about the organization?

Questions for the interviewer are queries that usually focus on the culture or mission of the organization, and job responsibilities. This is not the time to bring up questions about salary, benefits, and vacation about which you can inquire after you have been offered the job.

15.8 Keywords

Persuasive: good at persuading someone to do or believe something through reasoning or the use of temptation.

Accessories: a thing which can be added to something else in order to make it more useful, versatile, or attractive.

Sloppily: badly or carelessly

Flashy: looking too bright, big, and expensive in a way that is intended to get attention and admiration:

Portfolio: a large, thin case used for carrying drawings, documents, etc.

Attire: clothes, especially of a particular or formal type

15.9 Self assessment Questions

1. Write a brief note on preparation for an interview?
2. Why is an interview important part of the selection procedure?

3. What are the rules to be observed for a successful interview?

4. How should a candidate prepare for a telephonic interview?

15.10 Further readings

Prasad.(2008)The Functional Aspects of communication skills, S.K Kataria& sons
,New Delhi.

Basic Interviewing Skills by Raymond L. Gorden

MK Segal ,Vandana Khetarpal, Business communication, Excel Books

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Lesson-16**MEETINGS****16.0 Objectives**

- After going through this lesson, you will be able to :
- Recognize the formats of Agenda, Notices and Minutes
- Prepare effective Agenda, Notice and Minutes
- Know the purpose of a meeting

Structure**16.1 Introduction****16.2 Definition****16.3 Purpose of meetings****16.4 Types of Meeting****16.5 Components of meetings****16.6 Key words****16.7 Self Assessment Questions****16.8 Further Readings****16.1 INTRODUCTION**

Generally, meeting means an occasion when people come together to discuss or decide something. Meeting member to get together and discuss a problem or issue or a special matter. It is also defined as a situation in which two or more people meet together in order to take a decision. It is an effective and important tool in the communication process. Meeting enables face to face contact with a number of people at the same time. Many meetings take place in a business organization. Some definitions of people at the same time. Many **meetings** take place in a business organization. Meetings are vitally important – if done well. Meetings help people feel included, trusted, and that they are important team members, as well as giving them the opportunity to contribute to the success of our companies. Some definitions of meetings are as follows:

16.2 DEFINITION OF MEETING

In common word a meeting is an assembly of two or more people for reaching a decision through discussion. It is one of the major media of oral communication.

According to Oxford Dictionary “A meeting is an occasion when people come to gather to discuss or decide something”

A meeting is held to take decision on a particular issue or on a matter of common interest. In case of joint stock Company, statutory meeting and Annual general meeting is must.

Meeting is a situation in which two or more people meet together for formal group discussion about a specific problem, issues, predetermined topic.

A meeting is a coming together of (generally) three or more people to exchange information in a planned manner and discuss issues set out before them to arrive at decisions, solve problems, etc.

16.3 PURPOSE OF A MEETING:

The purposes of holding meetings are listed here in a skeleton form:

To reach a common decision/agreement

To solve a problem

To understand a situation, exchange ideas and experiences

To inform, explain, present ideas

To give and get feedback on new ideas

To give training

To plan and prepare for action

To resolve differences and misunderstandings

To generate enthusiasm and seek cooperation

To review past performance and evaluate it

To create a feeling of continuity and solidarity in a body's working.

In this mechanical age, union is strength, and united work is done by means of meetings. It is estimated that worldwide, millions of meetings are conducted every day, and their number and usefulness is on the rise.

That is why although many negative remarks are made about the use of meetings; on the whole we find that meeting is a useful device of collective decision-taking and action.

16.3.1 ADVANTAGES OF MEETINGS:

(i) Save time:

Since one can meet a number of people at a time interactively, a meeting can save time.

(ii) Addressing groups:

One can divide the audiences according to their background and need, and address them group by group.

(iii) Cope with information explosion:

New technology and new regulations are coming thick and fast. Meetings enable us to cope with this situation.

(iv) Social and emotional support:

Members get personal support from each other when they meet and exchange ideas.

(v) Feeling of being consulted:

Members get the feeling that they have been consulted and this is useful in getting their intelligent and willing cooperation.

(vi) Democratic functioning:

Democracy aims at achieving all people's welfare by all people's involvement. This is possible through meetings.

(vii) Idea development:

Ideas are systematically cross-fertilized, analyzed and improved by a group.

(viii) Defusing troublemakers:

By the collectivity of constructive forces, troublemakers can be isolated in a meeting and positive action got going. The opponents of a plan get a forum to voice their opposition, which can be overcome before a group of supportive people.

(ix) Bolder decisions:

Collectively we can take more adventurous decisions because of united strength.

(x) Various interest groups represented:

In a meeting many interest groups can be represented and minorities can also be given due attention.

(xi) Preventing mistakes:

A meeting helps to avoid mistakes by a collective and many-angled focus on issues.

16.3.2 DISADVANTAGES OF MEETING

1. Time-consuming:

Meetings require a number of people to come together at the same time and place. This costs time because other work has to be set aside for the sake of the meeting.

2. Inability to arrive at a decision:

Just as “two heads are better than one,” it is also true that “too many cooks spoil the soup.” Multiplicity of views and personal stubbornness of members may prevent a meeting from taking a decision which a chief executive may take alone.

3. Lack of seriousness:

Many meetings suffer from the drawback that members come unprepared and feel that the others will do the thinking and talking. They feel they can take a free ride. “Everybody’s job is nobody’s job.”

4. Inexpert chairing:

Just as an airplane is steered by a pilot, a meeting is piloted by the chairperson. His lack of skill and personal failings/biases may fail a meeting.

5. Expensive:

Meetings are expensive to arrange – they require a place, paperwork, prior communication, and travelling by the attendees.

6. Open to disruption:

A meeting is prone to being disrupted by an element that is opposed to its objective. There are times when one passenger's refusal to adjust himself delays the entire flight. The same for meetings. The spirit of give-and-take may be missing in some participants.

16.4 TYPES OF MEETINGS

The six general types of meetings:

- Status Update Meetings
- Information Sharing Meetings
- Decision Making Meetings
- Problem Solving Meetings
- Innovation Meetings
- Team Building Meetings

Here is a break-down of the six general types of meetings with examples of the main activities involve in each type. Knowing what type of meeting you are planning will increase the success of your meeting.

Meeting Type 1: Status Update Meetings

Status update meetings is one of the most common meeting types. This category includes regular team and project meetings, where the primary goal is to align the team via updates on progress, challenges, and next steps. Commonly found group activities in these kinds of meetings are problem solving, decision making, prioritization, and task assignment.

Meeting Type 2: Information Sharing Meetings

Presentations, panel debates, keynotes, and lectures are all examples of information sharing meetings. The primary goal of these meeting is for the speakers to share information with the attendees. This could be information about things

like upcoming changes, new products and techniques, or in depth knowledge of a domain. Visual communication tools, like slides and videos, are powerful tools for making the shared information more memorable.

At information sharing meetings the attendees have historically been passive listeners. With new technologies like Meeting Sift they can use their smart devices to go from passive spectators to active participants, making the meeting more engaging and productive for all.

Meeting Type 3: Decision Making Meetings

The vast majority of business decisions are made by groups in meetings. While small decisions are made in all kinds of meetings, the more important decisions often get their own dedicated meetings. There are different types of group decision making processes, and care should be taken to choose a process that best matches the situation. A decision making process can include group processes like information gathering and sharing, brainstorming solutions, evaluating options, ranking preferences, and voting.

Meeting Type 4: Problem Solving Meetings

Problem solving meetings are perhaps the most complex and varied type of meetings. Whether the meeting is addressing an identified problem, or it is focusing on creating strategies and plans to navigate the future, there are a rich arsenal of group processes that can be used. Scopes and priorities need to be defined, opportunities and threats need to be identified, and possible solutions should be brainstormed, evaluated, and agreed upon.

Meeting Type 5: Innovation Meetings

Innovation meetings and creative meetings often start with thinking outside the box, by brainstorming, associating, and sharing ideas in a broad scope. Meeting participants can then use various techniques and processes to reduce the diverse pool of ideas to a more focused short list. Through ranking, evaluations, and decision making the most suitable idea, or ideas, are identified, and recommendations and tasks can be assigned based on this.

Meeting Type 6: Team Building Meetings

All meetings should contribute to team building, strengthening relationships and corporate culture. However, now and then team building activities should be the main focus for a meeting. This category includes meetings like include all-hands meetings, kick-off meetings, team building outings, and corporate events. Have participants who feel like essential parts of their unit, team, department, branch, and company has all kinds of positive impact on their engagement, performance, and satisfaction.

16.5 COMPONENTS OF A BUSINESS MEETING

1. Notice of Meeting, 2. Agenda of Meeting and 3. Minutes of the Meeting

Notice of a Meeting:

When a meeting is to be convened, a notice is required to be sent to all who are to attend it.

It should satisfy these conditions:

1. It should be under proper authority
2. It should state the name of the organisation
3. It should state the day, date, time, and place. Also, sometimes, how to reach the place
4. It should be well in advance. Some require seven days' notice, some 48 hours'
5. It should state the purpose and, if possible, the agenda
6. It should carry the date of circulation and convener's/secretary's signature
7. It should go to all persons required at the meet
8. It should mention the TA/DA etc. payable and the arrangements for this

In practice, it is necessary to ensure that the notice has reached in time. This may be done telephonically. Dispatch section and post are prone to delays

We often find that between the date of a letter from a major public organisation and the post mark on the letter, there is a gap of 10-12 days. A notice that should reach seven days before a meet should not reach seven days after the meet.

Agenda of meeting

An agenda is the list of items to be considered at a meeting. It is also called business or order of business. It comes from the Latin word *agendum* (singular) which means 'a thing to be done.' But *agenda* (the Latin plural) is used as a singular noun.

The purpose of a notice of meeting is to inform the members of when and where the meeting will be. The agenda informs the members of what is to be discussed and done at the meeting so that the members can decide:

- whether or not they want to attend the meeting; and
- If proxy or postal voting is allowed and they do not propose to attend in person, how to cast their proxy or postal vote.

Usually, the agenda is attached to or combined with the notice so members are informed of all the necessary details at once. Agendas, confirmation of meeting details and any reports should be sent out in advance to allow people time to read the documents. Where proxy or postal voting is allowed, proxy forms or voting slips should also be sent at this time.

The minimum time a notice may be sent before a meeting is set out in the rules of the association, and must be strictly adhered to. Inadequate notice of meetings may result in a meeting being invalid.

Notice periods vary in accordance with the type of meeting to be held. For example, a committee meeting may require only five days' notice, whereas the notice period for the AGM could be as long as three weeks.

Note: all members who are entitled to attend a meeting must be given proper notice in accordance with the rules. And, all members are entitled to be invited to attend a special general meeting.

A typical agenda briefly sets out what matters will be covered and in what order.

If members are notified of the business to be conducted at the meeting, then the meeting must be confined to dealing with those particular matters. The chairperson should ensure any new agenda items raised during the meeting are put on the agenda for the next meeting and not discussed at the current meeting. This allows members time to consider matters properly and avoids disadvantaging members who have already voted by proxy or postal vote. An example of a simple notice and agenda:

Notice of meeting

A committee meeting will be held at the **Council Meeting Room** on **12 February 2013** from **16.00pm to 8.00pm**.

Agenda

- Welcome
- Apologies
- Declarations of interest (Refer to The Management Committee for a discussion of this item under 'Conflicts of Interest').
- Minutes of previous meeting
- Matters arising
- Correspondence
- Reports
- Fundraising projects
- General business
- Next meeting
- Close

Minutes of the Meeting:

The minutes of a meeting are the record of the discussions/decisions therein. They have an official status; they are useful in law, and in some cases required by law to be written. Minutes are final when they are approved by the members of the group to which they relate, generally in the next meeting, and signed by the chairperson.

Even if there are emotional moments in a meet, the minutes are written in an unemotional manner, are cool, factual, impersonal, and impartial. Moreover, such are the demands of time on most people that the minutes should be concise, boiled down to the essentials.

Only some organizations' require that they record the detailed discussions as well (i.e. who said what and what were the reactions... until the decision was reached). Normally, the body of the minute's records.

Communication Skills & Ethics in Tourism

Meeting

- (a) The motions and amendments thereto
- (b) The proposer and seconded of motions
- (c) The details of voting, if any
- (d) Recommendations
- (e) Decisions/ resolutions
- (f) Tasks assigned to individuals, sub-committees

The overall minutes should give:

1. The name of the organisation/ unit
2. Day, date, time and place
3. Number in order (e.g. 33rd meeting of...)
4. Names of chairperson and secretary
5. Names of members present
6. Names of the absent
7. Attendees by special invitation, e.g. auditor, caterer, etc.
8. Record of the transactions (on the guidelines given above)
9. Signature of secretary and, after approval, that of the chairman.

16.6 keywords

Notice: the fact of observing or paying attention to something.

Agenda : a list of items to be discussed at a formal meeting.

Minutes : a period of time equal to sixty seconds or a sixtieth of an hour

statutory meeting : first meeting of the shareholders of a public company

16.7 Self Assessment Questions

1. What are the important components of a meeting?
2. Discuss the different types of meetings?
3. Explain the purpose of meetings.
4. Meetings are an integral tool of interactive communication. Comment.

5. Why is it necessary to circulate the agenda well in time to all those who have a right to attend a meeting?

6. Give guidelines for the preparation of a meeting?

16.8 Further Readings

1.Mohan ,Krishna and Meera Baneji ,Developing communication skills

2.Farhathulla ,T.M.Dr.,English for Business Communication ,

3.Sharma,RC,Krishna Mohan .,Business Correspondence and Report Writing

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Lesson -17**BUSINESS ETHICS****17.0 Objectives:**

After going through this lesson, you will be able to :

- Know Ethical behaviour at work place
- Importance of business ethics
- Understand ethics in human resource management
- study the features of business ethics

Structure:

17.1 Introduction

17.2 Definition

17.3 Importance of Business Ethics

17.4 Features of Business Ethics

17.5 Principles of Business Ethics

17.6 Need for Business Ethics

17.7 key words

17.8 Self Assessment Questions

17.9 Further Readings

17.1 INTRODUCTION

Ethics has become a buzzword in the corporate world. The reason for this is the globalization and the explosion in the communication in the organization. As a result, businesses are focusing more on the ethics part. The rules or the principles of the organization should be maintained. Business ethics are given much importance nowadays. Business ethics connotes the form of applied ethics, which studies ethical principles, morals and problems that take place in business and applies to all types of business. In finer terms, it implies the good or bad, right or wrong behaviour, in pursuing business, determined on the basis of expected behaviour approved by the

society. **E.g.** Charging reasonable prices from customers, just and fair treatment to workers, earning a legitimate profit, providing a good environment to employees, etc.

17.2 DEFINITION

Ethics is the branch of philosophy concerned with the meaning of all aspects of human behavior. Theoretical ethics, sometimes called normative ethics, is about delineating right from wrong. It is supremely intellectual and, as a branch of philosophy, rational in nature. It is the reflection on and definition of what is right, what is wrong, what is just, what is unjust, what is good, and what is bad in terms of human behavior. It helps us develop the rules and principles (norms) by which we judge and guide meaningful decision-making.

There are many definitions of business ethics, but the ones given by **Andrew Crane** and **Raymond C. Baumhart** are considered the most appropriate ones.

According to Crane, "Business ethics is the study of business situations, activities, and decisions where issues of right and wrong are addressed."

Baumhart defines, "The ethics of business is the ethics of responsibility. The business man must promise that he will not harm knowingly."

17.3 IMPORTANCE OF BUSINESS ETHICS

The most systematic method of encouraging ethical behavior is to create moral values and corporate cultures that link business practices.

More and more companies recognize links between business ethics and financial performance. Companies expressing "clear commitment to ethical behavior" continue to exceed organizations that do not consistently display ethical behavior.

1. Maintain talent

People are willing to join organizations that have high ethical standards. Companies are able to attract the best talent and a moral organization, which are dedicated to caring for their employees, they will be rewarded with equal employees dedicated to the care of employees. The moral climate of the staff is the matter.

Organizations create a trustworthy environment that is willing to depend on employees, make decisions and work in co-employees' decisions and actions. In such a working environment, employees can deal with respect and respect for their

colleagues and dignitaries. It supports strong teamwork and productivity and supports the growth of employees.

Investor loyalty

They invest in investors who are concerned about ethics, social responsibility, and fame. Investors are becoming more aware that a moral climate provides the basis of efficiency, productivity, and profit. Relatives, relationships based on the results of commitment and commitment to permanent loyalty, relationships with any stakeholders including investors.

Customer satisfaction

Customer satisfaction is an important component of successful business strategies. Permanent relation of repeat order / mutual respect for the company's success is essential. A company name should be raised in trust and respect among customers for permanent success. It is achieved by an organization that adopts the moral practice. Customer satisfaction is an example of nature of ethics in business.

When a company is perceived as a result of belief in high principles, any crisis or deviation is tolerated by customers as a small loss. Such companies are managed to survive a serious situation by their policies. Preferred values are identified that organizational behaviors are combined with those values. With a strong moral environment, an institution places its most important place as the interests of its customers. Ethical behavior towards customers creates a strong competitive position. It promotes a strong public image.

Regulators

Regulatory eye companies are working ethically as responsible citizens. The regulator is not always required to monitor the effectiveness of the company firmly ethically. If it works in limited business ethics, then companies profit and earn profitable profits. In short, the employees of the reactionary organizations have lower transactions for workers' needs.

Shareholders invest their money in a company and expect a certain amount of expectations from that money in the form of dividends and / or capital growth. Increase company's reputation to pay customers for products, lend them, and return products or services that meet their needs.

Employees provide their time, skill and strength to pay for salaries, bonuses, career progression and learning.

17.4 FEATURES OF BUSINESS ETHICS

There are eight major features of business ethics –

- **Code of Conduct** – Business ethics is actually a form of codes of conduct. It lets us know what to do and what not to do. Businesses must follow this code of conduct.
- **Based on Moral and Social Values** – Business ethics is a subject that is based on moral and social values. It offers some moral and social principles (rules) for conducting a business.
- **Protection to Social Groups** – Business ethics protect various social groups including consumers, employees, small businesspersons, government, shareholders, creditors, etc.
- **Offers a Basic Framework** – Business ethics is the basic framework for doing business properly. It constructs the social, cultural, legal, economic, and other limits in which a business must operate.
- **Voluntary** – Business ethics is meant to be voluntary. It should be self-practiced and must not be enforced by law.
- **Requires Education & Guidance** – Businessmen should get proper education and guidance about business ethics. Trade Associations and Chambers of Commerce should be active enough in this matter.
- **Relative Term** – Business ethics is a relative term. It changes from one business to another and from one country to another.
- **New Concept** – Business ethics is a relatively newer concept. Developed countries have more exposure to business ethics, while poor and developing countries are relatively backward in applying the principles of business ethics.

17.5 PRINCIPLES OF BUSINESS ETHICS

Essentially, any businesses that run in India comprises of these ethical principles.

Integrity

Whenever there is great pressure to do right instead of maximizing profits, this principle is tested. The executives need to demonstrate courage and personal integrity, by doing what-they think is right.

These are the principles, which are upright, honourable. They need to fight for their beliefs. For these principles, they will not back down and be hypocritical or experience.

Loyalty

No ethical behaviour can be promoted without trust. And for trust, loyalty needs to be demonstrated. The executives need to be worthy of this trust while remaining loyal to the institutions and the person. There should be friendship in the time of adversity and support and devotion for the duty.

They should not use or disclose personal information. This leads to confidence in the organization. They should safeguard the ability of a professional to make an independent decision by avoiding any kind of influence or the conflicts of interest.

So, they should remain loyal to their company and their colleagues. When they accept the other employees, they need to provide a reasonable time to the firm and respect the proprietary information attached to the previous firm. Thus, they should refuse to take part in any activity that might take the undue advantage of the firm.

Honesty

The ethical executives are honest while dealing with their regular work. They also need to be truthful and do not deliberately deceive or mislead the information to others. There should be an avoidance of the partial truths, overstatements, misrepresentations, etc. Thus, they should not have selective omission by any means possible.

Respect and Concern

These are two necessarily different forms of behaviour in the organization. But they go in tandem that is why they have been put under one principle. When the executive is ethical he is compassionate, kind, and caring.

There is one golden rule which states that help those who are in need. Further, seek their accomplishments in such a manner that the business objectives of the firm are achieved.

The executives also need to show respect towards the employee's dignity, privacy, autonomy, and rights. He needs to maintain the interests of all those whose decisions are at stake. They need to be courteous and treat the person equally and rightly.

Fairness

The executives need not be just fair in all the dealings, but they also should not exercise the wrong use of their power. They should not try to use over each or other indecent manners to gain any sort of advantage. Also, they should not take undue advantage of anything or other people's mistakes.

Fair people are inclined more towards justice and ensure that the people are equally treated. They should be tolerant, open-minded, willing to admit their own mistakes. The executives should also be able to change their beliefs and positions based on the situation.

Leadership

Any executive, if ethical, should be a leader to others. They should be able to handle the responsibilities. They should be aware of the opportunities due to their position. The executives need to be a proper role model for others.

17.5.1 How To Empower Ethics

At the individual level, organizations must focus on developing and empowering each employee to understand and adhere to ethical standards. There are four basic elements organizations can build to empower individual ethics:

- A written code of ethical standards (ethical code)
- Training for management and employees (ethical training)
- Advice and consulting on a situation to situation basis (ethics officers)
- A confidential and easily accessible system of reporting (ethical reporting)

Equipping organizations with these four components can alleviate much of the burden on the individual, and enable each employee to learn what is appropriate (and what isn't).

Motivation

As with most facets of management, there is also a critical motivational component to individual ethics. Intrinsic and extrinsic motivations can reinforce positive behavior and/or eliminate negative behavior in the workplace.

Whistle blowing, for example, is a practice that gets quite a bit of both positive and negative media attention. Whistleblowers are individuals who identify unethical practices in organizations and report the behavior to management or the authorities. A whistleblower who behaves honestly, reporting a problem accurately, should be rewarded for their bravery and honesty, as opposed to punished and ostracized. If an employee is blowing the whistle, it is likely that the organization itself has failed to empower and positively reinforce honest and ethical discussions internally.

Another example is rewarding employees for admitting mistakes. An employee who makes a mistake on the assembly line, and accidentally produces a batch of defective goods, could react in a number of ways. If the organization punishes employees for mistakes, the employee is quite likely to be motivated to keep quiet and not mention it to avoid punishment. However, if the organization is ethical and clever, they will empower employees to take responsibility for their mistakes and even reward them for coming forward, apologizing, and ensuring that no consumer receives a defective product. It seems at first counter-intuitive to reward an employee for a mistake, but ultimately it provides the best outcome for everyone.

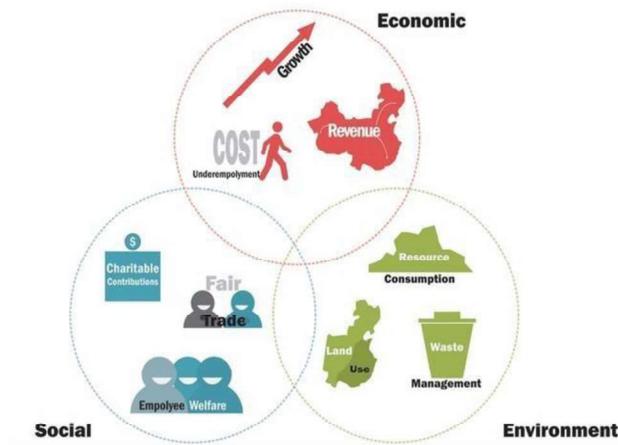
Professionalism

Finally, some aspects of individual ethics are rooted in the individual. Attaining a strong sense of professionalism, and recognizing the ethical implications of certain professional decisions, is a key component of education, individual reflection, and experience. For some professions it is even more critical and relevant than others.

Journalists, for example, could easily attain higher notoriety for making up false stories about celebrities to gain traffic to their news website. But an ethical journalist

recognizes the repercussions of slander for the individual being discussed, and maintains an honest ethical code of reporting only what they know to be true (and not what they speculate). Psychologists will maintain patient privacy, understanding the repercussions of leaking personal information about their patients.

There are many potential examples, but the primary point is that professionals understand their field deeply, including the repercussions of making ethical mistakes.



Triple Bottom Line: Balancing ethics with proper business practices at the individual and organizational level can result in a triple bottom line: economic, social, and environmental value.

17.6 NEED FOR BUSINESS ETHICS

- Stop business malpractices
- Safeguarding consumer's rights
- Gain confidence of customers
- Survival and growth of business
- Creating goodwill
- Healthy competition
- Consumer satisfaction.
- Building strong relationship with customers and clients

These are the set of principles and practices; that determine acceptable behaviour in the business organisation. It guides the managers and other executives in taking everyday business decisions. It stresses on the impact of the business decision on the stakeholders, such as employees, consumers, government, society, investors, shareholders and so on.

17.6.1 BUSINESS ETHICS & CUSTOMER STAKEHOLDER

Keeping Customers on Top

Employees, customers, shareholders, and suppliers of a firm are the key organizational stakeholders. There are obligations to these subjects that are often considered to be affected by organizational self-interest.

Customers help in holistically establishing the organizational reputation and identification. **For example**, Procter and Gamble is an ideal market-driven global powerhouse that has billion-dollar brands such as Olay, Tide, Crest, and Folgers etc.

It is important to realize that understanding the needs and offering high-quality products are the major attributes for a company's success.

Customer Loyalty and Business Ethics

Today, the contribution of customers in developing ethical programs and social responsibility standards is not quite clear. In a study, the ethical environment of a firm was found to be positively associated with customer loyalty. However, there are many variants of customer loyalty. In competitive markets, market orientation and customer focus are the key drivers of organizational performance. Still, intense competition may also create unethical behaviors.

For example, it is well documented how **Pizza Hut** and **Papa John's** attacked each other in advertising campaigns, declaring that each provided the 'freshest' ingredients. The matter was in the court of law and was resolved by civil litigation.

Ethical Customer Stakeholder Relationships

There is an implied reasoning about **good faith** and **fair dealing**. Performance cannot just be a matter of the firm's own discretion. This is not an ethical requirement but it has also been legally enforced in many states. Good faith and fair dealing may enforce a contract or a transaction according to the parties' expectations.

Therefore, ethically questionable practices can be treated with civil litigation. Ethically inappropriate judgments have a base for legal resolution. As an instance, **Wal-Mart** had roughly twelve lawsuits per day or one every couple of hours. **Wal-Mart is the most sued public organization.** The lawsuits stem from Wal-Mart's customer interactions and their perceptions about the organization.

Consumer Protection and Legal Aspects

Ethical responsibilities have a strong base of legal protection. At the federal level, the Federal Trade Commission (FTC) makes sure that consumer protection laws are enforced. Within FTC, the Bureau of Consumer Protection protects consumers from unfair, deceptive, and fraudulent business practices.

Ethical Issues in Marketing

Ethical issues in marketing arise from the conflicts and lack of agreement on particular issues. Parties involved in marketing transactions have a set of expectations about how the business relationships will take shape and how various transactions need to be conducted. Each marketing concept has its own ethical issues, which we will discuss in this chapter.

Emerging Ethical Problems in Market Research

Market research has experienced a resurgence with the widespread use of the Internet and the popularity of social networking. It is easier than ever before for companies to connect directly with customers and collect individual information that goes into a computer database to be matched with other pieces of data collected during unrelated transactions.

The way a company conducts its market research these days can have serious ethical repercussions, affecting the lives of consumers in ways that have yet to be fully understood. Further, companies can be faced with a public backlash if their market research practices are perceived as unethical.

Grouping the Market Audience

Unethical practices in marketing can result in grouping the audience into various segments. Selective marketing may be used to discourage the demand arising from these so-called undesirable market segments or to disenfranchise them totally.

Examples of unethical market exclusion may include the industry attitudes towards the gay, ethnic minority, and plus-size groups.

Ethics in Advertising and Promotion

In the early days of existence of corporations, especially during 1940s and 1950s, tobacco was advertised as a substance that promotes health. Of late, an advertiser who does not meet the ethical standards is considered an offender against morality by the law.

- Sexuality is a major point of discussion when ethical issues in advertising content are considered. Violence is also an important ethical issue in advertising, especially where children should not be affected by the content.
- Some select types of advertising may strongly offend some groups of people even when they are of strong interest to others. Female hygiene products as well as haemorrhoid and constipation medication are good examples. The advertisements of condoms are important in the interest of AIDS-prevention, but are sometimes seen by some as a method of promoting promiscuity that is undesirable and strongly condemned in various societies.
- A negative advertising policy lets the advertiser highlight various disadvantages of the competitors' products rather than showing the inherent advantages of their own products or services. Such policies are rampant in political advertising.

Delivery Channels

Direct marketing is one of the most controversial methods of advertising channels, especially when the approaches included are unsolicited.

Some common examples include TV and Telephonic commercials and the direct mail. Electronic spam and telemarketing also push the limits of ethical standards and legality in a strong manner.

Example – Shills and astroturfers are the best examples of ways for delivering a marketing message under the guise of independent product reviews and endorsements, or creating supposedly independent watchdog or review organizations. Fake reviews can be published on Amazon. Shills are primarily for message-delivery, but they can also be used to drive up prices in auctions, such as EBay auctions.

Deceptive Marketing Policies and Ethics

Deceptive marketing policies are not contained in a specific limit or to one target market, and it can sometimes go unseen by the public. There are numerous methods of deceptive marketing. It can be presented to consumers in various forms; one of the methods is one that is accomplished via the use of humor. Humor offers an escape or relief from various types of human constraints, and some advertisers may take the advantage of this by applying deceptive advertising methods for a product that can potentially harm or alleviate the constraints using humor.

Anti-Competitive Practices

There are various methods that are anti-competitive. For example, bait and switch is a type of fraud where customers are "baited" through the advertisements for some products or services that have a low price; however, the customers find in reality that the advertised good is unavailable and they are "switched" towards a product that is costlier and was not intended in the advertisements.

Another type of anti-competitive policy is planned obsolescence. It is a method of designing a particular product having a limited useful life. It will become non-functional or out of fashion after a certain period and thereby lets the consumer to purchase another product again.

17.6.2 Ethics in Human Resource Management

Out of all organizational issues or policies, ethical considerations are the most difficult to deal with. Issues arise in employment, remuneration and benefits, industrial relations and health and safety.



Important Clusters of HRM related with Ethics

Some HRM issues are more important than the rest because we, as human beings, are more responsible for the development and empowerment of the human resources involved in the operation and management of organizations. Some of these issues are discussed below.

Cash and Compensation Plans

There are some general ethical issues pertaining to the employee salaries, executive perquisites and compensations and the annual incentive plans, etc. The HR department is often under pressure to increase the band of base salaries. There is always an increased pressure upon the HR function to pay out more incentives to the top management and provide justification for the same to retain them.

Further, ethical issues arise when HR deals with long-term compensation and incentive plans by consulting with the CEO or an external consultant. There is a pressure on the HR managers on favouring the interests of the top management in comparison to that of the other employees and stakeholders.

Race, Gender, and Disability

There are several examples of organizations where, until recently, the employees were treated differently based on the race, gender, origin, and their disability. This is not the case anymore since the evolution of laws and a regulatory framework standardized for the employee behavior. In ethical organisations, the only factor of appraisal is performance.

Employment Issues

Human resource managers face many dilemmas in hiring employees. One particular dilemma stems from the pressure of hiring one, who has been recommended by a friend or someone from the family of a top executive.

Another major dilemma arises due to employees who are later found to have fake documents. Both of the issues are critical. In the first case, the person may have been trained and filling the position is critical. In the second case, the person may be efficient in his work and have the right kind of attitude. Both the situations are tough and HR managers face such cases day in and day out.

Privacy Issues

All human beings working with any organization have their personal life. An employee needs the organization to directly or indirectly protect his/her personal life. This personal life includes things like the religious, political and social beliefs etc.

There are many ethical issues in HR that are related to health and safety, restructuring and layoffs and employee responsibilities. A debate is still going on whether some activities are ethically permitted and why some are not. Layoffs, for example, are not considered unethical as they were thought of in the past.

17.6.3 BUSINESS ETHICS - EMPLOYEES & MORALS

Employees often need to make various moral decisions in the workplace. While many of these workplace decisions have to be made depending on moral obligations, some morally supportable decisions may require courage and need to be performed beyond the generally accepted norms.

While discussing workplace ethics, six predominant subjects are of primary importance. These are –

- Obligations to the firm
- Abuse of one's position
- Bribery and kickbacks
- The obligations to third parties
- Whistle blowing
- Employee's self-interest

Obligations to the Firm

Employees are hired for the company's tasks. The employees may obligate *themselves* to do the work of the particular company for financial gains. The employers often have numerous conditions to employment which the employee has to follow. These may include dress codes and respectful behavior.

Loyalty to the Company

Most people have a viewpoint that employees must have some moral obligations to stay loyal to their organizations. It is true that employees are obligated

to do the tasks offered to them, but is it acceptable to have an obligation to work for the company in a manner that is beyond the assigned jobs?

Many employers may think so, but is not mentioned anywhere. The employees are not bound or *obligated* to have any kind of loyalty to the employers. But on a moral ground, loyalty to the company is often considered to be a good thing and it is plausible that the loyalty is rewarded through pay-raises, promotions, and good recommendations etc.

Conflicts of Interest

Employees can have a conflict of interest with the company. Some of these conflicts of interest are minor and include general workplace conditions or situations. However, some other conflicts may be serious and can let the employees to show disloyalty.

Generally, employees must avoid significant conflicts of interest by not involving themselves in disloyal activities. However, it is difficult enough to decide when a conflict is significant and it may not always clear what employees should do besides resisting the temptation to be disloyal.

Abuse of Official Position

Using the official position for private or personal gains is often considered as an abuse of power. Such abuse can result from disloyalty.

Insider Trading

Insider trading occurs when an employee has access to company information that's usually unavailable to the public and can have an impact on the stock prices. For example, some employees may come to know that their company is going to be bankrupt before general public and they can sell all their stock. People who tend to buy the stocks will be deceived. It is also a kind of insider trading to encourage near ones to sell their stock having such "insider information."

Proprietary Data

Companies can often have "trade secrets" which they don't want to share with other organizations, and few employees may divulge such information to the benefit of competing organizations which is unethical.

Three major arguments why trade secrets should be protected by the law are –

- These are intellectual property.
- Trade secrets theft is wrong.
- Stealing trade secrets is a violation of the confidentiality terms.

Sharing trade secrets and obeying confidentiality information is a difficult moral issue. People have the right to seek and advance employment and it is not easy to separate proprietary information from a worker's own skills and technical knowledge.

Bribes and Kickbacks

Bribery is aimed to letting someone to act against their duties. Bribes can be very serious when it can injure people. Kickbacks are also a form of bribery that involves a person to uses his/her position to benefit a party or someone.

Bribing foreign officials for favors could harm people. However, instances of bribing are numerous and they include both large and small organizations.

Gifts and Entertainment

Gifts and entertainment may be used to reward and encourage certain behavior from employees. This can result in a conflict of interest. Entertainment isn't as likely to be morally wrong if allowed to be used according to ethical standards.

The following considerations may be considered while judging the ethics of gifting –

- **The Price of the Gift** – Gifts of huge prices are more likely a bribe.
- **The Purpose of the Gift** – Gift can be used to encourage, for advertising, or as a bribe.
- **The Circumstances** – A gift given at a special occasion is different than a gift on non-special occasions, and a gift given openly is more ethical.
- **The Position of the Person Receiving the Gift** – A person in a position to reciprocate is more likely to be taking a bribe.
- **The Accepted Practices** – Gifts as “tips” for a waiter or waitress is norm, but to a CEO; it is clearly unethical.

- **The Company's Policy** – Some companies may have stricter rules about gifts than others.
- **The Law** – Gifts against the law are usually unacceptable.

Ethics can protect the society in a better way than even the legal system of the country. Where law fails, ethics always succeed. The government cannot regulate all the activities that are harmful to the society. A HR manager, who is ethically sound, can reach out to agitated employees, more effectively than the police.

17.7 key words

Ethics: moral principles that govern a person's behaviour or the conducting of an activity.

stake holder: an independent party with whom each of those who make a wager deposits the money or counters wagered.

Integrity: the quality of being honest and having strong moral principles.

Obsolescence:the process of becoming obsolete or outdated and no longer used.

Bribery:the giving or offering of a bribe.

17.8 Self Assessment Questions

1. What are the principles of Business Ethics related to social groups?
2. What is the importance of ethics in business organizations?
3. What are the business principles?
4. Important Clusters of HRM related with Ethics

17.9 Further Readings

Emily Post's etiquette (19th edition)

Ethics and corporate social responsibility: why giants fall By Ronald R. Sims

Ethics through Corporate Strategy By Daniel R. Gilbert Jr.

Lesson Writer:

N. Geetha Sony

Lesson -18

NEED OF ETIQUETTE IN TOURISM INDUSTRY

18.0 Objectives

After going through this lesson, you will be able to :

- Assess the importance of proper grooming and etiquette in a professional environment
- Understand the nature and importance of etiquette in the present society.
- Make effective communication on telephone
- Put into practice the art of conversation

Structure

18.1 Introduction

18.2 Definition

18.3 Need for Etiquette in Tourism

18.4 Rules of Etiquette

18.5 Role of etiquette in tourism sector and hospitality

18.6 Telephone etiquette

18.7 Key words

18.8 Self Assessment Questions

18.9 Further Readings

18.1 INTRODUCTION

conventional requirements as to social behavior; proprieties of conduct as established in any class or community or for any occasion.

a prescribed or accepted code of usage in matters of ceremony, as at a court or in official or other formal observances.

the code of ethical behavior regarding professional practice or action among the members of a profession in their dealings with each other:

18.2 DEFINITION

- Etiquette in simpler words is defined as good behaviour which distinguishes human beings from animals.
- Human Being is a social animal and it is really important for him to behave in an appropriate way. Etiquette refers to behaving in a socially responsible way.
- Etiquette refers to guidelines which control the way a responsible individual should behave in the society.

18.3 NEED FOR ETIQUETTE

- Etiquette makes you a cultured individual who leaves his mark wherever he goes.
- Etiquette teaches you the way to talk, walk and most importantly behave in the society.
- Etiquette is essential for an everlasting first impression. The way you interact with your superiors, parents, fellow workers, friends speak a lot about your personality and up- bringing.
- Etiquette enables the individuals to earn respect and appreciation in the society. No one would feel like talking to a person who does not know how to speak or behave in the society. Etiquette inculcates a feeling of trust and loyalty in the individuals. One becomes more responsible and mature. Etiquette helps individuals to value relationships.

18.4 RULES OF ETIQUETTE

There are general rules of etiquette that work all the time, while there are others that are specific to each situation. It's important to know the basics of good manners, regardless of where you go.

There are more bad manners and social faux pas than ever, so it's easy to be confused about what's socially acceptable. Many of the correct behaviors people once considered common sense have gotten lost in the swirling wind of bad advice, outdated manners rules, and social media that makes it too easy to slip up and be rude.

If you follow these tips you will be invited to more parties, be considered when job opportunities arise, and make more friends. Not doing any of these things can hold you back in social and professional situations.

Basic Social Etiquette

There are certain accepted behaviors in all social situations that you need to learn. With few exceptions, putting them into practice can make a big difference in your social life.

Social rules:

- Easy to have good manners – These basic rules of proper etiquette are mostly common sense with a healthy dose of the Golden Rule thrown in for good measure.
- Be on time – No one likes to wait for others who are chronically late. However, there are times when being late is out of your control.
- Personal space – When you see someone squirming as you step closer back off a bit. Every culture has different comfort levels of personal space, so before you travel, find out how close you can get to people without being rude.
- Men's manners – This one is simple: All you have to do is be a gentleman. Rudeness is never manly.
- Women's manners – You can be a lady and still show strength. Times have changed, and some rules have become outdated, but it's always appropriate to be mannerly.
- Teens' manners – Show everyone how grown up you are by demonstrating good manners. Chances are, if you exhibit proper etiquette, you'll earn respect and maybe even more privileges.
- Children's manners – Be the kid everyone wants to play with. Even grownups will want to be around you if you're polite.
- Host and Hostess Gift - Never show up empty-handed when you're a guest in someone's home.
- Dealing with a Flaky Friend - It's difficult to deal with someone who is always late, forgets to show up, or can't be relied on.

Communication

Regardless of who you are, you'll have the need to communicate throughout life. Being a good communicator can do a variety of things for you, including sharing important information, winning people to your side, and raising your children.

Learning to communicate:

- Conversation – Learn how to hold a decent conversation, with back-and-forth dialogue. Never monopolize a discussion, or you may find yourself stuck in a corner trying to figure out why others are walking a wide berth around you.
- Gossip – Never gossip. Not only is it bad form, if word ever got back to the person you were talking about, you can pretty much be assured you'll be the subject of the next gossip session.
- People's names – Everyone has one, and most people appreciate your effort to learn their names if you spend more than a minute or two talking with them. This applies to social and business contacts.
- Cell phones – In a nutshell, use your cell phone sparingly in public. No one else wants to listen in on a private conversation or wait while you text someone the latest Internet joke. And whatever you do, ignore your phone while you're checking out at the cash register. Texting or chatting on the phone is rude to the cashier and the people behind you.
- Email – Think before you hit “send.” Most electronic mail can never be taken back.
- Social media – Facebook, Twitter, and other social media are part of most people's lives. Remember that not only can your friends see what you post, others can repost, copy, share, or retweet anything you put out there.
- Rude questions – We have all gotten them. There are ways to deal with them and not come across as snarky. If you're not sure how to answer a rude question, don't say anything. Just smile and change the subject.
- How to Graciously Change the Subject - There are times certain things shouldn't be discussed, and it's up to you to shift the conversation.

Dining

If you share a meal with anyone, learn proper table manners. No one wants to sit across the table from a slob who talks with his mouth open or snorts milk through his nose.

Learn proper table manners:

- Basic table manners – Follow the basics that apply to almost every dining situation. If having your elbows on the table makes it rock, take them off the table. Put your napkin in your lap, use the flatware starting with the one farthest from the plate, and don't talk with your mouth full.
- Restaurant manners – Learn all about how to conduct yourself when dining out. Arrive before your scheduled reservation, be polite to your server, keep your voice at a conversational level, and be a generous tipper.
- Formal dinner party – Know how to act at a formal dinner party, including which utensils to use for each course. If you're ever in doubt about which fork goes with each course, look to the host or hostess and follow them.

Business

Business is a funny animal. On the one hand, the bottom line is considered the most important factor. However, if you get down to the nitty gritty, most people look at business etiquette and manners as essential to even get to the bottom line. There is a social element to most offices, so observe protocol and remember that your behaviour will affect your future.

How to have good manners in business:

- Business relationships – Knowing how to form and maintain business relationships can provide job security and a healthy bottom line. It's a good idea to limit personal conversations at the office on a need-to-know basis. Be a good team player, don't make annoying sounds that might distract others, and offer to assist coworkers if they need help.
- Proper attire – Know how to dress in any situation. If your office has "casual Fridays," don't dress like you're going to the beach. It's still a work environment and should be treated with respect.
- Getting ahead – Learn what is expected in order to get ahead in your business. Show up on time, do a good job, and maintain a positive attitude.

- Office cubicles – Cubicle-dwelling can be trying during the best of times. Knowing how to work closely with others is essential for anyone in an office. Be polite and respectful to those who work around you. Keep noise, smells, and any other distractions to a minimum.
- Shaking hands – A decent handshake can give someone a good first impression, and we all know that you only have one shot at that.
- Business gifts – It's always fun to give someone a gift to celebrate a special occasion, a promotion, or a job well done. Make sure your gift is appropriate to the setting and occasion. You would never want to embarrass someone with a personal or inappropriate gift.
- Acknowledge others – When someone comes up with a brilliant idea or does something others need to know about, be the first to congratulate him or her. Do this in meetings or in front of the boss to show that you are a team player. Never take credit for someone else's work.

Out and About

Once you're outside your house, there are lists of rules to match everywhere you go. Learn what they are, or you may come across as boorish and crass. You don't want to be "that person" who never bothers to learn proper etiquette.

Etiquette outside your home:

- Commuting – Know the proper rules of etiquette on buses, trains, and other forms of public transportation. Keep your hands to yourself, don't stare at others, and offer a seat to anyone who needs one.
- Coffee Shop - Coffee shops are one of the most popular places to hang out, so make it a pleasant experience for everyone.
- In the air – Before heading to the airport, learn what is expected of air travellers. Remember that you are still in a public space, so don't treat your airplane seat as though it's a recliner in your living room.
- Weddings – Show good manners while you help celebrate a couple's union.
- Funerals – Don't make a sad situation worse with bad manners. Learn what is expected before, during, and after a funeral

18.5 ROLE OF ETIQUETTE IN TOURISM SECTOR AND HOSPITALITY

When guests arrive at a hotel or a restaurant or an event, they will expect and want to be treated with courtesy and respect. This is where a good grounding in proper etiquette is important for workers in the hospitality industry. In this context, etiquette does not really refer to things like knowing which fork to use at the dinner table. Instead, it refers to a knowledge of the cultural norms that govern interactions between people.

- Always look neat and presentable, and ensure you are well-spoken. The number one rule in this industry is always to look and sound your best. First impressions count - ensure that your clothes are neat, that you are well groomed and look presentable, and that you communicate clearly and effectively. Engaging in meaningful and intelligent conversation will allow you to gain the respect of your employer, co-workers and customers.
- Be courteous and always willing to help others. Helpfulness, support and going the extra mile are crucial factors that employers look for. If you are helpful towards others and are always willing to provide assistance where it is needed, rest assured that it will not go unnoticed.
- Anticipate your customer's needs. Going the extra mile for your customers is the epitome of great customer service, so always try and anticipate what your customer might need. This can be done by putting yourself in their position and thinking about what you would have wanted.
- Treat all customers equally. In the hospitality industry you will come across many different types of customers, and it is important to always provide the same standard of service to all your customers.
- Always be punctual. When you work in the hospitality industry you are very often required to work shifts. For this reason you need to ensure that you are punctual and reliable. Do not skip any shifts or think it is acceptable to arrive late. By being punctual, you will show your employer that you are dedicated and responsible.

18. 6 TELEPHONIC ETIQUETTE

The telephone is one of the most important and commonly used tools in business. Multitudes of businesses, companies, and departments use telephones in their work every day; however, most of us don't think of the telephone as a tool, and as a result,

accidentally misuse it. The telephone is a link between us and the world outside our business or department. Unfortunately, sometimes we don't pay attention or make a conscious effort to monitor what kind of message we are sending to our callers and the outside world.

Some basic rules of telephone etiquette are. . .

- Speak directly into the mouthpiece of the phone or a headset while talking
- DO NOT eat or chew gum while talking on the telephone
- DO NOT cover the phone with your hand or put it against your chest to avoid the caller hearing you. Chances are, they will still be able to comprehend what you are saying.
- If you are interrupted or must talk to somebody else in your workplace while you are on the phone, simply ask the caller if they can hold and press the HOLD button.
- DO NOT place the handset in the cradle until you've pressed the HOLD button.
- DO NOT lay the receiver on the desk, without placing the caller on hold (the caller will hear everything being discussed in your office).
- Always be courteous when answering the telephone. . .
- Always try to answer your own telephone whenever possible
- Always practice answering your telephone within 2-3 rings

To greet the caller. . .

LARGER ORGANIZATIONS – “Thank you for calling (dept. name). How may I direct your call?”

SMALLER ORGANIZATIONS – “Thank you for calling (dept. name). May I help you?”

DEPARTMENTS – “(dept. name), Mary Smith,” OR “Mary Smith, may I help you?”

When placing a caller on HOLD. . .

- Remember to ask your caller “Do you mind holding?” or “May I put you on hold?” before doing so.
- If you take the time to ask your caller to hold, be sure to listen to the response.
- After placing your caller on hold, check back periodically (between 30-45 seconds). Give them the option to continue to hold if it will take longer to find information OR offer to call them back.
- When returning to your caller, remember to thank them for waiting.
- If your caller cannot hold, offer to take a message; transfer to another party; or arrange for them to return the call at a specific time.
- If you are not in a position to ask your caller to hold, tell the caller, “Please Hold” before depressing the hold button. NOTE: When placing multiple calls on hold, remember to return to the first caller you placed on hold first

When you are transferring a phone call. . .

1. Make sure to explain to the caller the REASON why you are transferring their call
2. Verify that it is all with the caller for you to transfer them
3. Call the department or person where you are transferring a call to and make sure that they can take the call.

if they are able to take the call. . .

- Give them the person’s name, request, and any other relevant information.
- 4) Return to your caller and give them the name of the person they are being transferred to, the department and the telephone number (if possible).

*When you’re not sure to whom a call should be transferred to, take the caller’s name and telephone number and find out where the call needs to be transferred to. Also, give the caller your name and phone number as a reference in case the appropriate party does not contact them.

screening telephone calls

There is a lot of controversy over whether or not telephone calls should be screened. It is not recommended to screen calls if you want to enhance or encourage good

public relations. You should always lean towards not screening calls if at all possible. “Yes he’s in. May I tell him who’s calling, please?” is an example of an appropriate response when you are not screening calls.

If someone is available ONLY to certain individuals and you must screen phone calls, lean towards using responses like, “She’s away from her office; may I take your name and number?” OR, “May I ask who’s calling? Thank you. Let me check and see if he’s in.”

*If you are required to ask who is calling or what the nature of the call is, be aware of your tone of voice. Screening calls is always a delicate situation, so it is critical not to offend or put your caller on the defensive with your voice tone.

the “in conference” trap

Phrases such as the two, “He’s in conference” or “She’s in a meeting,” are greatly overused, so many people don’t believe you when you use this phrase. The most appropriate response you can give a caller is that someone is not available or unavailable; however, it is crucial afterwards to indicate when the person will be available

Ex. “She’s not available, but I do expect her back in the office at 3:00 p.m.”

DO NOT use responses such as:

He isn’t in yet

- She’s out for coffee
- He’s gone for the day (and its 3:00 p.m.)
- She’s in, but she’s busy

***NOTE: If, on occasion, you say that an individual is “in a meeting,” ALWAYS include an approximate time when he or she will be available or out of that meeting

When taking messages. . .

Always try to use telephone message forms, if available, to record messages. Telephone message forms practically guarantee for accurate, organized phone messages along with obtaining complete information.

A good phone message includes:

Name of person for whom the message was left

- Caller's name (get the correct spelling), company or dept. and number
- Date and time
- Message
- Action to be taken (i.e., "Please Call," "Will call back," or "URGENT")
- It is crucial to deliver the message to the person it is intended for as soon as possible and to maintain confidentiality with all messages. When delivering a written message, either turn the message over or fold it in half, as to not risk them being easily read by other staff members or visitors.

When returning a phone call. .

Playing phone tag can be frustrating, so to avoid returning phone calls to a person who is unavailable, try establishing specific times to call-back or try asking, "When is the best time for me to call again?" or "When is the best time for them to call me back?"

*When taking calls for another individual, schedule return calls during specific blocks of time.

Ex. "I expect him to return by 2:00 p.m. You can reach him between 2 and 5").

When placing Outbound Calls. . .

- Be sure you have the right telephone number before you place an outbound call. Keeping a "frequently called numbers" list within reach could prove be very helpful. Try utilizing a few of these suggestions:
- Prepare yourself. Visualize your caller as a friendly, positive person
- Plan the objectives you want to accomplish by jotting them down ahead of time
- State your concerns up front to identify the information you need to obtain from the conversation
- Assume what questions or objections you may encounter prior to placing the call and devise answers to them to avoid making additional calls
- Take notes during the outbound call

- Specify any follow-up action to the caller, such as, when you plan to get back to him

When you are leaving a message. .

When you reach an answering device, such as a voice mail or an answering machine, be sure to leave the following information:

- Your name and the correct of you name spelling (if necessary).
- Your department and telephone number
- The date and time you called
- Message
- When you are available to take calls

To conclude the conversation. . .

Many people dread bringing a telephone conversation to an end. Here are some tips to avoid any awkwardness and to close your conversation with professionalism:

- Talk in the past tense.
- Try utilizing a “closing” phrase, such as, “I’m really glad you called” or “I’m glad
- we resolved this concern.”
- State the action you will take.
- Assert any follow-up actions, such as time frames or deadlines.
- Thank them for calling and say “Good-bye”. Refrain from using slurs, slang, or phrases, such as, “bye-bye,” “Okie-dokie,” or, “Alrighty.”

proper telephone language

Although we express a lot to our callers through the sound and the tone of our voice, what words and phrases we use in a conversation can also convey a significant message. Sometimes people neglect this and end up delivering a negative message to the caller. Pay attention of what type of language you are using. For example, instead

of beginning a sentence with phrases like, “You have to-,” “You need to-“, or, “Why didn’t you?” try starting with words like, “Will you please?” or, “Would you please?”

Never refer to a matter or inquiry as, “Your problem” or “Your complaint.” Instead, try using better phrasing and identifying it as something along the lines of, “Your question,” “Your concern,” or, “This situation.” When you do not have the knowledge or expertise to handle a caller’s situation, never reply with remarks like, “I can’t do that” or, “that’s not my job.” Instead, try a more helpful approach by outlining what actions and steps you are capable of taking to aid their situation.

Ex. “While I’m not able to establish policy on this matter, I will speak to my manager about your concern.”

Avoid coming off as abrupt and unprofessional by all means, and refrain from using expressions, such as:

- “Hang on.”
- “Hold on.”
- “Who’s calling?”
- “I can’t hear you, speak up!”
- “I can’t help you. You’ll have to speak to someone else.”

The following terminology would be more appropriate:

- "May I put you on hold?"
- “May I say who is calling please?”
- “I am having a little difficulty hearing you.
- Can you please speak up?”
- “I need to transfer your call to (dept.) so that they can answer your question.
May I do so?”

Some Important Points on Telephonic Etiquette –

- Speak loud enough to be heard clearly. Keep your mouth close to the mouthpiece. It is advisable to use a hands-free equipment, if possible, so that your hands are free to jot down points. Many people express their points by the use of their hands

to emphasize on specific areas of discussion. Using hands-free equipment will also enhance your expressive skills.

- Let the other person do most of the talking, as he will be explaining what he wants to inform you about, for you to understand. Also speaking out of turn could irritate the listener.
- Smile and speak in a conversational manner. Smiling while talking changes the shape of your mouth when you pronounce the words and the listener easily picks up this change in tone.
- Place a notepad, pen, and a copy of the document that is being discussed near you for reference and jotting down important information.
- Try to go to a place that has as less background noise and interference as possible while attending a telephonic interview.
- If you are stuck in a traffic or a noisy place when someone from office calls and asks if it's the right time to talk to you, excuse yourself politely and offer to call back in 5-10 minutes. This will give you time to go to a silent place to prepare your mood and mind for the conversation.
- Turn off Call-waiting and such applications that give beeping notifications during calls, so that the other person's attention is not diverted due to the distracting sound.

18.7 Key words

Etiquette :the customary code of polite behaviour in society or among members of a particular profession or group.

Protocol: the official procedure or system of rules governing affairs of state or diplomatic occasions.

Hospitality: the friendly and generous reception and entertainment of guests, visitors, or strangers.

Loyalty: Loyalty

Manners :a way in which a thing is done or happens

18.8 Self Assessment Questions

1. Describe the role of Etiquette in the promotion of Tourism and Hospitality sector?
2. What are the rules of Email Etiquette?
3. How do the service providers maintain good relations with the tourists?
4. Explain the importance of Telephone Etiquette in tourism and hospitality industry?

18.9 Further Readings

Telephone Etiquette by Robert De Groot

Emily Post's etiquette (19th edition)

Ethics and corporate social responsibility: why giants fall By Ronald R. Sims

Ethics through Corporate Strategy by Daniel R. Gilbert Jr.

Lesson Writer:

N. Geetha Sony

Lesson -19**E-MAIL ETIQUETTE****19.0 Objectives**

Define an Email and it's uses

Understand the nature and importance of email

Identify major advantages of Email

Write effective Emails using proper Etiquette

Structure

19.1 Introduction

19.2 Key components of Email Etiquette

19.3 Do's of Email Etiquette

19.4 Dont's of Email Etiquette

19.5 Email Etiquette rules

19.6 Key words

19.7 Self Assessment Questions

19.8 Further Readings

19.1 INTRODUCTION

In the age of the Internet, you might find yourself clicking "reply," typing up a quick response, and hitting "send" without giving so much as a thought about what you've just written. But experts agree that your e-mail behavior has the potential to sabotage your reputation both personally and professionally. Inc.com got in touch with some of the industry's most seasoned e-mail experts and had them weigh in on how to perfect your e-mail etiquette.

Despite the proliferation of online communication methods, use of email remains strong, with over half of the world's population using email in 2019. But that doesn't mean everyone uses it effectively. Whether you're brand new to email or have been clicking Send for decades, make sure you're following the rules in this list.

19.1.1 What is Email?

Electronic mail, most commonly called email or e-mail since around 1993, is a method of exchanging digital messages from an author to one or more recipients. Email operates across the Internet or other computer networks.

Email is an information and communications technology. It uses technology to communicate a digital message over the Internet. Users use email differently, based on how they think about it. There are many software platforms available to send and receive. Popular email platforms include Gmail, Hotmail, Yahoo! Mail, Outlook, and many others.

19.1.2 What is Email Etiquette?

Email etiquette refers to the principles of behavior that one should use when writing or answering email messages. It is also known as the code of conduct for email communication. Email etiquette depends upon to whom we are writing- Friends & Relatives, Partners, Customers, Superior or Subordinates.

19.2 KEY COMPONENTS OF EMAIL ETIQUETTE?

We must follow email etiquette in our professional communication because it is a form of communication which is a reflection of senders and responders. Bad email etiquette reflects badly on us, and a record of this is kept in mailboxes over which we have no control. Good email etiquette reflects well on us, improves our public perception and persona and increases the chance of a prompt and comprehensive response. It's not hard to maintain good email etiquette once we know what it is. A company needs to implement etiquette rules for the following three reasons:

- Professionalism: by using proper email language your company will convey a professional image.
- Efficiency: emails that get to the point are much more effective than poorly worded emails.
- Protection from liability: employee awareness of email risks will protect your company from costly law suits.

Before Compose:

One thing before you start, before creating or responding to an email, ask yourself this: is email the right medium for this communication? If you are not sure, pick up the phone or walk over to the person and have a conversation. Email only if it is the right medium.

This article contains a comprehensive list of rules and recommendations learned through experience and research (Wikipedia, Communication Books & Journals, great professional's lectures etc.).

The first step in writing e-mail message:

- Identify the purpose of the message and determining what the recipient reading the message has to do.
- Focus your objective. Achieve the five I's: *Inform, Inquire, Influence, Instruct and Incite*.
- Focus your content. Don't let unnecessary ideas impose on your principal message.

To line:

Each individual on the To line is responsible for response or taking the action (or part of an action) outlined on the Subject line and the message relates directly to them.

Cc line:

- No action or response is expected of individuals on the Cc The recipient needs only to read or file the message.
- The individuals whose work is indirectly affected by the communication should be included on the Cc

Bcc line:

- A feature similar to CC except that in BCC or blind courtesy copy, recipients are invisible to the other recipients.
- Use Bcc field cautiously.

Subject: line

Subject line should effectively summarize the message. If the subject-line is clearly written, each recipient on the To line will have a clear understanding of the objective that the message relates to.

- Subject line should effectively summarize the message
- Not use more than 6 or 7 words in subject line
- Never use CAPITAL letter
- When replying, change the subject line when the topic changes.

Salutations:

We should be very careful in writing the salutation because it can be mistranslated the reader about the sender. So the sender must ensure that his/her reader is comfortable and happy with my salutation, otherwise rest of the communication may not bring any positive result. Below table shows some salutations for various circumstances.

Body [Anatomy of an email]

The area where the message is entered

– Before you type anything into a new message, answer these two questions:

1. Why am I writing this?
2. What exactly do I want the result of this message to be?

Opening:

- Begin with a line of thanks. Find any way to thank target receivers. This will put them at ease, and it will make you appear more courteous. For example:
- Thank you for contacting Group QA.
- Thank you for your prompt response.

Composing the Content

In the first 1-3 lines of your email, specify what this email is about after composing the mail answer the following questions:

- Does it include action required?
- Does it require a reply back by a certain date?
- What information is contained that the reader will find necessary for their job?

The four most common types of actions are:

- Action:recipient has to perform a physical action (Actions should always have a deadline). Ex: "Please provide the Reconcile report of November'15 by 10th December'15."
- Respond:recipient needs only to respond to your message. Ex: "Can you attend the staff meeting on Saturday?"
- Read only:recipient needs only to read your message. Ex: "Please read the attached HR action plan before next HR meeting on Dec 12th."
- For Information Only:recipient needs only to file your message for future reference. Even reading the message is optional. Ex: "Enclosed for your records."

Privacy:

- Email is not and never has been private. Once you send an email, the recipient can and will do what they want with it. If you need to share private information, pick up the phone, use a different secure system, or use coded attachments.
- If you can help it, never email confidential information either. Once emailed, confidential information becomes public as email is not private. Even though we hate the damn things, confidentiality agreements do exist to *theoretically* enable people to email confidential stuff around, but they rely on discretion and trust that the recipient agrees the information is confidential. As with private information, if you do need to send confidential information, wrap it in a locked format like PDF, password protect it and encrypt it. But be aware, there is nothing really to prevent the recipient of unlocking the information and still sharing it publicly.
- Use your corporate email for work only. Never use it for personal stuff. Corporate email is not private, it is archived, it is monitored, and most have policies against it. Use your private email for personal affairs never send personal messages to a recipient's corporate addresses.
- Use the blind copy (BCC) or mail merge function to protect the privacy of your contacts.

When you are sending an attachment tell your respondent what the name of the file is, what program it is saved in, and the version of the program.

- Compress large attachments and send attachments only when they are absolutely necessary.
- Have a good virus scanner in place. People will not be very happy with mails full of viruses

Delivering Bad News:

- Deliver the news up front.
- Avoid blaming statements.
- Avoid that sound ambiguous.
- Maintain a positive resolve.

Writing a complaint:

- You should briefly state the history of the problem to provide context for your reader.
- Explain the attempts you made previously to resolve the problem.
- Show why it is critical for the problem to be resolved by your reader.
- Offer suggestions on ways you think it can be resolved or how you are willing to help in the matter.

Before you hit Send, review...

- Read it as if you were an outsider — how clear is it?
- negative comments about management
- criticisms of staff or performance issues
- see if you can shorten the email
- bonuses or salary issues
- product or liability issues
- gossip
- humor or other ambiguities

Check, and then check again

- Edit and proofread. You may think you're too busy to do the small stuff, but your reader may think you're careless, unqualified, or unprofessional.
- Review and spell-check your email one more time to make sure it's truly perfect.

Reply or Reply to all:

Ask yourself: "Does everyone need to know this information?"

- Answer swiftly: Each e-mail should be replied to within at least 24 hours and preferably within the same working day.
- If the email is complicated, send an email saying that you have received it and that you will get back to them. This will put the people's mind at rest and usually they will then be very patient!
- Respond only to messages that require one. When replying make sure that you are adding value to the conversation, truly moving it forward.
- While replying to an e-mail message with an attachment, which is to accompany your reply, you must forward the message instead of using the "Reply" or "Reply All" button. Otherwise, the attachment is not included with the message.
- Be conscious of responding to the sender or *Reply to all* Do not overuse *Reply to all*.
- Don't reply to spam

The Closing:

In the business world, ending an email professionally is just as important as perfecting the rest of the message. If you do it sloppily, you might lose some precious business opportunities.

Courtesy is always important, no matter how short the email is.

- Before you end your email you can add some sentence as follows:
- Thank you for your patience and cooperation.
- Thank you for your consideration.

- Include an accurate follow-up statement:
- I will send you additional information.
- I look forward to receiving your input.
- If you have questions or concerns, do let me know.
- I look forward to hearing from you.
- Please let me know if you need further assistance on this.
- If a response is required, specify what, when.

Signatures: A professional signature makes it easy to contact you. Your email account can automatically add these data to the bottom of the email:

- Full professional name
- Job title
- Business phone/fax numbers
- Business street address
- Business website (if any)
- A legal disclaimer (if required by your company).

Complementary Closings: Below table shows some complementary closings for various circumstances.

19.3 DOS OF EMAIL ETIQUETTE

- Write in a positive tone “When you complete the report.” instead of “If you complete the report.”
- Be concise and to the point: Do not make an e-mail longer than it needs to be.
- Address all the questions or concerns to avoid delays: An email reply must answer all questions, which will not only save yours and you customer’s time but also your customer will be impressed with your efficient service.
- Use proper spelling, grammar & punctuation: Improper spelling, grammar and punctuation give a bad impression of your company, it is also important for conveying the message properly.

- Read the email before you send it: It is very important to read the email before sending as it can prevent it from spelling and grammatical mistakes and thus, helps you sending a more effective message.
- Answer all questions, and pre-empt further questions.
- Use a font that has a professional or neutral look.
- People just want to know what you want, so state that, in the first sentence.
- Provide all supporting information that will help the recipient complete an action or respond successfully.
- Keep language gender neutral. Apart from using him/her, you can also use the neutral gender: "The user should add a signature by configuring the email program".
- Use active instead of passive: Try to use the active voice of a verb wherever possible. For instance, 'We will process your order today', sounds better than 'Your order will be processed today'.
- Avoid using URGENT and IMPORTANT: Even more so than the high-priority option, you must at all-time try to avoid these types of words in an email or subject line.
- Use proper structure & layout: Use short paragraphs and blank lines between each paragraph. When making points, number them or mark each point as separate to keep the overview.
- Add disclaimers to your emails: This can help protect your company from liability.
- Take one last look at your distribution list – is this email necessary for all recipients.
- Once the email discussion goes beyond 2-3 replies anyway, it's time to pick up the phone.
- Check your Inbox just before you leave office.
- Write about one thing

- Stick to one subject, with one request. Once that's done, you can send a second one.
- If you write about multiple things, with multiple requests, it is likely that:
 - your email won't be read or acted on
 - the receiver will only do one of those things
- Keep flaming under control
- Before you send an email message, ask yourself, "would I say this to this person's face?"
- Calm down before responding to a message that offends you. Once you send the message it is gone.
- Read your message twice before you send it and assume that you may be misinterpreted when proofreading.
- Empathize with the sender's frustration and tell them they are right if that is true.

[Flaming (To be on fire) Definition: Flaming is the act of posting or sending offensive messages over the Internet. These messages, called "flames.

Flaming is a hostile (Aggressive) and insulting interaction between Internet users, often involving the use of profanity (Vulgarity)...Wikipedia.

"Flaming" is when people express their opinions strongly and with the emotion, despite others feeling on the topic.]

19.4 DONT'S OF EMAIL-ETIQUETTE

- Do not copy a message or attachment without permission:
- Do not copy a message or attachment belonging to another user without permission of the originator.
- Do not use email to discuss confidential information: Sending an email is like sending a postcard. If you don't want your email to be displayed on a bulletin board, don't send it
- Do not take your reader by surprise or press them to the wall.

- Do not wait until the end of the day to introduce a problem or concern via memo or email.
- Avoid writing a litany of concerns that you have been harboring for a long period of time.
- Don't overuse the High Priority function: If you overuse the high priority option, it will lose its function when you really need it. We all know the story of the boy who cried wolf. If you overuse the high priority option, it will lose its function when you really need it. Besides, even if a mail has high priority, your message will come across as slightly aggressive if you flag it as 'high priority'. Likewise, be careful using the words Urgent or Important in the subject line.
- Never respond if you are upset: Take some time to cool off and consider appropriate response.
- Don't Attach unnecessary files- Wherever possible try to compress attachments and only send attachments when they are productive.
- Don't forget to attach documents: If you plan to attach a document, do it as soon as you refer to the document in the email. So often people forget to attach even when they indicate an attachment, Wagner says. It pays to attach right away so you don't have to send a second email.
- Never Use sarcasm or rude jokes as it a professional/ formal communication.
- Avoid irrelevant information: It can confuse your reader.
- Avoid using long sentences
- Do not write in CAPITALS: WRITING IN CAPITALS MAKES IT SEEM AS IF YOU ARE SHOUTING. This can be highly annoying and might trigger an unwanted response in the form of a flame mail. Never send any email with all text in capitals.
- Do not overuse Reply to All: Only use Reply to all if you really need your message to be seen by each person who received the original message.

- Do not use abbreviations: In business emails, do not use abbreviations such as Plz (please), BTW (by the way) and LOL (laugh out loud). The same goes for emoticons, such as :-).

19.5 EMAIL ETIQUETTE RULES

- **Email Etiquette Rules #1. All Caps**

Whenever you are composing any email whether formal or informal you must be aware that your Caps lock is not turned on. Generally speaking, it does not sound good to compose an email body comprising of all block letters. In professional term, this error is usually known as ‘shouting’. Furthermore, the writing becomes almost illegible. However, if you really want to try out something new and go for a new font style, then you can use all words in lowercase. In fact, this style is becoming popular these days. But the right approaching of writing a mail is typing the information normally without using too much font styles. You can highlight / bold or underline the important part of your message.

- **E Email Etiquette Rules #2. Sending an Email without Proofreading**

Another mistake which people generally make is sending the email without reading what they have actually composed. You may have typed an all-important electronic mail very carefully but you should make a habit to proofread the content before clicking on the ‘send’ button. Your mail may have spelling mistakes or grammatical errors which will lead to a bad impression. Don’t be sloppy while writing even if it is not an official message. The proofreading or editing becomes all the more important if your mail has an autocorrect option. Rereading will ensure that you have mentioned all the vital points in your mail and have not forgotten to attach any necessary document if any.

- Email E Fake emails containing false promises

Rules #3. Error Regarding Forwards

You will be a bit surprised to know but the fact remains that people do not follow customs even when forwarding an email to someone. Actually, ‘Forwards’ are usually categorized into three categories-

As such you might have come across many fake emails which contain false promises. For instance, it might ask you to forward information to many people claiming that it

would offer you a cash reward of a certain amount on completing this task. Please beware of such emails!

- *Emails comprising of pictures and fun facts*

There are many emails that contain cute images of animals, babies or any other interesting object and the sender requests you to forward to more individuals. Furthermore, it may also contain interesting facts and information on any issue. However, be very careful before email etiquette rules in the workplace for which forwarding it to someone.

- *Junk emails or Spam*

These are usually sent by the hackers to target victims. They send the emails in bulk to a large number of people in the name of Gods and Goddesses. For instance, you might get a mail from an unknown source who asks you to forward it in the name of any Hindu God or Jesus Christ.

You need to be very alert and aware while tackling with such kind of fake emails. You must follow the simple instructions given below-

- Please do not forward any junk mail or spam even by mistake
- If you are enchanted by the picture, video or the content of the email and you really want to forward it, please do remember to send it only on a personal note.
- You can check the whereabouts of an email at monitoring websites such as Snopes.com.
- Do not keep on forwarding emails to every person available on your address book.

Email Etiquette Rules #4. Exaggerating the content or shortening its length

Some people have the habit of exaggerating or unnecessarily elaborating a point while they are composing email etiquette rules in the workplace. Please get away from such practices as it is not all pleasing to the eyes. Avoid using long sentences; instead, write to the point and in short paragraphs. Use of bullet points and numbers are

always encouraging as they can be easily understood. You can bold or use italics to highlight the important aspects.

On the other hand, it does not mean that you can choose the shortest path to convey your message. This is more applicable and important especially when you are responding to any email etiquette. Do not answer only with a single word. In fact, this email etiquette rules for business often broken if the person has to reply in affirmative or negative. The email becomes quite abrupt and looks awkward. Now, why is it important to follow this pattern? The answer is that every email has a certain tone and it needs to be strictly followed while writing. So reply back by writing a complete sentence.

Email Etiquette Rules #5. Adopt a Complicated Approach While Composing

Well, this is true in many contexts. Often people do not pay attention to the tone or language while they are composing an email. The result; they end up writing in a very complicated language which is quite difficult to understand. The use of hard-hitting words certainly needs to be avoided. Rather your approach should be simple. The language should be placid which anybody can easily understand. However, in doing so you have to keep in mind to whom are you addressing in the mail. Compose your facts in an organized way. Be careful about using proper punctuation marks.

Email Etiquette Rules #6. Adopting a Total Informal Approach

Now, this is something which has been found in several email etiquette rules in the workplace. At times, individuals become too informal in their approach which then starts reflecting in their tone of the message. Well, it largely depends on the type of relationship between the sender and the receiver. However, whatever may be the case the bottom line is you need to keep an eye on the level of informality unless you are addressing to someone very special. You need to be cautious about using fancy fonts, colored texts and SMS shorthand language such as 'u' for you or 'ur' or your etc.

Email Etiquette Rules #7. Sending or Responding to Group Emails

Many times you are required to send group emails. Here too you need to be judicious in your approach so that you do not land in an area of difficulties. Always make sure that you are making use of the BCC field option when sending the message in bulk to many individuals. The benefit of doing so is that you can conceal the email addresses

of other persons you are sending to. Any person will, not be able to figure out how many individuals have received the same mail. This practice is usually adopted by the companies when they call several candidates for an interview.

Email Etiquette Rules #8. Amalgamation of Professional and Personal

Most of the working email etiquette rules for business professionals have two separate email is one is the personal whereas one is the company email which contains only official messages. However, some people make use of their office mail id for sending the personal message to their friends or relatives. This is not acceptable by any means and is a complete breach of the email etiquette rules in the workplace and code of conduct. Even if you want to share an interesting video, joke or any other info on the personal note with your office colleagues always use your personal mail address. Many email etiquette rules for business are very strict on this note and any violation on this front can lead to penalizing the individual. In addition, make sure that you do not send NSW (Not Safe for Work) emails from company id. Sending objectionable videos or content can lead to the expulsion of the employee.

Email Etiquette Rules #9. Sending the ‘Gentle Reminders’

If you have noticed carefully, a very popular phrase is actually trending out in the world of electronic mail which is known as ‘Gentle Reminder’. This term is commonly being used especially in the subject line of the email. As the name suggests, the sender actually reminds the recipient of something such as to pay the remaining dues of payment etc. But at times the message is actually misinterpreted. Many email etiquette rules for business has taken this as an offense because they are being reminded of something. So even if you have to send somebody a reminder, please remain cautious of the language and tone.

Email Etiquette Rules #10. Sending Mega Files

It is interesting to note that people not only break the email etiquette rules in the workplace while composing the content of their message but even when they are attaching a document in support of their write-up. Yes, it may seem absurd but attaching any document or file size of 10MB or more is considered to be the breach of conduct. As such the servers cannot take the pressure of such a large document. Such attachments in any form are difficult to send and can create a mess in the receipt’s

inbox. However, if you have to send a large sized file, then better opt for online services such as Dropbox, Hightail or DropSend.

CONCLUSION

It is important to avoid the practices where you are violating the email etiquette rules for business. You should follow the code of conduct properly while composing an email etiquette in the workplace which reflects your authenticity and sincerity.

19.6 Key words

Defamatory : Insulting

Disclaimer : repudiation, provision

Etiquette : Good manners , protocol

Libelous : Abusing , False

Spam : A Disruptive, esp.

19.7 Self Assessment Questions

1. What is an Email? How did it bring a change in the information dissemination system?
2. Write a brief note on the key components of email and differentiate the email with conventional letter writing.
3. Describe any five things to be remembered while sending emails.
4. Enumerate any ten DO's and Dont's that form apart of email etiquette.

19.8 Further Readings

- The basics of internet Email. www.scribe.com/ebasics.htm
- Everything Email. everythingemail.net/index.html
- Prasad p (2004) the functional aspects of communication skills, .S. K. Kataria and Sons, New Delhi.

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Lesson-20**POSITIVE ATTITUDE****20.0 Objective**

- Describe what it means to have a positive attitude
- Determine whether a choice reflected a positive attitude or negative attitude
- Evaluate a real-world situation and determine how to maintain a positive attitude
- Positive thinking strategies that help you overcome negative patterns

Structure**20.1** Introduction**20.2** Importance of Positive Attitude**20.3** The health benefits of positive thinking.**20.4** Benefits of positive Attitude**20.5** Tips for positive thinking**20.6** How to have positive attitude at work place**20.7** Key words**20.8** Self Assessment Questions**20.9** Further Readings**20.1 INTRODUCTION**

Optimism and a positive mindset are the root causes of so many positive benefits in life such as well being and happiness. People with a positive mindset are known to be more successful than others, because they see problems and failure as a chance to advance their knowledge, since these people are able to learn from their mistakes. Everyone that has ever experienced the power of positive attitude knows how powerful the implementation of positive thinking and the development of a positive attitude and positive mindset can be. Positive thinking is a mental attitude. It is a state of our attitude in which we expect good and favorable results. In other words, positive thinking is the process of creating thoughts (good/positive) that create and transform energy into reality. A positive thinking mind always gives us happiness and a healthy mind and lifestyle. Will you go and interact with a person who has a

negative mindset? Obviously no. Everyone prefers to talk to a person who has a positive mindset. A person who thinks negative will always be frustrated and also have a bad mental state due to taking excessive tension and stress. This in turn harms his lifestyle and health.

20.1.1 What Is a Positive Attitude?

1. It is a mental state that expects the best to happen. It is actually, positive thinking, the habit of believing that things would turn well and not allowing negative thoughts and doubts to disturb this belief.
2. It is constructive thinking - You think about solutions and believe that you can find them. It means being active about solving problems. It is not enough just to believe that things will turn out okay. You also need to be actively thinking about constructive solutions and carrying them out.
3. It is creative thinking - Looking at life and situations with a broader vision and finding creative solutions. With a positive attitude, you are not afraid to look for new ways of doing things. This makes you unique and can help you do things in a better way than others.
4. Optimism - This is one of its main characteristics. It means hope and expecting situations to improve and plans to turn out well.
5. Motivation - This is the energy and zest to do things and accomplish goals. When motivation is present you are keen on doing, spending energy and time on work, studies, or accomplishing a goal. When you are sure of yourself, believe in your abilities and do not allow anything to discourage you, you become motivated.
6. Happiness - A person with a positive attitude is usually happy, and content.

A positive frame of mind can help you in many ways and in many situations. It will help you stay calm in difficult situations, not to lose hope, and to continue whatever you are doing, despite difficulties or failure. There are various traits of character and habits associated with the possession of a positive attitude, as mentioned below. If you do not possess them yet, now is the time to **build them**.

20.2 THE IMPORTANCE OF A POSITIVE ATTITUDE

A positive attitude is the guide to leading a positive life. Maintaining a positive attitude through the ups and the downs is important to every aspect of life: your social status, your work, your health and your relationships. If you're feeling down and having a particularly negative outlook on the way things are going, just remember that attitude is everything and a positive attitude will lead you out of the darkest of times.

A positive attitude brings positive opportunities.

Positive people are easily approachable and more likeable than someone who is constantly looking at the negative side of things. In terms of networking opportunities, you are more likely to meet uplifting and beneficial individuals if you have a winning attitude and positive presence about you. A positive person is open to expanding their social circle to open the door to great opportunities.

A positive attitude can land you the job.

If you go into an interview with a negative outlook, you're more likely to underperform and fail to accurately represent yourself. Keep your head high and maintain a positive outlook on the job process and you'll be even more prepared to nail that interview. A positive attitude will help you shake the nerves and leave you relaxed and easy to talk to. Employers are looking for employees who will not only contribute good work, but also illuminate an uplifting energy to coworkers in the office.

A positive attitude will help you quickly bounce back from a sickness.

Just as a support system improves the healing process, a positive attitude will work in the same ways to help you feel better faster. Your attitude really does affect your health.

A positive attitude makes your presence enjoyable.

Honestly, who wants to be around a Debbie Downer? People in your social circle, as well as professionals you are networking with, will be more inclined to spend time with you if you bring a positive attitude to the conversation. People enjoy being in the presence of others who have the ability to lift them up when they are feeling down with a happy demeanor – be that person!

A positive attitude will lead you to a successful life.

Winston Churchill said, “If you’re going through hell, keep going.” Everyone deals with setbacks at some point in their life, but it’s important to keep your eyes on the prize and keep trucking. Hard work, high energy and a positive outlook will guide you towards great success, despite the challenges you meet along the way

20.3 THE HEALTH BENEFITS OF POSITIVE THINKING

Researchers continue to explore the effects of positive thinking and optimism on health. Health benefits that positive thinking may provide include:

- Increased life span
- Lower rates of depression
- Lower levels of distress
- Greater resistance to the common cold
- Better psychological and physical well-being
- Better cardiovascular health and reduced risk of death from cardiovascular disease
- Better coping skills during hardships and times of stress

It's unclear why people who engage in positive thinking experience these health benefits. One theory is that having a positive outlook enables you to cope better with stressful situations, which reduces the harmful health effects of stress on your body.

It's also thought that positive and optimistic people tend to live healthier lifestyles — they get more physical activity, follow a healthier diet, and don't smoke or drink alcohol in excess.

20.3.1 IDENTIFYING NEGATIVE THINKING

Not sure if your self-talk is positive or negative? Some common forms of negative self-talk include:

- **Filtering.** You magnify the negative aspects of a situation and filter out all of the positive ones. For example, you had a great day at work. You completed your tasks ahead of time and were complimented for doing a speedy and thorough job. That evening, you focus only on your plan to do even more tasks and forget about the compliments you received.

- **Personalizing.** When something bad occurs, you automatically blame yourself. For example, you hear that an evening out with friends is canceled, and you assume that the change in plans is because no one wanted to be around you.
- **Catastrophizing.** You automatically anticipate the worst. The drive-through coffee shop gets your order wrong and you automatically think that the rest of your day will be a disaster.
- **Polarizing.** You see things only as either good or bad. There is no middle ground. You feel that you have to be perfect or you're a total failure.

Focusing on positive thinking

You can learn to turn negative thinking into positive thinking. The process is simple, but it does take time and practice — you're creating a new habit, after all. Here are some ways to think and behave in a more positive and optimistic way:

- **Identify areas to change.** If you want to become more optimistic and engage in more positive thinking, first identify areas of your life that you usually think negatively about, whether it's work, your daily commute or a relationship. You can start small by focusing on one area to approach in a more positive way.
- **Check yourself.** Periodically during the day, stop and evaluate what you're thinking. If you find that your thoughts are mainly negative, try to find a way to put a positive spin on them.
- **Be open to humor.** Give yourself permission to smile or laugh, especially during difficult times. Seek humor in everyday happenings. When you can laugh at life, you feel less stressed.
- **Follow a healthy lifestyle.** Aim to exercise for about 30 minutes on most days of the week. You can also break it up into 10-minute chunks of time during the day. Exercise can positively affect mood and reduce stress. Follow a healthy diet to fuel your mind and body. And learn techniques to manage stress.
- **Surround yourself with positive people.** Make sure those in your life are positive, supportive people you can depend on to give helpful advice and feedback. Negative people may increase your stress level and make you doubt your ability to manage stress in healthy ways.

- **Practice positive self-talk.** Start by following one simple rule: Don't say anything to yourself that you wouldn't say to anyone else. Be gentle and encouraging with yourself. If a negative thought enters your mind, evaluate it rationally and respond with affirmations of what is good about you. Think about things you're thankful for in your life.

Why you need a positive attitude, and what benefits it will bring into your life?

Adopting a positive attitude as a way of life will help you cope more easily with your daily affairs of life, and would bring constructive changes into your life. A positive attitude will make you an optimist, and help you avoid worries and negative thoughts.

Developing this attitude, would make you a happier person, who sees the bright side of life and expects the best to happen. It is certainly a state of mind that is well worth developing.

20.4 THE BENEFITS OF A POSITIVE ATTITUDE

I have already mentioned many of the benefits of adopting a positive attitude and the importance of developing it. However, a little repetition would make things even clearer.

- It helps you achieve goals and attain success.
- It can bring more joy into your life.
- It makes you a pleasant person to be with, and makes it easier to be liked and gain friends.
- It produces more energy, enthusiasm, interest, and even curiosity, making life more interesting.
- Positive attitude increases your confidence in your abilities, and brings hope and expectation of a brighter future.
- It enhances your motivation when carrying out tasks and working on goals, and you are also able to inspire and motivate others.
- Obstacles and difficulties do not spoil your happiness and optimism. You do not focus on them, you focus on solutions.

- One's attitude is contagious and affects other people. When it is good and pleasant, people will like you and want your company.
- When you feel good and happy, and expect good things to happen, life smiles at you.

20.5 SIMPLE TIPS FOR DEVELOPING A POSITIVE ATTITUDE:

1. Choose to be happy. Yes, it is a matter of choice. When negative thoughts enter your mind, just refuse to look at them and think them. Do your best to substitute them with happy thoughts.
2. Look at the bright side of life. It's a matter of choice and repeated attempts. No matter how tough a situation is, there is always some good in it, some insight and lessons to learn.
3. Choose to be optimistic. Choose to believe that things would change for the better.
4. Find reasons to smile more often. You can find such reasons, if you look around you. There are funny events, funny incidents, pleasant events and small daily accomplishments. All of them are reasons for a smile.
5. Have faith in yourself, and believe that the Universe can help you. A strong belief in yourself and in your ability to cope with every situation, fosters a positive attitude in you.
6. Associate yourself with happy people, since happiness is contagious.
7. Read inspiring stories about inspiring, happy or successful people. Do not envy them or be jealous of them. Just learn from their stories, and let them inspire and motivate you to do similar things.
8. Read inspiring quotes. You can find such quotes on the Internet and at our quotes directory. I suggest you read a few in the morning, before going to work, and at night, before you go to sleep.
9. Repeat affirmations to inspire and motivate you.
10. Visualize only what you want to happen in your life, and avoid thinking and visualizing what you do not want.

11. Learn to develop a focused mind and master your thoughts. When you can focus, you can direct your attention more easily to thoughts that you choose, and avoid negative thoughts.

20.6 HOW TO HAVE POSITIVE ATTITUDE AT WORK PLACE

A positive attitude is not only essential to your own happiness, it could also do wonders for your career progression – not to mention the wellbeing of those around you. But how can you maintain it, and what's the best way to combat negativity?

Make friends

Being friendly with your colleagues is a great way to make work more fun, inviting, and in general, somewhere you actually want to be .

Whether it's that you regularly catch up in the kitchen, go for work drinks, or attend team lunches, every little thing you do to stay involved will help you to feel more at home at work.

Building positive relationships with colleagues is not only a great way to improve your work environment, it could also mean you feel more supported in your job – especially if it involves a high level of teamwork.

Actually take a break

OK, it might seem like an obvious way to boost your mood – but that doesn't mean we actually do it.

In fact, many of us have a tendency to overwork (from staying late to working through lunch), resulting in a drop in morale, productivity, and ultimately, positivity.

It's also a good idea to *actually* leave your workspace. Whilst it might seem tempting to eat a-la-desk, it'll only tempt you to pick up work tasks simultaneously.

And it's not just about allowing yourself to have a lunch break. Taking small breaks throughout the day will also help to keep yourself refreshed, whether it's for a quick coffee or a walk around the office. Because exercise = happiness.

Surround yourself with positivity

Your work environment plays a big part in your wellbeing and overall happiness.

This means that if the people around you are prone to negativity (whether it's through constant complaining, laziness, or a disrespect of others), it's likely to rub off on you too. On the flip side, spending time with positive, hardworking colleagues will likely influence your own mindset in a good way.

Of course, you can't choose who you work with. But you can choose who you zone out. Limit the time you spend with negative people by keeping necessary work-based interactions short, and placing an extra focus on your work.

If your employer allows you to listen to music, this is also a great way to tune out – and stay positive in the process*.

Declutter your workspace

People aren't the only factor involved when it comes to your mood.

It's also important to consider your surroundings. A messy desk complete with stacks of paper, miscellaneous pens, and excess post-it notes is unlikely to ensue positivity – especially if it takes you hours to find anything.

So give your workspace regular clear outs; and be ruthless. If you haven't looked at that 'important' note from last year since you know, last year...it's probably OK to throw it out.

And it's not just cleaning that'll help you maintain a positive attitude. Decorating with everything from plants and vases to photo frames and smart storage solutions is a great to make you feel more at home.

Put the pros above the cons

Sometimes it can be all too easy to focus on the negatives.

But even if there are times where you feel like you can't stand your job, there'll always be a way to look at things in a more positive light.

Struggling to find the pros over the cons? Take some time each day to remind yourself what you love about your job.

Whether it's having supportive colleagues, a great benefits scheme, or an open and innovative environment, there are bound to be a number of things to be grateful for. You just need to look for them.

Also, something about making the best out of a bad situation.

Pay attention to your wellbeing

Your wellbeing and general health is a big factor when it comes to your attitude at work.

And, living off a diet of biscuits and coffee probably isn't going to make you feel great (see also: you are what you eat).

Not only should you ensure you're staying hydrated, sleeping well, and eating healthily, you should also make an effort to stay active.

This doesn't mean you have to break into a round of jumping jacks every five minutes, but there are a number of ways to keep moving (from walking meetings to desk exercises) – no matter how stationary your job is.

Challenge yourself

Nobody likes stagnation.

And if you've ever been stuck in a rut when it comes to your professional (and personal) development, you'll know that it doesn't do a lot for your happiness. In fact, it just makes you more complacent than ever.

So to ensure you stay motivated at work, try your best to keep learning – whether it's by regularly updating yourself on industry news, taking a course, or taking part in training and development schemes at your workplace.

Putting yourself forward to head up new projects, networking, and attending conferences are also all great ways to keep your career moving and mix up your routine.

20.6.1 Why a Positive Attitude in the workplace works

A positive attitude in the workplace helps employees to accomplish tasks faster and in a better manner. The performance of employees. A good relationship can be established only when employees demonstrate a positive attitude towards their work and colleagues. Through positive energy, work becomes a pleasure and employees find it easier to achieve their goals. Thus, is akin to a domino effect if you radiate propitiative then this in term will rub off on other that are receptive. This can clear work in the operative way with negatively hence why when the going gets tough as a leader or manager it's important to remain objective and positive.

A positive attitude and outlook has significant benefits for an individual in many aspects.

- **Career success**

Employees' success in the workplace is measured through their performance. Employees with a positive attitude will always think of ways to accomplishing their task in a well defined manner instead of complaining or finding excuses for non-performance. This results in success either through promotion or increased compensation.

- **Productivity**

With a positive attitude, employees tend to take more interest in what they do and deliver. Consequently, they produce better quality work with minimum errors as there highly motivated. This improves their overall output as well as productivity.

- **Leadership**

Working in an organization is all about managing a diverse workforce. Some employees earn respect easily and people often follow and listen to them. This is possible through the positive attitude demonstrated by leaders.

- **Team work**

Good relationships among employees help them to build effective teams where all the members are united and work for a common cause. A positive attitude helps employees to appreciate each other's competencies and work as a team for achieving common objectives instead of being overly perturbed by inadequacies of team members.

- **Decision making**

Having a positive attitude helps employees to take better decisions, in an objective manner. It triggers a healthy thought process, enabling employees to choose wisely and logically.

- **Motivation**

Having a positive attitude helps in motivating employees to overcome obstacles that they may face during the course of their job. It also determines the way they see the

world around them. The moment they are successful in overcoming obstacles, they are motivated to move forward.

- **Interpersonal relations**

Customers prefer to deal with someone who is positive in nature. A positive attitude enables employees to share a better rapport with customers, earning valuable customer loyalty.

- **Stress management**

Stress has a detrimental effect on the health of employees. So how can employees cope with it? Stress can be reduced through positive thinking; and with reduced stress, employees will enjoy better health and take fewer sick leaves.

In conclusion, a positive attitude at work is beneficial not only to the organization, but also to the employees on an individual basis.

If you do not have a positive mental attitude and would like to change here are a few things you need to address:

- Recognize that change is needed.
- Believe change is possible.
- Give yourself permission to be in control of your own life.
- Release past negative experiences and move forward.
- Let go of self-criticism
- Stay in the present and today
- Remove negative speech from your life i e.g., I can't, I'll try, or I've never been able to
- Have a positive vision for your life and for others around you
- Live proactively

20.7 Key words

Positive attitude : A positive attitude is mental outlook of optimism

copng skills: invest one's own conscious effort, to solve personal and interpersonal problems

Proactive: creating or controlling a situation rather than just responding to it after it has happened.

Productivity : the state or quality of being productive

20.8 Self Assessment Questions

1. How does being positive help an individual to succeed at work place?
2. Explain the effects of positive thinking and optimism on health
3. what are the benefits of adopting a positive attitude and the importance of developing it
4. List a few tips for developing positive attitude?

20.9 Further Readings

- Authentic Happiness: Using the New Positive Psychology to Realize Your Potential for Lasting Fulfilment by Martin E. P. Seligman
- Attitude: Your Most Priceless Possession by Elwood N. Chapman
- The Happiness Advantage: How a Positive Brain Fuels Success in Work and Life by Shawn Achor
- Mindset: The New Psychology of Success by Carol S. Dweck

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Introductory Case Study: Communication Breakdowns in a Multispecialty Hospital

Background of the Organisation / Sector

Effective communication is a critical competency in service organisations, particularly in healthcare and tourism-linked services. Large hospital systems such as **Apollo Hospitals** and **AIIMS** operate through multidisciplinary teams where doctors, nurses, technicians, and administrative staff must coordinate seamlessly.

In such settings, communication failures can lead not only to service dissatisfaction but also to serious operational and reputational risks.

Contextual Trigger

As reported in *The Hindu* and various healthcare quality audits, a leading multispecialty hospital faced increasing patient complaints related to delays, conflicting information, and perceived negligence. Investigations revealed that the root cause was not technical incompetence but **poor internal communication** between departments.

Doctors conveyed instructions verbally without documentation, nurses received incomplete messages, and front-desk staff were not informed about schedule changes. This resulted in confusion, frustration, and erosion of patient trust.

Stakeholders Involved

- Doctors and nursing staff
- Hospital administration
- Patients and caregivers
- Quality and compliance teams

Behavioural / Managerial Issues

- Incomplete message transmission
- Lack of feedback mechanisms
- Noise and organisational barriers
- Over-reliance on informal communication

Why This Case Is Important for the Lesson

The case highlights communication as a **core managerial skill**, not merely a soft skill. It demonstrates how breakdowns in the communication process directly affect service quality and stakeholder satisfaction.

Explicit Linkage to Lesson Concepts

This case is directly linked to:

- Meaning and importance of communication
- Elements of the communication process
- Barriers to effective communication
- Role of feedback and clarity

Case Study for Self-Assessment

Communication Challenges in a Healthcare Service Organisation

Background

A private hospital chain expanded rapidly across multiple cities, employing staff from diverse linguistic and cultural backgrounds.

Problem Situation

Despite modern infrastructure, patient satisfaction scores declined. Internal audits revealed frequent communication gaps between doctors, nurses, and administrative staff, leading to service delays and complaints.

Stakeholders

- Medical staff
- Hospital administrators
- Patients and families

Managerial Issues

- Lack of standard communication protocols
- Poor feedback systems
- Cultural and language barriers

Relevance to the Lesson

The case integrates:

- Communication process
- Barriers to communication
- Importance of effective communication

Analytical Questions

1. Identify the communication barriers present in the case.
2. How did poor communication affect service quality?
3. Suggest measures to improve communication effectiveness.
4. Analyse the role of feedback in preventing communication breakdowns.
5. Recommend communication strategies for service organisations.

Lesson – 2: Channels of Communication

Introductory Case Study: Communication Channel Failure in a Large Hospital Network

Background of the Organisation / Sector

Large healthcare organisations such as **Apollo Hospitals** and **Fortis Healthcare** operate through complex organisational structures involving doctors, nurses, technicians, administrators, and support staff. Effective functioning depends heavily on selecting appropriate communication channels for different types of information.

Contextual Trigger

As reported in *The Indian Express* and hospital quality-audit reviews, a multi-location hospital network faced serious service delays during a system upgrade. Management issued critical operational instructions only through lengthy email circulars. Frontline nursing staff and support teams, who had limited access to email during shifts, missed important updates.

This resulted in confusion regarding patient admission procedures and billing systems, leading to patient dissatisfaction and staff frustration.

Stakeholders Involved

- Hospital management
- Medical and nursing staff
- Administrative employees
- Patients and attendants

Behavioural / Managerial Issues

- Over-reliance on a single communication channel
- Inappropriate channel selection
- Delay in message reception
- Lack of feedback and confirmation

Why This Case Is Important for the Lesson

The case highlights that **effective communication is not only about message clarity but also about choosing the right channel** based on urgency, audience, and context.

Explicit Linkage to Lesson Concepts

This case is linked to:

- Meaning of communication channels
- Formal and informal channels
- Oral, written, and electronic communication
- Channel selection criteria

Case Study for Self-Assessment

Ineffective Communication Channels in a Tourism Services Company

Background

A tourism services company operating package tours across multiple destinations relied heavily on written notices for operational communication.

Problem Situation

Tour coordinators in remote locations failed to receive urgent updates due to poor access to written and electronic channels. This led to itinerary errors and customer complaints.

Stakeholders

- Tour coordinators
- Operations managers
- Customers

Managerial Issues

- Lack of channel flexibility
- Poor feedback mechanisms
- Delay in message transmission

Relevance to the Lesson

The case integrates:

- Communication channels
- Channel selection
- Organisational communication effectiveness

Analytical Questions

1. Identify communication channel issues in the case.
2. How did channel choice affect service delivery?
3. Suggest alternative channels for urgent communication.
4. Analyse the role of feedback in channel effectiveness.

5. Recommend a channel strategy for tourism organisations.

Lesson – 3: Barriers of Communication

Introductory Case Study: Communication Barriers in a Tourism Organisation

Background of the Organisation / Sector

In the tourism and hospitality sector, service quality depends heavily on seamless communication among staff and between employees and customers. Organisations such as **Indian Railway Catering and Tourism Corporation (IRCTC)** and major tour operators manage diverse teams across regions and languages.

Contextual Trigger

A leading travel agency handling international tour packages began receiving customer complaints regarding itinerary misunderstandings, payment disputes, and accommodation issues.

An internal review revealed:

- Staff used technical jargon unfamiliar to customers.
- Language differences created misunderstanding with foreign tourists.
- Hierarchical barriers prevented junior employees from clarifying doubts.
- Noise and workload pressures affected message clarity.

These communication barriers led to service failures and reputational damage.

Stakeholders Involved

- Travel consultants
- Tour coordinators
- Customers (domestic and international)
- Management

Behavioural / Managerial Issues

- Semantic barriers (jargon, language)
- Psychological barriers (fear, stress)
- Organisational barriers (hierarchy)
- Physical barriers (distance, noise)

Why This Case Is Important

The case demonstrates that communication barriers directly impact:

- Customer satisfaction
- Organisational performance
- Brand image

Explicit Linkage to Lesson Concepts

The case connects to:

- Types of communication barriers
- Causes and consequences
- Remedies and preventive strategies

Case Study for Self-Assessment

Cultural and Language Barriers in International Tourism

Background

A tourism company specialising in international tour packages faced frequent misunderstandings between staff and foreign clients.

Problem Situation

- Clients misunderstood itinerary details due to language gaps.
- Non-verbal gestures were misinterpreted across cultures.
- Cultural sensitivity training was absent.

Stakeholders

- Tour guides
- International tourists
- Company management

Managerial Issues

- Lack of cross-cultural training
- Poor communication standardisation
- Inadequate feedback mechanisms

Relevance to the Lesson

The case illustrates:

- Cultural barriers
- Semantic barriers
- Psychological barriers
- Organisational remedies

Analytical Questions

1. Identify types of communication barriers present in the case.
2. How did cultural differences affect service quality?
3. What training measures would you recommend?
4. How can feedback improve cross-cultural communication?
5. Suggest an organisational communication improvement plan.

Lesson – 4: Listening Skills

Introductory Case Study: Listening Skills in Tourism Service Delivery

Background of the Organisation / Sector

In the tourism and hospitality industry, frontline employees interact continuously with customers from diverse cultural and linguistic backgrounds. Organisations such as **Taj Hotels** and **IRCTC Tourism** emphasize service excellence through effective communication, where listening plays a crucial role.

Contextual Trigger

A reputed tourism organisation handling premium travel packages noticed repeated complaints regarding unmet customer expectations. Though employees provided detailed explanations, customers felt their concerns were not properly understood.

An internal audit revealed that employees often focused on responding quickly rather than listening carefully to customer needs, leading to service mismatches.

Stakeholders Involved

- Tour executives
- Customer service staff
- Tourists
- Management

Behavioural / Managerial Issues

- Lack of active listening
- Selective listening
- Emotional distractions
- Time pressure and workload

Why This Case Is Important for the Lesson

The case highlights how ineffective listening, despite good verbal communication, can result in dissatisfaction and loss of trust.

Explicit Linkage to Lesson Concepts

The case links to:

- Difference between hearing and listening

- Types of listening
- Barriers to effective listening
- Importance of active listening in service industries

Case Study for Self-Assessment

Listening Failure in a Tour Operations Company

Background

A tour operations firm offering customized packages faced declining repeat customers despite competitive pricing.

Problem Situation

- Tour consultants failed to note specific customer preferences.
- Feedback was not actively sought.
- Assumptions replaced clarification.

Stakeholders

- Tour consultants
- Customers
- Operations managers

Managerial Issues

- Lack of active listening culture
- Time pressure
- Inadequate training

Relevance to the Lesson

The case integrates:

- Types of listening
- Barriers to listening
- Application of listening skills

Analytical Questions

1. Identify listening failures in the case.
2. How did poor listening affect customer satisfaction?
3. Suggest techniques for improving listening skills.
4. What role does feedback play in effective listening?
5. Design a listening-skills training programme for tourism employees.

Lesson – 5: Non-Verbal Communication

Introductory Case Study: The Power of Non-Verbal Communication in Tourism Services

Background of the Organisation / Sector

Tourism and hospitality organisations rely heavily on face-to-face interactions. Hotels, travel agencies, airlines, and tour operators interact with guests who may speak different languages, making **non-verbal communication** a crucial element of service delivery.

Organisations such as **Taj Group of Hotels** and **IndiGo Airlines** train frontline staff extensively in body language, facial expressions, and etiquette to ensure a positive guest experience.

Contextual Trigger

A luxury resort in South India received mixed feedback from international tourists. While services were delivered on time, several guests reported that staff appeared indifferent, unapproachable, or impatient.

Management investigation revealed that:

- Employees avoided eye contact
- Facial expressions did not match spoken words
- Closed body postures were common during guest interactions

Although verbal communication was polite, non-verbal signals conveyed a lack of warmth.

Stakeholders Involved

- Front office staff
- Tourists (domestic and international)
- Resort management

Behavioural / Managerial Issues

- Inappropriate body language
- Lack of awareness of non-verbal cues
- Cultural differences in gestures
- Absence of soft-skills training

Why This Case Is Important for the Lesson

The case shows how non-verbal communication can **reinforce or contradict verbal messages**, directly affecting customer perception and satisfaction.

Explicit Linkage to Lesson Concepts

The case links to:

- Meaning and forms of non-verbal communication
- Body language and facial expressions
- Cultural aspects of non-verbal cues
- Importance of congruence between verbal and non-verbal communication

Case Study for Self-Assessment

Non-Verbal Communication Breakdown in a Hotel Chain

Background

A mid-scale hotel chain experienced declining guest satisfaction scores despite improved facilities.

Problem Situation

- Staff maintained rigid posture
- Facial expressions appeared mechanical
- Cultural gestures were misunderstood by foreign guests

Stakeholders

- Front desk employees
- Housekeeping staff
- Hotel guests
- Management

Managerial Issues

- Inadequate soft-skills training
- Cultural insensitivity
- Poor alignment of verbal and non-verbal messages

Relevance to the Lesson

The case integrates:

- Forms of non-verbal communication
- Cultural aspects
- Managerial importance of body language

Analytical Questions

1. Identify non-verbal communication issues in the case.

2. How did non-verbal behaviour affect guest perception?
3. Suggest training measures to improve non-verbal skills.
4. Explain the role of culture in non-verbal communication.
5. Design a non-verbal communication improvement plan for hotel staff.

Lesson – 6: Your Body Can Talk

Introductory Case Study: Body Language and First Impressions in Tourism Services

Background of the Organisation / Sector

In tourism and hospitality, first impressions strongly influence customer satisfaction. Frontline employees at hotels, airports, travel desks, and tour operations interact with customers often before any verbal exchange begins. Organisations such as **Taj Hotels, Air India**, and **IndiGo Airlines** place strong emphasis on grooming, posture, and positive body language.

Contextual Trigger

A reputed tour operator handling inbound international tourists noticed that despite well-designed tour packages, several guests felt uncomfortable during initial interactions with staff.

Feedback indicated that:

- Employees stood with crossed arms
- Smiles were absent or forced
- Body posture appeared rigid and defensive

Though verbal greetings were polite, the body language conveyed disinterest and lack of warmth.

Stakeholders Involved

- Front office executives
- Tour guides
- International tourists
- Management

Behavioural / Managerial Issues

- Poor posture and closed gestures
- Lack of awareness of body language cues
- Cultural misinterpretation of gestures
- Inadequate behavioural training

Why This Case Is Important for the Lesson

The case demonstrates that **body language often communicates more powerfully than words**, shaping perceptions before verbal communication begins.

Explicit Linkage to Lesson Concepts

The case connects directly with:

- Meaning and importance of body language
- Elements of body language
- Interpretation of non-verbal cues
- Application of body language in service settings

Case Study for Self-Assessment

Body Language and Service Quality in a Hotel Front Office

Background

A city hotel experienced declining customer satisfaction scores despite improvements in infrastructure and pricing.

Problem Situation

- Front desk staff avoided eye contact
- Gestures appeared mechanical
- Body posture suggested impatience during peak hours

Stakeholders

- Front office employees
- Hotel guests
- Supervisors and managers

Managerial Issues

- Poor awareness of body language
- Absence of behavioural training
- Stress-induced negative non-verbal cues

Relevance to the Lesson

The case integrates:

- Elements of body language
- Interpretation of non-verbal cues
- Practical application in service environments

Analytical Questions

1. Identify body language problems in the case.
2. How did body language affect guest satisfaction?
3. Suggest measures to improve body language among staff.
4. Explain the role of training in developing positive body language.
5. Design a simple body-language training module for hotel employees.

Lesson – 7: Space Management (Proxemics)

Introductory Case Study: Space Management in Hospitality Interactions

Background of the Organisation / Sector

In tourism and hospitality, employees interact closely with guests at hotel front desks, airport counters, travel agencies, and tour sites. Managing **personal and social space** appropriately is essential, especially when dealing with international tourists from diverse cultural backgrounds.

Leading hospitality organisations such as **Taj Hotels** and **Marriott International** include space management and proxemics as part of their service etiquette training.

Contextual Trigger

A luxury hotel catering to foreign tourists received complaints that staff appeared either too intrusive or too distant during interactions.

Investigation revealed that:

- Staff stood too close while explaining services
- Guests from certain cultures felt uncomfortable
- Some employees maintained excessive distance, appearing cold or indifferent

These spatial mismatches created discomfort despite polite verbal communication.

Stakeholders Involved

- Front office staff
- Hotel guests (domestic and international)
- Supervisors and managers

Behavioural / Managerial Issues

- Lack of awareness of personal space
- Cultural differences in spatial preferences
- Absence of proxemics training
- Misinterpretation of customer comfort levels

Why This Case Is Important for the Lesson

The case highlights how improper space management can negatively affect **customer comfort, trust, and service quality**.

Explicit Linkage to Lesson Concepts

The case links directly to:

- Concept of proxemics
- Types of interpersonal space
- Cultural dimensions of space
- Managerial importance of space management

Case Study for Self-Assessment

Proxemics Issues in an International Airport Terminal

Background

An international airport handling diverse passenger traffic received complaints regarding staff behaviour during security and service interactions.

Problem Situation

- Security staff stood very close to passengers
- Foreign travellers felt uneasy
- Lack of spatial awareness training

Stakeholders

- Airport staff
- Domestic and international passengers
- Airport authorities

Managerial Issues

- Inadequate training in space management
- Cultural insensitivity
- Poor service experience

Relevance to the Lesson

The case integrates:

- Types of interpersonal space
- Cultural differences in proxemics
- Application of space management in service environments

Analytical Questions

1. Identify space management problems in the case.
2. How did cultural differences influence passenger reactions?
3. Suggest measures to improve space management at airports.
4. Explain the role of training in managing interpersonal space.
5. Design a space-management guideline for frontline staff.

Lesson – 8: Time Management (Chronemics)

Introductory Case Study: Time Management in Tourism Operations

Background of the Organisation / Sector

In tourism and hospitality, time is a critical service component. Tour schedules, hotel check-ins, flight timings, and guided tours operate within strict time frameworks. Organisations such as **IRCTC Tourism**, **IndiGo Airlines**, and leading tour operators emphasise punctuality and efficient time utilisation as part of service quality.

Contextual Trigger

A popular tour operator managing group tours across multiple destinations began receiving complaints regarding delayed departures, rushed sightseeing, and inadequate leisure time.

Internal review revealed that:

- Tour guides did not adhere strictly to schedules
- Customers were not informed about time constraints clearly
- Poor coordination among departments led to delays

Though services were delivered, ineffective time management affected customer satisfaction.

Stakeholders Involved

- Tour managers
- Tour guides
- Customers (tourists)
- Operations supervisors

Behavioural / Managerial Issues

- Poor scheduling and planning
- Lack of time awareness
- Inadequate communication of time expectations
- Cultural differences in perception of time

Why This Case Is Important for the Lesson

The case highlights that **time communicates meaning**—respect, professionalism, and reliability—and poor time management weakens organisational effectiveness.

Explicit Linkage to Lesson Concepts

The case connects to:

- Concept of chronemics
- Importance of punctuality
- Time as a communication tool
- Organisational time management

Case Study for Self-Assessment

Time Mismanagement in a Group Tour Programme

Background

A tour company offering multi-city group tours experienced declining customer ratings.

Problem Situation

- Delayed departures
- Poor coordination between transport and accommodation
- Inadequate communication of time schedules

Stakeholders

- Tour managers
- Tour guides
- Tourists
- Operations team

Managerial Issues

- Weak planning
- Poor time communication
- Cultural differences in time perception

Relevance to the Lesson

The case integrates:

- Chronemics
- Time management principles
- Organisational communication effectiveness

Analytical Questions

1. Identify time management problems in the case.
2. How did poor time management affect customer experience?
3. Suggest measures to improve scheduling and coordination.
4. Explain the role of communication in managing time expectations.
5. Design a time-management checklist for tour operations.

Lesson – 9: Business Letters

Introductory Case Study: Business Letters in Tourism Administration

Background of the Organisation / Sector

Tourism organisations regularly communicate with hotels, transport providers, government departments, and international partners through formal written correspondence. Business letters remain crucial for confirmations, complaints, enquiries, and official communication, especially in regulated sectors such as tourism.

Organisations like **IRCTC Tourism, State Tourism Development Corporations**, and large travel agencies rely on standardised business letters to maintain clarity and legal validity.

Contextual Trigger

A tour operator faced delays in hotel bookings and transport arrangements during peak season. Investigation revealed that confirmation letters sent to vendors were poorly drafted, lacked clarity, and omitted essential details such as dates, terms, and contact information.

As a result:

- Vendors misunderstood requirements
- Follow-up correspondence increased
- Operational efficiency declined

Stakeholders Involved

- Tour operators
- Hotel and transport vendors
- Administrative staff
- Customers

Behavioural / Managerial Issues

- Poor letter structure
- Ambiguous language
- Lack of professional tone
- Absence of standard formats

Why This Case Is Important for the Lesson

The case highlights that ineffective business letters can cause **misunderstandings, delays, and reputational damage**, even when verbal communication exists.

Explicit Linkage to Lesson Concepts

The case links to:

- Meaning and purpose of business letters
- Types of business letters
- Importance of clarity and structure
- Role of written communication in management

Case Study for Self-Assessment

Ineffective Business Letters in a Travel Agency

Background

A mid-sized travel agency regularly communicated with hotels and transport providers through written correspondence.

Problem Situation

- Letters lacked proper subject lines
- Incomplete information was provided
- Tone appeared unprofessional

Stakeholders

- Travel agency staff
- Vendors
- Customers

Managerial Issues

- Lack of training in business correspondence
- Absence of standard letter formats
- Poor written communication skills

Relevance to the Lesson

The case demonstrates the importance of:

- Proper structure
- Professional tone
- Clear written communication

Analytical Questions

1. Identify deficiencies in the business letters used by the agency.
2. How did poor letter writing affect operations?
3. Suggest improvements in letter structure and language.
4. Explain the role of standard formats in business correspondence.
5. Draft a brief improvement plan for business letter communication.

Lesson – 10: Foundations of Business Communication

Introductory Case Study: Communication Foundations in a Tourism Enterprise

Background of the Organisation / Sector

In tourism management, communication forms the backbone of coordination among departments such as reservations, operations, marketing, and finance. Large organisations like **Thomas Cook India**, **IRCTC Tourism**, and international hotel chains operate through structured communication systems to ensure smooth service delivery.

Contextual Trigger

A national tour company expanding into international markets faced operational inefficiencies despite having skilled staff. Customer complaints and internal conflicts increased.

An organisational review revealed:

- No clear communication protocols
- Inconsistent message formats
- Lack of feedback systems
- Poor alignment between verbal and written communication

The problem was not individual incompetence but absence of strong **foundational communication systems**.

Stakeholders Involved

- Top management
- Department heads
- Frontline employees
- Customers and international partners

Behavioural / Managerial Issues

- Weak communication policies
- Inadequate understanding of communication principles
- Lack of structured channels
- Poor documentation practices

Why This Case Is Important

The case demonstrates that business communication must be built on strong foundations—clear objectives, structured channels, feedback mechanisms, and professional standards.

Explicit Linkage to Lesson Concepts

The case connects to:

- Meaning and scope of business communication
- Principles of effective communication
- Organisational communication systems
- Importance of feedback and clarity

Case Study for Self-Assessment

Communication Gaps in a Tourism Start-up

Background

A tourism startup rapidly expanded operations across several states without establishing clear communication protocols.

Problem Situation

- Conflicting instructions from management
- Poor documentation of client requirements
- Lack of feedback mechanisms

Stakeholders

- Founders
- Employees
- Clients
- Vendors

Managerial Issues

- Weak communication foundations
- Lack of structured channels
- Poor adherence to communication principles

Relevance to the Lesson

The case illustrates:

- Importance of communication systems
- Role of principles and structure
- Impact of communication on organisational growth

Analytical Questions

1. Identify foundational communication problems in the case.
2. How did weak communication systems affect organisational performance?
3. Suggest a communication framework for the startup.

4. Explain how the 7 Cs could improve internal communication.
5. Design a basic communication policy for the organisation.

Lesson – 11: Team Building and Communication

Introductory Case Study: Team Communication in a Tour Operations Company

Background of the Organisation / Sector

Tourism organisations function through coordinated teamwork involving marketing staff, reservation executives, tour managers, transport coordinators, and customer service personnel. Effective communication ensures that tour schedules, accommodation, transport, and customer preferences are properly aligned.

Large organisations such as **Thomas Cook India, IRCTC Tourism**, and major hotel chains depend on collaborative teams for service excellence.

Contextual Trigger

A tour operations company managing multi-city packages faced repeated operational failures:

- Incorrect booking confirmations
- Miscommunication between marketing and operations teams
- Customer complaints about itinerary changes

Investigation revealed that departments worked in isolation, with limited cross-functional communication. There was no structured team communication process.

Stakeholders Involved

- Marketing team
- Operations team
- Customer service team
- Tour managers
- Customers

Behavioural / Managerial Issues

- Lack of interdepartmental communication
- Absence of regular team meetings
- Poor conflict resolution
- Weak feedback mechanisms

Why This Case Is Important

The case highlights that **effective team communication is essential for coordination, problem-solving, and customer satisfaction** in service industries.

Explicit Linkage to Lesson Concepts

The case connects to:

- Concept of team building
- Stages of team development
- Role of communication in teams
- Managing team conflicts

Case Study for Self-Assessment

Interdepartmental Communication Breakdown in a Travel Agency

Background

A travel agency expanded its operations into international markets and formed multiple specialised teams.

Problem Situation

- Marketing promised services without consulting operations
- Operations team blamed marketing for unrealistic commitments
- Customer service struggled to manage complaints

Stakeholders

- Marketing team
- Operations team
- Customer service team
- Clients

Managerial Issues

- Poor coordination
- Lack of team meetings
- Absence of structured communication channels

Relevance to the Lesson

The case illustrates:

- Importance of team communication
- Conflict resolution through communication
- Need for structured team-building processes

Analytical Questions

1. Identify communication failures in the case.
2. How did poor team communication affect customer satisfaction?
3. Suggest strategies for improving interdepartmental coordination.
4. Explain how regular meetings can improve team performance.
5. Design a communication plan for effective team building.

Lesson – 12: Communication Across Cultures and Challenges

Introductory Case Study: Managing Cross-Cultural Communication in an International Hotel Chain

Background of the Organisation / Sector

The global tourism and hospitality industry employs a culturally diverse workforce and serves international guests. International hotel chains such as **Marriott International, Taj Hotels**, and **Accor Group** operate across countries with different languages, customs, and communication styles.

Contextual Trigger / Problem Situation

A luxury hotel in Goa catering largely to European and East Asian tourists experienced frequent service complaints. While operational standards were met, guests reported dissatisfaction related to staff behaviour, tone of communication, and perceived lack of sensitivity to cultural expectations.

For example:

- European guests expected direct communication
- East Asian guests preferred polite, indirect interactions
- Indian staff followed hierarchical and respectful communication norms

The mismatch resulted in misunderstandings, discomfort, and service gaps.

Stakeholders Involved

- Front office staff
- Housekeeping and service personnel
- International guests
- Hotel management
- Training and HR department

Behavioural / Managerial Issues

- Cultural misunderstandings
- Lack of cross-cultural training
- Ethnocentric communication attitudes
- Ineffective non-verbal communication

Why This Case Is Important for the Lesson

The case demonstrates that **technical competence alone is insufficient**; cultural sensitivity and adaptive communication are essential in tourism organisations.

Explicit Linkage to Lesson Concepts

This case directly links to:

- Meaning of cross-cultural communication
- Cultural barriers to communication
- Non-verbal communication differences
- Importance of cultural awareness in global tourism

Case Study for Self-Assessment

Cross-Cultural Communication Challenges in an International Tour Group

Background

An Indian tour operator handled inbound tourists from Japan, Germany, and the Middle East.

Problem Situation

- Tour guides used humour inappropriate for some cultures
- Time management expectations differed
- Dress code communication was unclear

Stakeholders

- Tour guides
- International tourists
- Operations managers
- Local service providers

Managerial Issues

- Cultural insensitivity
- Language barriers
- Lack of intercultural training

Importance of the Case

The case highlights how **cultural miscommunication directly impacts tourist experience and organisational reputation.**

Analytical Questions

1. Identify cultural differences that caused misunderstandings.
2. How did communication styles affect tourist satisfaction?
3. Suggest training interventions for tour guides.
4. Explain the role of empathy in cross-cultural communication.
5. Propose a communication framework for multicultural tour groups.

Lesson – 13: Presentation Skills

Introductory Case Study: Presentation Skills in Tourism Project Proposals

Background of the Organisation / Sector

Tourism and hospitality organisations increasingly rely on presentations for pitching tour packages, investment proposals, destination marketing plans, and service innovations. Managers are expected to communicate ideas clearly to diverse stakeholders such as investors, government agencies, corporate clients, and international partners.

Contextual Trigger / Problem Situation

A mid-sized tourism consultancy firm in Hyderabad prepared a technically sound destination development proposal for a state tourism board. While the written report was strong, the team failed to secure the project during the final presentation.

Feedback from the selection committee revealed:

- Poor structure of the presentation
- Overloaded slides with excessive data
- Lack of confidence and eye contact
- Inability to respond clearly to questions

The failure highlighted that **effective presentation skills are as important as content quality**.

Stakeholders Involved

- Tourism consultants
- Government tourism officials
- Project evaluation committee
- Investors and planners

Behavioural / Managerial Issues

- Ineffective visual communication
- Weak delivery and body language
- Lack of audience analysis
- Inadequate preparation

Why This Case Is Important for the Lesson

The case underlines the role of presentation skills in professional success, decision-making, and organisational credibility—especially in tourism and management careers.

Explicit Linkage to Lesson Concepts

This case connects directly to:

- Meaning and objectives of presentations
- Planning and structuring presentations
- Verbal and non-verbal presentation skills
- Handling audience interaction

Case Study for Self-Assessment

Improving Presentation Effectiveness in a Tourism Marketing Campaign

Background

A tourism board planned a national roadshow to promote a new heritage tourism circuit. Regional managers were required to present the proposal to travel agents and investors.

Problem Situation

Despite strong content, several presentations failed due to:

- Poor slide design
- Lack of confidence
- Weak handling of audience questions

Stakeholders

- Tourism board officials
- Marketing managers
- Travel agents
- Investors

Managerial Issues

- Insufficient presentation training
- Inadequate rehearsal
- Poor coordination between content and delivery

Importance of the Case

The case highlights the strategic importance of presentation skills in tourism marketing and stakeholder persuasion.

Analytical Questions

1. Identify presentation-related weaknesses in the case.
2. How did delivery affect stakeholder perception?
3. Suggest methods to improve presentation confidence.

4. Explain the role of visual aids in marketing presentations.
5. Propose a training plan to enhance presentation skills.

Lesson – 14: Group Discussion

Introductory Case Study: Group Discussion in Tourism Management Recruitment

Background of the Organisation / Sector

Tourism and hospitality organisations regularly use **group discussions (GD)** as a selection and evaluation tool for management trainees and supervisory roles. Companies such as **Taj Group of Hotels, MakeMyTrip, and IRCTC Tourism** use GDs to assess communication ability, teamwork, leadership, and problem-solving skills.

Contextual Trigger / Problem Situation

A reputed hotel chain conducted group discussions as part of its campus recruitment process for management trainees. Although many candidates possessed strong academic credentials, several failed to progress to the interview stage.

The selection panel observed that:

- Some candidates dominated the discussion aggressively
- Others remained silent despite having relevant ideas
- Few participants failed to listen or respond constructively

This raised concerns about **ineffective communication and lack of group interaction skills**.

Stakeholders Involved

- HR managers
- Recruitment panel
- Student candidates
- Hotel operations teams

Behavioural / Managerial Issues

- Poor listening skills
- Inability to structure arguments
- Lack of teamwork and coordination
- Absence of leadership balance

Why This Case Is Important for the Lesson

The case demonstrates that group discussions assess **communication competence, interpersonal skills, and collaborative behaviour**, not just subject knowledge.

Explicit Linkage to Lesson Concepts

This case links to:

- Meaning and objectives of group discussion
- Role of communication in GDs
- Qualities of effective GD participants
- Evaluation criteria in GDs

Case Study for Self-Assessment

Group Discussion Performance in a Tourism Institute Selection Process

Background

A tourism institute used group discussions to select candidates for its MBA programme.

Problem Situation

Many candidates showed:

- Poor listening habits
- Unstructured arguments
- Inability to build consensus

Stakeholders

- Selection committee
- Applicants
- Academic coordinators

Managerial Issues

- Lack of GD preparation
- Weak communication skills
- Limited teamwork orientation

Relevance to the Lesson

The case highlights the importance of **effective communication, cooperation, and leadership** in group discussions.

Analytical Questions

1. Identify key communication gaps observed in the case.
2. How did poor listening affect GD outcomes?
3. Suggest strategies to improve GD performance.
4. Explain how leadership emerges during GDs.
5. Propose a preparation plan for GD success.

Lesson – 15: Interview Skills

Introductory Case Study: Interview Performance in a Hospitality Recruitment Drive

Background of the Organisation / Sector

Tourism and hospitality organisations such as **Taj Hotels**, **ITC Hotels**, and **MakeMyTrip** conduct structured interviews to select candidates for managerial and supervisory roles. Interviews assess not only technical knowledge but also communication skills, confidence, personality, and suitability for customer-facing positions.

Contextual Trigger / Problem Situation

During a recruitment drive for Front Office Executives at a leading hotel chain, several academically strong candidates were rejected after interviews.

Panel observations revealed:

- Poor verbal clarity
- Lack of confidence and eye contact
- Inadequate knowledge about the organisation
- Weak responses to behavioural questions

The selection committee concluded that **interview communication competence significantly influences employability**, particularly in service industries.

Stakeholders Involved

- HR managers
- Interview panel members
- Job applicants
- Hotel management

Behavioural / Managerial Issues

- Insufficient preparation
- Inappropriate body language
- Lack of structured responses
- Poor listening during interviews

Why This Case Is Important for the Lesson

The case highlights the importance of communication, preparation, and professional behaviour in interview success.

Explicit Linkage to Lesson Concepts

This case connects directly to:

- Types of interviews
- Interview preparation strategies
- Verbal and non-verbal communication
- Handling interview questions effectively

Case Study for Self-Assessment

Interview Preparation Challenges in a Tourism College

Background

A tourism college noticed that many MBA–TTM graduates struggled to clear final interviews despite strong academic records.

Problem Situation

Common issues included:

- Poor articulation
- Inadequate grooming
- Weak handling of situational questions
- Nervousness

Stakeholders

- Students
- Placement officers
- Recruiters
- Tourism organisations

Managerial Issues

- Lack of structured interview training
- Limited mock interview practice
- Inadequate soft skills development

Relevance to the Lesson

The case highlights the necessity of systematic interview skill development in professional education.

Analytical Questions

1. Identify major communication weaknesses in the case.
2. How does preparation influence interview performance?
3. Suggest a structured interview training programme for students.

4. Explain the role of non-verbal communication in interviews.
5. Propose strategies to overcome interview anxiety.

Lesson – 16: Meetings

Introductory Case Study: Ineffective Meetings in a Tourism Organisation

Background of the Organisation / Sector

Tourism organisations such as travel agencies, hotels, destination management companies, and tour operators rely heavily on meetings for planning tours, coordinating departments, reviewing performance, and resolving operational issues. Meetings serve as a formal platform for communication and decision-making.

Contextual Trigger / Problem Situation

A destination management company conducting inbound tourism operations held frequent departmental meetings to coordinate itineraries, vendor contracts, and customer services. Despite regular meetings, operational delays and service lapses continued.

Employees reported that:

- Meetings lacked clear agendas
- Discussions were unstructured and time-consuming
- Decisions were not documented or followed up

Management realised that **poorly conducted meetings lead to communication failure and inefficiency.**

Stakeholders Involved

- Senior management
- Department heads
- Operations staff
- Marketing and customer service teams

Behavioural / Managerial Issues

- Absence of agenda setting
- Poor time management
- Dominance by senior members
- Lack of clarity in decisions

Why This Case Is Important for the Lesson

The case demonstrates that meetings are effective only when supported by structured communication and proper management.

Explicit Linkage to Lesson Concepts

This case links directly to:

- Meaning and objectives of meetings
- Types of meetings
- Role of communication in meetings
- Conducting effective meetings

Case Study for Self-Assessment

Improving Meeting Effectiveness in a Hotel Operations Team

Background

A hotel operations team held weekly meetings to review guest feedback and service quality.

Problem Situation

Despite frequent meetings:

- Issues were repeatedly discussed
- Decisions were not implemented
- Employees felt meetings were unproductive

Stakeholders

- Hotel manager
- Department supervisors
- Front office and housekeeping staff

Managerial Issues

- Lack of clear meeting objectives
- Poor documentation
- Absence of accountability

Relevance to the Lesson

The case highlights how structured meetings and effective communication improve organisational performance.

Analytical Questions

1. Identify communication gaps in the meetings described.
2. How did poor follow-up affect outcomes?
3. Suggest steps to improve meeting effectiveness.
4. Explain the role of the chairperson in meetings.
5. Propose a standard meeting procedure for hotel operations.

Lesson – 17: Business Ethics

Introductory Case Study: Ethical Communication in Tourism Marketing

Background of the Organisation / Sector

Tourism organisations engage in extensive marketing and promotional communication to attract domestic and international tourists. Ethical standards are crucial to ensure truthful advertising, fair pricing, environmental responsibility, and respect for cultural heritage.

Contextual Trigger / Problem Situation

A travel agency launched a promotional campaign advertising a “luxury eco-tourism package” at a highly discounted price. However, upon arrival, customers discovered that:

- Accommodation quality did not match advertised standards
- Environmental claims were exaggerated
- Hidden charges were added later

Customer dissatisfaction spread through social media, damaging the company’s reputation.

Stakeholders Involved

- Customers
- Travel agency management
- Marketing team
- Regulatory authorities
- Local communities

Behavioural / Managerial Issues

- Misleading advertising
- Lack of transparency
- Short-term profit orientation
- Weak ethical oversight

Why This Case Is Important for the Lesson

The case illustrates that unethical communication practices can severely damage organisational credibility and long-term sustainability.

Explicit Linkage to Lesson Concepts

This case relates to:

- Meaning and scope of business ethics
- Ethical communication practices
- Corporate social responsibility (CSR)
- Ethical decision-making

Case Study for Self-Assessment

Ethical Dilemma in Destination Promotion

Background

A state tourism board promoted a fragile ecological site as a mass tourism destination without adequate environmental planning.

Problem Situation

- Increased tourist inflow damaged local ecosystems
- Local communities protested
- Media criticised the tourism board

Stakeholders

- Tourism board
- Local communities
- Tourists
- Environmental activists

Managerial Issues

- Lack of sustainable planning
- Ignoring stakeholder concerns
- Poor ethical judgment

Relevance to the Lesson

The case demonstrates the importance of ethical communication and responsible tourism management.

Analytical Questions

1. Identify the ethical issues in the case.
2. How did poor ethical decisions affect stakeholders?
3. Suggest sustainable and ethical communication strategies.
4. Explain the importance of CSR in tourism.
5. Propose an ethical code for tourism organisations.

Lesson – 18: Need of Etiquette in Tourism Industry

Introductory Case Study: Service Etiquette in a Luxury Hotel

Background of the Organisation / Sector

The tourism and hospitality industry is a people-centric service sector where employee behaviour directly influences customer perceptions. Hotels, travel agencies, airlines, and tour operators rely heavily on etiquette to ensure positive guest experiences and brand reputation.

Contextual Trigger / Problem Situation

A luxury hotel known for premium services experienced a decline in repeat customers despite high-quality infrastructure and facilities. Guest feedback indicated dissatisfaction related to staff behaviour rather than physical amenities.

Common complaints included:

- Lack of courteous greetings
- Inappropriate tone while handling complaints
- Poor personal grooming and body language

Management realised that **professional etiquette is a critical component of service quality.**

Stakeholders Involved

- Hotel management
- Front office staff
- Service personnel
- Guests

Behavioural / Managerial Issues

- Inadequate etiquette training
- Poor communication manners
- Lack of service culture awareness

Why This Case Is Important for the Lesson

The case demonstrates that etiquette directly affects customer satisfaction, loyalty, and organisational image.

Explicit Linkage to Lesson Concepts

This case links to:

- Meaning of etiquette
- Importance of etiquette in tourism
- Behavioural standards in service delivery
- Professional conduct

Case Study for Self-Assessment

Enhancing Etiquette Standards in a Travel Agency

Background

A travel agency experienced negative online reviews despite offering competitive pricing and tour packages.

Problem Situation

Customers complained about:

- Rude communication
- Lack of attentiveness
- Unprofessional behaviour

Stakeholders

- Agency management
- Customer service executives
- Clients

Managerial Issues

- Lack of etiquette training
- Absence of service standards
- Weak customer orientation

Relevance to the Lesson

The case highlights how etiquette plays a vital role in service delivery and organisational reputation.

Analytical Questions

1. Identify etiquette-related issues in the case.
2. How did poor etiquette affect customer perception?
3. Suggest strategies to improve etiquette standards.
4. Explain the role of etiquette in service quality.
5. Propose an etiquette training module for tourism employees.

Lesson – 19: E-Mail Etiquette

Introductory Case Study: E-Mail Communication Failure in a Travel Company

Background of the Organisation / Sector

Tourism organisations increasingly depend on e-mail communication for booking confirmations, itinerary changes, vendor coordination, customer complaints, and international correspondence. E-mail serves as an official and permanent record of communication.

Contextual Trigger / Problem Situation

A travel management company handling corporate travel accounts faced repeated client dissatisfaction despite efficient operational systems. Investigation revealed that many complaints were related to **poorly drafted e-mails**.

Clients reported:

- Informal language and unclear subject lines
- Delayed responses
- Ambiguous instructions regarding bookings
- Lack of courtesy in replies

The issue was not service failure, but **inappropriate e-mail etiquette**.

Stakeholders Involved

- Travel consultants
- Corporate clients
- Operations team
- Customer support executives

Behavioural / Managerial Issues

- Absence of standard e-mail guidelines
- Casual tone in professional communication
- Poor clarity and organisation of messages
- Lack of responsiveness

Why This Case Is Important for the Lesson

The case highlights that professional e-mail etiquette directly influences customer trust, organisational image, and service effectiveness.

Explicit Linkage to Lesson Concepts

This case relates to:

- Meaning and importance of e-mail etiquette
- Structure of professional e-mails
- Courtesy and clarity in written communication
- Consequences of poor e-mail practices

Case Study for Self-Assessment

Improving E-Mail Etiquette in a Tour Operations Firm

Background

A tour operations firm handling international clients relied heavily on e-mail communication for coordination and confirmations.

Problem Situation

Clients complained about:

- Delayed responses
- Unclear instructions
- Lack of professional tone

Stakeholders

- Tour operators
- Clients
- Customer service team

Managerial Issues

- No standard e-mail policy
- Lack of training
- Poor monitoring of communication quality

Relevance to the Lesson

The case demonstrates the importance of structured e-mail etiquette in professional tourism communication.

Analytical Questions

1. Identify the e-mail etiquette issues in the case.

2. How did poor e-mail practices affect client satisfaction?
3. Suggest steps to improve professional e-mail communication.
4. Explain the role of training in improving e-mail etiquette.
5. Propose an e-mail policy for a tourism organisation.

Lesson – 20: Positive Attitude

Introductory Case Study: Positive Attitude in Guest Service Management

Background of the Organisation / Sector

The tourism and hospitality industry is highly service-oriented, requiring employees to interact directly with guests. Employee attitude significantly influences service experience, customer satisfaction, and organisational reputation.

Contextual Trigger / Problem Situation

A leading resort experienced a sudden increase in guest complaints during peak season. Although facilities and services were adequate, guests reported that staff appeared stressed, unresponsive, and indifferent.

In contrast, another resort with similar infrastructure maintained high customer ratings due to staff friendliness and willingness to assist guests even under pressure.

Management realised that **employee attitude plays a crucial role in customer perception and service excellence.**

Stakeholders Involved

- Resort management
- Front office staff
- Housekeeping and service employees
- Guests

Behavioural / Managerial Issues

- Workplace stress
- Lack of motivation
- Poor interpersonal behaviour
- Negative communication tone

Why This Case Is Important for the Lesson

The case highlights that a positive attitude is not merely a personal trait but a professional competency essential for success in tourism management.

Explicit Linkage to Lesson Concepts

This case relates to:

- Meaning of positive attitude
- Role of attitude in communication
- Impact of attitude on service quality
- Developing a constructive mindset

Case Study for Self-Assessment

Building Positive Work Culture in a Travel Agency

Background

A travel agency observed declining employee morale and increasing customer complaints.

Problem Situation

Employees displayed:

- Lack of enthusiasm
- Poor responsiveness
- Negative communication tone

Management introduced motivational workshops and recognition programmes to foster positivity.

Stakeholders

- Agency management
- Employees
- Customers

Managerial Issues

- Low morale
- Stress and burnout
- Weak motivational practices

Relevance to the Lesson

The case demonstrates how organisational support and positive attitude contribute to improved service delivery.

Analytical Questions

1. Identify factors contributing to negative attitude in the case.
2. How does positive attitude influence service outcomes?

3. Suggest organisational measures to foster positivity.
4. Explain the role of leadership in shaping employee attitude.
5. Propose a strategy to maintain positive attitude during peak tourism seasons.