

UNIT -1

Communication in Business

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To live is to communicate. Every facet of existence needs communication. Business being one of the facets of human existence requires communication. The term 'communication' comes from the Latin word *communicare*, which means 'to impart' or 'participate'. During the course of participation it becomes necessary to receive as well as to give. This process of participation can form as talking, writing, interacting, etc. All of this means communication. The business world today has become global, which makes communication even more complex. Communicating across borders and cultures requires communication skills that would enable people from different lands to interact with each other so as to achieve some common objective. As soon as you move one step from the bottom your effectiveness depends on your ability to reach others through the spoken or the written word. And the further away your job is from manual work the larger the organization of which you are an employee the more important it will be that you know how to convey your thoughts in writing or speaking.

Dimensions of Communication

Communication has five dimensions. They are as follows.

Communication can be International or Unintentional: words are used to express ideas and are intended to have a particular meaning. Sometimes these words communicate something other than what is intended – they have an unintentional meaning.

Communication can be Verbal or Nonverbal: Human communication is often more nonverbal, involving the body and other objects and actions than verbal, involving words alone. Even when we do not speak the way we walk stand and sit communicates a message to others. Other forms of nonverbal communication include letter, memos, arrangement of office furniture and style and condition of clothing.

Communication can be Internal or External: Internal or intrapersonal communication is the way we talk to ourselves i.e. without putting thoughts into words. Non verbal objects that are chosen to express something are also considered to be external communication.

Communication can be involve Humans, Machines or Animals: Communication obviously involves machines - for example, computers. Humans use computers to improve communication between them. We also need to learn how animals communicate, because the nonverbal behavior of human and animals is quite similar.

Communication can take place between Two people as well as within Group: A conversation between two people is called in interpersonal communication. Communication within a group is

classified as either small communication or mass communication.

Importance of Business Communication

Communication is so important in business organizations want and need people with good communication skills. Several surveys have indicated that communication is important to business. Unfortunately the need for employees with good communication skills is often not fulfilled in the business world. A recent study also indicates that there is a correlation between communication and income. Good writing and speaking skills, along with proper etiquettes and listening skills - determines career success. In other words having good communication skills would result in advancement of career. The use of technology in communication makes the skills to communicate more obvious. Over the year many authors have recognized the importance of communication in an organization. Chester Branard for instance viewed communication as the means by which people are linked together in an organization to achieve a common purpose. Mintzberg also found that managers considered activities involving direct communication with others to be more interesting and valuable than more activates. Developing communication skills amounts to developing visual skills, written skills, spoken skills and reading skills.

Management's view of Communication		
Ye ar	Pers on	Observation
19 16	Fayol	Managerial work is a set of composite functions that includes communication.
19 30 s	Gulic k	Management has seven functional areas, including directing and reporting (which included communication)
19 38	Brana rd	The first executive function is providing a system of communication.
19 57	Simo n	The administrative process cannot influence the decisions of the individual without communication.
19 66	Katz & Kahn	The exchange of information and transmission of meaning are the very essence of an organization.
19 73	Mintz berg	Managerial jobs have ten working roles; communication and interpersonal relations are found in three of the roles.
19 74	Druck er	Communication is one of five basic management functions.
19 82	Peter s & Wate rman	Open, informal communication is one of eight characteristics of the best-run American companies.
19 83	Kante r	The most common roadblock for managers to overcome is poor communication.
19	Blanc	Communication is a basic skill for the

91	hard	effective one-minute manager.
19 95	Gates	Communication is the new revolution; the information superhighway is part of it.

Objective of Business Communication

The basic objective of all human communication is to obtain an understanding response. Every large and small business house is successful or unsuccessful, depending on how well it can communicate internally and externally. Peter Ducker states: "Objectives survival and prosperity of a business."

Information: The objective of business is to inform which means to transfer knowledge to another person or group. Information can be given in writing, speaking or any other system of signals or signs. Businessmen thrive on information relevant to their business activities. They must know how their competitors are doing in business what are the terms of credit available in the market how to deal with government rules and regulations.

Information for planning can be of five kinds:

- a) **Environmental Information:** Information pertaining to the geography, climate, political and social-economic condition.
- b) **Internal Information:** Information about the strength and weakness of the company with respect

to capital, production, and sales capacity, degree of training of the workers, their efficiency etc.

- c) **External Information:** Information about sources of credit availability of raw material, power and the latest rules and regulations made by the government or local authorities.
- d) **Competitive Information:** Information relating to the strength and weakness of the competitors and their past and present performance in the market.
- e) **New Development Information:** Information concerning the latest research, up gradation of the product and availability of raw material or substitutes.

Before accepting any information the successful business house will ensure that the information is reliable, complete and recent. Businessmen have no difficulty in obtaining information from old files, magazines, internet, library research, chamber of commerce, trade fairs and exhibitions etc. the problem is not lack of information but of immense quantity of information. To help the businessmen out of this problem a number of organizations have taken the role of infomediaries. Infomediaries are like intermediaries or middlemen only they do not deal with goods but with information. They perform variety of functions like delivering select

information, bringing together scattered professionals, maintaining statistical data on economy, industry, commerce, commodities, demographics, stocks, mutual funds, finance and investments.

Business organization also needs to communicate information internally to its workers such as:

- i. Information relating to job assignment and procedures governing them.
- ii. Information concerning exact designations of the officers and their decision making power.
- iii. Information, which gives a clear understanding of authority.
- iv. Information which will possible better reception of instruction.

Motivation: To motivate means “To cause to act”. It has been defined as “that inner state that energizes, activities, or moves and which directs or channels behavior towards certain goals. In an organization when workers are motivated they work eagerly, willingly and often without supervision. Organization use communication process to overcome motivation problem. Following aspects of the problem of motivation could be considered:

- a) **Emotional Climate:** The management should use communication is such a manner that the right emotional climate for motivation is created. This can be done by fostering healthy competition among

workers and also by recognizing and giving publicity to achievement.

- b) **Setting Goals or Objectives:** Set Definite objective before the workers as that they know what they are working towards and they can enjoy a sense of satisfaction when objective has been attained.
- c) **Organizational Information:** With the help of house journals, direct talks or training programmes the management should give much information to the employees as possible about the organization for which they are working.
- d) **Participation in Decision-making:** When subordinates are encouraged to report directly to their superiors or give suggestions to improve the working of the organization they will experience a powerful sense of belonging to the organization.
- e) **Establishing Human Relations:** When supervisory and junior staff can meet in an atmosphere of informality and exchange views when supervisory staff uses tact in communicating orders, admonitions and warnings to the juniors' staff and when the staff is encouraged to think out and take the initiative in minor matters.

Raising Morals: In war it is not the number of soldiers that matters, but their morale that makes the big difference between losing and winning. In a business organization the moral of the workers can seriously affect the success of the business. One of the objectives of communication (internal) is to keep the morale of the workers high so that they work with vigour and confidence as a team. Low morale is often the result of lack of confidence in the management on account of its poor communication skills. The usual characteristics of low morale are lack of discipline, no appreciation or reward for good work well done, bad relations between the supervisors and the workers and sometimes among the workers themselves.

It is like a disease that requires immediate attention and diagnosis and cure. Management can keep high morale through communication by:

- a) Maintaining a steady stream of communication between workers, their supervisors and top executives.
- b) Permitting open discussion of problems affecting the workers and their families.
- c) Employing communication devices such as employees' conferences, audio-visual aid, employee-get-togethers etc.
- d) Keeping a watch on the grapevine and not allowing harmful rumors to circulate.

- e) Stopping false rumors about favoritism, strikes, retrenchment or lock outs.
- f) Giving fair hearing to employee grievances and accepting their suggestions thereby giving them a sense of participation in management.
- g) Expressing appreciation for good work done and rewarding it.
- h) Introducing changes gradually so that the workers are not mentally upsets by sudden and abrupt changes in staff or working conditions.

Since morale is like a barometer, which indicates the well being of an organization some business houses study morale periodically. This is done by:

- a) Information meetings at which the workers are encouraged to speak freely.
- b) Collecting information through the different channels.
- c) Circulating specially prepared questionnaires.

Order and Instruction: An order is an oral or written communication directing the starting, terminating or modifying of an activity. It is a form of communication by which management directs its subordinates and employees and seeks to achieve its objectives. Before issuing an order there should be proper planning by the order issuing person. Order may be oral or written.

Written orders are given the nature of the work is vary important or when the person being ordered is far away. Oral orders are given when the work is of an urgent nature or when the person being given the oral order is nearby.

Instructions: Instructions are oral or written orders on a recommended manner in which the work is to be done. For instance the office superintendent will instruct a new clerk on the manner in which letter are to be filed and the manners in which the outgoing mail is to entered in the register. The instruction carries and implied order- i.e. the clerk is expected to follow that particular method of doing the assigned work and no other method.

Education and Training: Communication in business can be used to widen the ever-winding circle of knowledge. Process of education that takes place in the business world is a part of its activity.

– **Education for Succession:** This means training junior persons in the organization to handle important assignment involving responsibility so that they are trained to success their seniors in executive and managerial positions. These trainees may not go through a formal course in staff training buy may be opportunities to work in different departments under the guidance of senior executive.

- **Education for Promotion:** It has been found that most senior managers are behind the times. They employ management techniques and control systems that are outdated. Seniority is an important factor in promotion. However if the seniors are not competent than their promotion is in questions. To overcome this problem it is necessary for these seniors to undergo special training.
- **Education During Induction:** When new personal join an organization they are inducted by educating them in the culture of the company, code of discipline and methods of manufacturing etc. This is done through training programme of orientation programme.
- **Educating the Public:** Educating the outside public usually takes the form of advertising, informative talks, publication in newspaper and journals. This is done to inform general public as well as the professional about the product.

Besides these objective there are other objectives of business communication such as:

- a) Counseling
- b) Advise
- c) Persuasion
- d) Altering Behaviour
- e) Effective Change
- f) Promoting the Image of Company
- g) Increasing Productivity

- h) Establishing Better Relations
- i) Influencing Potential Customer

Forms and functions of Communication

The importance of communication in business becomes more obvious when we consider the communication activities that go on in an organization. Communication in an organization takes three main forms. They are:

- Internal - Operational Communication
- External- Operational Communication
- Personal Communication

Internal - Operational Communication: All the communication takes place within the organization, during the process of work, is known as internal - operational communication. This is the form of communication among the employee that is done during the implementation of the business -operation plan. Internal-operational communication takes many forms. It includes the orders and instructions that supervisors give workers as well as oral exchange among workers about work matters. It includes report that workers prepare concerning sales, production, inventories, finance, maintenance and so on. It also includes E-mail messages that workers write in order to carry out their assignments. Internal-operational communication is especially needed to:

- (a) Establish and disseminate goals of an organization.
- (b) Develop plans for their achievement and control performance.
- (c) Organize human and other resources in the most effective and efficient way.
- (d) Select, develop, and appraise members of the organization.
- (e) Lead, direct, motivate, and create a climate in which people want to contribute.

External - Operational Communication: The work related communication that a business does with people and groups outside the organization is external-operational communication. This is a communication activity of a business with its public - i.e. suppliers, customer, service companies, stockholders, government and the general public. External - operational communication includes all the efforts of business in direct selling such as descriptive brochures, telephone calls, follow-up service calls. Radio, television messages, newspaper and magazine advertising, website advertising and point of purchase display material play a role in business's plan to achieve its work objective. An Important aspect of external-operational communication is that it displays a company's image and its etiquette with respect to the environment and public. They take the place of human contact, and thus they have the effect of human contact. External - operational

communication facilitates managerial functions. It is through information exchange that the managers:

- (a) Become aware of the needs of customers.
- (b) The availability of suppliers.
- (c) The claims of stockholders.
- (d) The regulation of government.
- (e) The concerns of the community.

Personal Communication: Not all communication that occurs in a business organization is operational – dealing operation of the business objectives. In fact, much of the personal communication within an organization has no connection with the operation plan of business. Such communication is called as personal communication. Personal communication is the exchange of information and feeling in which human beings engage whenever they come together. We spend much time with friends is communication. Even total strangers are likely to communicate when they are placed together as on an airplane flight, in a waiting room or at a party. Such personal communication also occurs in workplace and it is a part of the communication activity of any business. The employees' attitude towards the business each other and their assignment directly affect their productivity. The nature of personal communication or conversation in a work place affects the attitude of a worker, which then affects his her performance. Furthermore the extent to which personal communication permitted within an

organization can also affect the attitude of the employees. Absolute denial of personal communication could upset the employees because the very need of human beings to communicate is denied. Personal communication does have its value in an organization. It has an emotive function. In other words, personal communication permits the expression of feeling of feeling and satisfaction of social needs, it may also help frustrations.

Communication Network of the Organization

All the forms of communication (internal, external and personal) indicate an extremely complex network of information flow. In today's world of business, information must flow faster than before. Another important element is the amount of information, which has greatly increased over the years, frequently causing an information overload. It is necessary to determine what kind of information the managers needs to have for effective decision making. Communication channels for the flow of information may be linked in a variety of way to form a communication networks. Business organizations have well-established channels of information flow. There are basically two types of communication network in an organization:

- The Formal Network
- The Informal Network

The Formal Network: As stated above that the formal communication network has to do with operational communication. In an effective organization communication flows in the following directions: Downward, Upward and Crosswise Communication.

a) **Downward Communication:** This is the flow of communication from people at higher level to those the lower level in the organizational hierarchy. This kind of communication implies the authoritarian structure of an organization. It is used for purpose as giving instruction-providing information about policies and procedures giving feedback about performance and indoctrinating or motivating. The kinds of media used for downward oral communication include instruction, speeches, meetings, the telephone and even the grapevine. Downward written communication takes the form of memos, letters, handbooks, pamphlets, policy statements, manuals, and so on.

b) **Upward communication:** This type of communication travels from subordinates to superiors and continues up the organizational hierarchy. Unfortunately, managers in the communication chain who filter the information- especially unfavorable messages to their superiors, often hinder this flow. Upward flow of communication is also useful in providing ideas for

improvement of activities and information about feelings on work. Upward communication is primarily non-directive and is usually found in participate and democratic organization environment. Techniques for upward communication-besides the chain of command - are suggestion system, appeal and grievance, complaint system, counseling sessions, joint setting of objective, the grapevine, group meetings, the practice of open-door policy, moral questionnaire, exit interviews and attitude survey. In recent years many companies have also set up system that give employees a confidential way to get a message to top management outside the normal chain of command. If an employee has a problem or an idea. Effective upward communication requires an environment in which subordinates feel free to communicate.

- c) **Crosswise Communication:** The form of communication includes the horizontal flow of information (among people on the same or similar organizational levels and the diagonal flow of information (among persons at different organizational levels who have no direct reporting relationships. This type of communication is used to speed information flow to improve understanding and to coordinate activities for the achievement of organizational objective. A great deal of communication does not follow the organizational hierarchy but cuts across the

chain of command. As organizations become more diversified and individual tasks become more specialized the need for communication increases. The organizational environment provides many occasions for crosswise oral communication. This kind of communication occurs when, individual of different departments are grouped into task tem or project organization. In addition crosswise written communication keeps people informed about the organization. These written forms include the company newspaper, magazine, or bulletin boards. Because information may not follow the normal chain of command, proper safeguard need to be taken to prevent potential problems.

The Informal Network: Formal organizational chart illustrates how information is supposed to flow. However in actual practice, chart cannot prevent people from talking with one another. In the management language it is called as “grapevine”. The informal network is not a single network but a complex relationship of smaller networks consisting of groups of people. The relationship is made even more complex by the fact that these people mat belong to more than one group and that group membership and the links between and among groups are continually changing. As people go about their work they have casual conversations with their friends in office. Although many of the conversations deal with

personal matters, business matters are also discussed. In fact 80% of the information that travels along the grapevine pertains to business. Grapevine usually carries far more information than the formal communication system. Keith Davis states: "People cannot resist the grapevine. It offers the latest news and usually that news is reasonably accurate. More of the news is about people, such as their friendship, conflicts and experiences. Since formal communication carries very little of this type of information we must listen to the grapevine in order to be fully informed. In addition much of the grapevine occurs by person-to-person contact which helps us become a part of social groups and receive social satisfaction."

Technology and Business Communication

Technology is developing so rapidly that what is new today become commonplace tomorrow and outdated the day after. The changes brought about by new technology are leading to an exciting new information age in which more people will have faster and broader access to data than ever before. Following are some of the major technologies that are being used in the world of business.

Telephones and Voice Mail: Telephones are not but new technology has extended the value to telephones. Voice mail is a computerized messages system a more sophisticated version of an answering machine. It allows

people to communicate by phone even when they cannot connect directly. The first impression people receive of a company comes from the telephone. Therefore skills are among the most important technological skills to be developed

Computer network: Only a few years ago each desktop computer stood alone and data were transferred on the disks. However, today desktop computers can communicate directly via computer network allowing information to be shared effortlessly. There are two types of network the local area network (LAN) that links users in a single office and the wide area network (WAN) that links remote users. The “information superhighways” which are such a popular topic these days are huge computer networks. At present the Internet is the only network big enough to be called an information superhighway. Internet users can exchange messages with other Internet users, access electronic database, and subscribe to electronic “news letters” on thousands of topic.

Electronic Mail: Electronic Mail (e-mail), the electronic transmission of messages from one person to another using computers has become commonplace in business. E-mail system has a significant influence on business communication. One of the advantages of the e-mail system is that it keeps the expenses of communication low. E-mail seems to have an interesting effect on organizations that use it for communication among

employees. In such organizations employees tend to send more messages to their co-workers and superiors than those organization that do not use e-mail system.

Electronic Bulletin Board: Electronic bulletin boards are computer system that allows the posting of information so it may be accessed and read by many other people. They disseminate information within a company to a broader audience. With a modem, someone with a computer can call up the bulletin board and seek information. Companies are using electronic bulletin boards to keep their employees informed about all kinds of things.

Teleconferencing and Videoconferencing: Teleconferencing allows groups who are geographically separated to meet via telephone and discuss issues. This is substituting the use of telephone to call a meeting. Since most of the executives spend at least half their time in meetings and travelling for meetings teleconferencing enables discussion over the telephone, which is more convenient and less expressive.

Videoconferencing is used for more formal meetings, especially in companies that have this facility. This type of conferencing is done via the video camera. It enables people to have the conference being in different geographical locations and yet seeing each other.

Telecommunication and Home Office: As technology makes it easier to communicate with people in other locations some employees have begun working from their homes. They may visit the home office periodically or send the product of their labour to their employers or clients electronically. Many companies are providing workers with computers and other equipment that enables them to work more efficiently at home. One advantage is that widely dispersed employees can be called on to react quickly during emergencies or to reach distant clients. Concern about traffic congestion, parking problem, office space, and personal preferences all contribute to the decision to allow telecommuting and home office.

UNIT - 2

PROCESS OF COMMUNICATION

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Communication is an act, which consists of various events and hence it really is a process. In the process of communication there is interplay of the communicator the message and the audience. Effective communications are aware of the process and spend considerable time and effort in preparing and rehearsing the act of delivering their message. It takes a conscious effort on the part of an individual to develop the ability to deliver message effectively. In other words of business, which has become very sophisticated it is imperative that people in the management cadre develop effective style of communication. Services industry in particular has brought communication to the fore and it has become the most essential aspect of business in present times.

The communication Process: Existing View

We can view communication process from different points of emphases. From each point of emphasis communication process takes on a different form. Helen R. Ewald & Rebecca E. Burnett describes imparting information, sharing information or assumptions underlying while communicating information. The communication process can take any of the following forms:

1. Transmission Model
2. Reciprocal Model
3. Model Highlighting Assumptions.

Transmission Model: When the emphasis is on imparting information then the transmission model could

understand the process of communication. Through this model communication is seen as a linear process-i.e. message moves in one direction along a line or channel with information travelling from the source to the audience. This model assumes that in the absence of disturbance (noise) the audience will interpret the message as the sender intends.

Reciprocal Model: When the emphasis is on sharing information, then we can use reciprocal model of communication process. In this process of communication the information or the meaning evolves through the participation of each member of the audience. The flow of communication is simultaneous in all direction, and in this flow communication the composing of message takes place.

Model Highlighting Assumptions: In this model of communicating information we focus on the assumptions, which are commonly shared by the communicator and the audience. Assumptions refer to that which is taken for granted by the communicator and the audience, and that which can become the common ground in understanding the message.

Communication Process

As mentioned earlier communication is a process which consists of events or phase that are linked together. The process of communication can be divided into five phases, they are:

1. The sender has an idea.
2. The idea becomes a message.
3. The message is transmitted.
4. The receiver gets the message.
5. The receiver responds and sends a feedback to the sender.

The Sender has an Idea: We experience reality and that experience is filtered by our mind. Our mind abstracts some important aspects of the experience and turns them into an idea. In other words mind constructs the important aspects of the experience into a meaningful thought which is idea. So the idea, which is invisible, has to be expressed in some form or the other in order to communicate it to others. In the process of abstraction you leave out many aspects, which you assume the others know so in the filtering process you make assumptions and judgments or conclusion. What we are saying here is that our mind simplifies the real world that we observe and experience by breaking it down into parts and then reconstructing these parts into an idea, which we then turn it into a message that we express.

The Idea Becomes a Message: When we wish to express our ideas to others then the idea has to take a form and become an expression. Expression is an idea put “inform” to become information. This is also called ‘encoding’ the message. Idea can be expressed in different ways, depending upon the following:

- a) Subject – what is that you want to speak about?
- b) Purpose – what is it that you want to achieve?
- c) Audience – who is the recipient of your ideas?

- d) Personal Style or Mood - what is your speaking style or what mood are you in when you making a speech?
- e) Culture Background - the choice of your words depends on your cultural upbringing.

During the process of encoding the idea into words all these factors come into play. The choice of words indicates one's style, mood, culture, audience and purpose. At any given time we do not have total vocabulary at our command to convert our ideas into words. This results in using words that are not apt or desirable, which could lead to misunderstanding. Similarly language differs from discipline to discipline - language of a lawyer differs from the language of a doctor or an IT professional. Therefore, it is imperative that we develop the ability to express our ideas in the code that is fitting for a given profession.

The Message is Transmitted: In this step of communication process there is a physical transmission of the message from sender to receiver. The message transmitted from the sender to the receiver should have a medium, because transmission cannot take place in a vacuum. Channel is medium that enables the message to be transmitted from the sender to the receiver. The choice of medium / channel depends on the message, audience, urgency and situation.

Reception of the Message: The first step in reception of message is "decoding" -i.e. converting the message into thought (words are converted into meaning). The second step is "understanding" - i.e. communication is

not complete unless it is understood. This involves interpretation of the message by receiver. Third step in the reception of message is “response” the message - i.e. action.

Feedback: Receiver sends his/her response back to the sender. This enables the sender to determine whether the message has been received and produced the intended response.

Noise: This term refers to those factors that cause hindrance to the intended message.

Misunderstanding in Communication

During the process of communication - i.e. translating the idea into message and sending it to the receiver - there are barriers that can give rise to misunderstandings in communication. Barriers can arise while the message is being developed, transmitted, received or processed.

1. Problems in Developing the message

- a) **Indecision about the message content:** This is due to the fact that the sender has too much information on the subject, which gives rise to the difficulty in choosing what to include and what to exclude.
- b) **Lack of Familiarity with the situation or the receiver:** The sender should get all necessary information and find out to whom the message is to be sent. This would enable the sender to state the

message in a language that is appropriate to the situation and clearly understood by the receiver.

- c) **Emotional Conflicts:** There are times the message has to be delivered that would cause emotional disturbance to the receiver. In such case without being defensive, the sender should state the message in a manner that would avoid emotional conflicts.
- d) **Difficultly in Expressing Ideas:** This is due to the lack of experience in writing or speaking that the sender may have and cause difficulty in expressing his/her ideas. One must possess sufficient knowledge of language to express using appropriate words.

2. Problems in Transmitting the Message

- a) When speaking, the sender may find that the acoustics in the place is poor, or there may be no proper facilities for the audience to hear the speaker.
- b) In case of written transmission of message there could be instances when the message is not legible - unable to read due to poor quality of printing.
- c) When more than one message is sent on the same subject there is a good possibility of contradictions.
- d) When there are too many links in the communication line there could be distortion of message.

3. Problems in Receiving the Message

- a) **Physical Distraction:** The receiver may have physical impairment (hard of hearing, poor eye sight)

that could cause hindrance in understanding the message.

- b) **Lack of Concentration:** The receiver may not have enough capacity to concentrate and may let his/her mind wander off the message - i.e. sometimes we are thinking of some other issue when a person is telling is something else.

4. Problems in Understanding the Message:

- a) Difference culture background, such as education, social status, economic position, etc. could become a hindrance in the process of understanding the message.
- b) Different interpretation of words: This happens when the receiver is not familiar with a particular language.
- c) Different emotional reaction: The message consists of both the content meaning and relationship meaning. The message may be clear, but the manner in which it is expressed or worded may not be acceptable to the receiver.

Special Problems of Business Communication

All communication is prone to misunderstanding but business in particular is more prone to misunderstanding because of its complex nature.

1. Complexity of the Message

- a) In the process of business communication, one must communicate both as an individual as well as a representative of the organization. These two roles could conflict with each other.
- b) At time you may be called upon to develop and deliver message that may be difficult to express due to the difficult nature of the subject matter. This could become a problem as well as a challenge to develop the message in clear terms.
- c) Business situation are not always easy and smooth sailing. There are moments when you may be asked to prepare a message under difficult conditions or with in the constraints of time and money or even in collaboration with people with little or no knowledge of the subject.
- d) Another problem of business communication is to develop message in the capacity of a responsible representative of the organization in a manner that would please everybody in the chain of command.

2. Difficult conditions for Transmission and Reception

- a) One of the major problems of business communication is to get across to your message to your audience. This is due to the fact that there are many layers of message processors or filters between the sender and the receiver - such as secretaries, assistants, receptionists and answering machines.
- b) If filters pose a problem in business communication, distillers also become equally problematic. Distillers

are those through whom the message gets translated, interpreted, distorted, and even added upon before it is received. The message dose not gets the receiver’s undivided attention due to the nature of business situation.

3. Difference between the Sender and the Receiver:

- a) In business communication process is often between people who are separated by differences in function, status, allegiance, etc. The sender deals with the knowledge or less known receiver / audience. This makes communication more difficult.
- b) If the business communication involves the sender and the unknown or less known audience, then it is equally important for the sender to anticipate the needs and reactions of the receiver.

Approaches to Effective Communication

Many approaches have been developed to make business communication effective. Hence are some of the approaches.

1. Importance C’s in Communication

Correct	Correct facts, right time of delivering message, and suitable style.
Clear	Clarity of thought and expression.
Candid	Communication should be without bias objective assessment of facts.
Compleat	Full details should be given without leaving

e	room for doubts.
Concise	Communication should contain just necessary but sufficient information.
Consistent	Communication should be consistent with organizational objectives.
Coherent	Communication should be well organized and logically arranged.
Courteous	Communication should be delivered in polite language.
Credible	Whatever is said or written should be believable.
Chronological	There should be a sequence of time and priority in the message.
Considerate	Consideration should be given to the receiver rather than the sender.
Compassing	Communication should encompass all organizational needs.

2. "PRIDE" Model

George T. Vardamam & Patricia B. Vardamam have developed this model. The PRIDE stands for **P**urpose, **R**eceiver, **I**mpact, **D**esign and **E**xecutive.

Purpose	It refers to the purpose that the sender is trying to achieve i.e. target of communication.
Receiver	The sender should know the psychology and competence of the receiver in order to communicate the message.
Impact	Communication should be such that it has the necessary affect upon the receiver so as to achieve the purpose of the communication.
Design	This refers to the planning of the communication. It should be organized and developed so that it can achieve the desired impact upon the receiver.
Execution	The final stage of communication in implementation of the planned message. Communication will fail if it is not properly carried out.

Ten Commandments of Effective Communication

- a) Seek the clarity of ideas before communication.
- b) Examine the true purpose of each communication.
- c) Consider the total physical and human setting whenever you communicate.
- d) Consult with other where appropriate in planning communication.
- e) Be mindful of the overtones as well as of basic content of your message.
- f) Take opportunity when it arises to convey something of help or value of the receiver.
- g) Follow up your communication.
- h) Communicate for tomorrow as well as for today.
- i) Be sure your actions support your communication.
- j) Seek not only to be understood but also to understand.

Guidelines to Improve Communication

1) Create the Message Care fully:

Communication is a creative art an actin which you help your audience understand and accept your message.

a) Purpose - to bring the audience closer to your views.

I) Define your goal in communication.

II) Know the position of your audience.

III) Use words in a manner that will bridge the audience from their present position to your point of view.

b) Frame of Reference - give your audience a framework for understanding the message.

I) At least the outset tells the audience what they can expect to gain.

II) Give a broad outline - general map of your message.

III) Guide the audience along with the path of your thought and message.

IV) Emphasis on the major landmark [idea, concept] of your message.

c) Memorable - help your audience to understand and remember the message.

- I) Since business communication involves subject that is technical, abstract and difficult use concrete language - i.e. balance general concepts with specific illustrations.
- II) Give specific details, which will be remembered by your audience.

d) Select information that directly contributes to the present message.

- I) Focus on few selected ideas that need to be conveyed.
- II) Develop each idea / concept adequately and explain them sufficiently.
- III) Arrange the selected ideas / concepts in a logical sequence.

e) Connect your message to the receiver's frame of reference - The sender must be able to link the new ideas to the existing ideas of his audience. This means the sender should be in a position to assess the frame of mind of his audience.

f) Highlight and summarize the key ideas or points - This is important because just as the sender helps to open the mind of his/her audience so also he /she should be able to close mind of the audience when the message is ended. A message has a beginning and an end. The best way to close the message is to briefly re-view the ideas presented - emphasizing the key ideas, concepts, or thoughts

and summarizing the whole message in a brief but cohesive manner.

- 2) **Minimize Noise / Interference:** Even the most constructed message will fail to achieve results if it does not reach the receiver. In other words, there are many possibilities for the message to get distorted on its way from the sender to the receiver. If the message is in print or written form it should be physically appealing as well as easy to comprehend. Here the choice of material used along with the choice of format is important. In the case of oral delivery, attempt should be made to eliminate environmental disturbances, which can cause interference in hearing and understanding the message. As the sender of the message you should be as inconspicuous as possible - i.e. your dressing should not be very loud which will catch the attention of the audience. Be modestly and appropriately dressed so as to become too obvious.
- 3) **Facilitate Feedback:** This means to provide opportunity to the audience for feedback. However in business communication there is very little chance for feedback, because of the nature of message delivery that does not provide feedback loop. The main objective of the feedback is to know whether your message has been clearly understood and accepted. To achieve this the sender should plan his / her message in a way that would encourage feedback. To maintain control over the communication the sender should choose an appropriate way of obtaining feedback. Feedback is not always easy to get. When there is a

need for feedback then you may have to draw the feedback by asking specific questions pertaining to the message. In business situation feedback plays an important role because if from the feedback that openness and improvement comes.

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UNIT - 3

**PSYCHOLOGICAL AND CULTURAL DIMENSIONS OF
BUSINESS COMMUNICATION**

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It has often been said that the business of business is to make profits. The fundamental function of business is communication. Imagine if there was no communication in a business organization would there be any function at all? Therefore communication is very essence of business. Communication is very closely associated with human behaviour. Understanding of human behaviour enables us to apply its principles to communication psychology. Psychologists study individual behaviour, sociologists study group behaviour and anthropologists study culture behaviour. Despite the fact that so much studies have been done in the field of human behaviour - i.e. how and why most people behave the way they do - there are always exceptions. Behaviour - what we do and say - tells us much about ourselves. Remember all behaviour is communicative and communication is the index of our behaviour.

Principles of Communication Psychology

By communication psychology we mean the study of human behaviour that effects the communication process as well as communication that effects human behaviour. According to Abraham Maslow a famous psychologist most people will respond positively to the message that will meet their particular needs at particular times. In other words our need determine our reaction to the message. To be successful communicator you should be able determine needs of the people to whom you are

communicating. The principles of communication psychology are as follows:

- The needs determine behaviour in the communication process.
- Body language determines behaviour pattern.
- Verbal language determines behaviour pattern.

1. **Needs Determine Behaviour:** Here we shall make use of Maslow's Hierarchy of needs to understand the influence of needs on the communication process. According to Maslow there are five sets of needs:

- | | |
|-------------------------|--|
| a) Physiological needs | Basic physical needs |
| b) Security | Need to be safe |
| c) Social / Affiliation | Need to belong |
| d) Esteem | Need to be somebody |
| e) Self - Actualization | Need to help others and to be creative |

All these needs influence human behaviour in the process of communication.

2. **Body language determines behaviour:** This could be captioned as non-verbal communication, which has been defined by Bartol & Martin as "communication by means elements and behaviors that not coded in words". This definition suggests that non-verbal mode of communication indicates the behavioral pattern of the communicators. Non-verbal communication often accompanies verbal

(oral) communication. However another vital feature of non-verbal communication is that most time we are communicating (generally to the people around us) without using words, by the way we walk, sit, dress etc.

- a) **Facial Expression:** Aspi Doctor & Rodha Doctor in their book Principle and Practices of Business Communication suggest that Charles Darwin believed that facial expression show emotions which originated in our evolutionary past. Hence people from all over the world even if they speak different language and belong to different cultures use a common pattern of facial expressions to show emotions. Universal facial expressions are used to show the following emotion: happiness, surprise, fear, sorrow etc. Non-verbal communication using eye movements is called “oculesics”.
- b) **Gestures:** They are movements of the hands, the head or the body to indicate an idea or a feeling. Gestures are culturally based. In other words, certain gesture may be acceptable in one culture, while it may be deplored in another culture. Gestures are indicative of the behavioral patterns that are unique to specific culture. Hence they should be seen or perceived in proper manner and context. This calls for developing an awareness of how to interpret gestures.
- c) **Body Movement and Postures:** Posture is an important element in body language as it often gives a key to the personality of a person as well as tells us about the person. Body movements and posture

appropriate for one person may not be suitable to another. “kinesic” behavior which includes all body movements and gestures mean different things in different cultures. Sometimes that are meaningless in one culture have distinct meanings in another culture.

d) **Silence:** Paradoxical as it may sound we do communicate with the helps of silence. Something we are overwhelmed by emotions that we are speechless-our silence speaks of our strong feeling. There are certainly many occasions when silence is more eloquent than words”. Writer Joseph De Vito mentions the following functions of silence:

I) To allow the speaker time to think.

II) To isolate one’s self.

III) To hurt someone.

IV) To prevent further communication.

V) To communicate emotional response.

VI) To say nothing.

e) **Space and Proximity:** Space and proximity play an important part in a communication process. The influence that space and proximity have on communication is known as “proxemics”. For instance when we enter the office of a senior executive we keep a certain distance. The more senior the executive the more the distance or proximity we maintain.

I) **Intimate Space or Zone** is what we could identify as that space where all our body movements occur. This is the zone that belongs to each one of us and in which we move throughout the day.

- II) **Personal Space or Zone** extends from 18 inches to about 4 feet, in which conversation with close friends takes place. This is the space where normal talking is frequent.
- III) **Social Space or Zone** extends from 4 feet to about 12 feet. This is an important zone for business, because exchange occurs in the zone.
- IV) **Public Space or Zone** extends from 12 feet and beyond. This is the most formal zone, and the least significant interactions occur here.
- f) **Dress & Grooming:** The manner and style of dressing also plays an important role in non-verbal communication. Dress and grooming informs the people about us. We wish to make a good impression upon the people, because people judge you by the way you dress-the color of your dress, how will it is unwrinkled the looks of your shoes etc. your appearance is also judged by the tidiness of your hair, body odour etc. Dress code any grooming has become an important element of corporate culture.
- g) **Colour:** Colour plays such as important role in our lives that as far as English is concerned: colour symbolism has become a part of the language. Colours are used to convey message not only at the individual level but also at the level of communication and nation. Besides all these use of colour they also have significant psychological effect. Colours not only inform us about people but also affect the behavior of human beings. Henry Dreyfuss after considerable research offers the following table to show the positive and negative messages of certain colours.

Colour	Positive Message	Negative Message
Red	Warmth Passion Life Liberty Patriotism	Death War Revolution Devil Danger
Blue	Religious Feeling Devotion Truth Justice	Doubt Discouragement
Yellow	Intuition Wisdom Divinity	Cowardice Malevolence Impure love
Green	Nature Hope Freshness Prosperity	Envy Jealousy Opposition Disgrace
Purple	Power Royalty Love of Truth Nostalgia	Mourning Regret Penitence Resignation

3. Language Affects Behavior: The words we can make us behave in different ways. To communicate successfully, we must remember that words are only

symbols to which people add meaning. Two people may interpret that same word differently.

Communication Across Cultures

- 1. What is Culture:** Culture is our understanding of acceptable actions and beliefs. Each of us grows up in a culture that provides pattern of acceptable behavior and belief. It is the background over against which all our actions and beliefs become meaningful. Culture can be seen as the way we live the cloths we wear and the thoughts we think. It is the collection of values that sustain and direct or lives. Edward Hall says, "culture is communication and communication is culture.
- 2. The East versus the West:** Anyone who wants to deal with people from a particular country should prepare themselves by studying it culture and history so that they can avoid at least the more serious problems of communication that result from culture differences. We shall consider some fundamental Indian values and compare them with the Western ones. They control the world trade they control money matters they control science and technology. They set the rules for the world and we have to play by their rules. We should however remember that the West is not one whole culture with uniform values. There are many countries, cultures, languages and people that make what we call as the

West. Hence it is important that we make proper distinction and avoid over generalizations and simplifications.

a) Heart versus Mind: We Indian are driven more by heart than our mind like everyone else we have rules and regulation but we tend to succumb to the demands of the present. M.M. Monippally in his book Communication Strategies puts it aptly “We sacrifice the future at the altar of the present”. We are capable of taking decisions without much planning. Westerns are fundamentally different in their approach to planning. They sacrifice the present for the sake of the future which they create with through planning. The future drives them says Monippally. They are less flexible towards the demands of the present situation. They invest heavily in planning the future and are confident that they will pull through the present situation.

b) Particularistic verses Universalistic: Fons Trompenaars in his book Riding the Waves of Culture calls the Westerners as “Universalists”. Universalism believes that what is good and right can be defined and can be applied always everywhere. Indian believes that what is good for one need not be applicable for all. However westerners driven by universalism go to extent that what is good for them is also good for the rest of the world. They try to

impose their logic their values and their system on the rest of the world. Our approach is more informal. We do not follow the procedures as long as the work is accomplished. This has adverse effect on the affect on the quality of workmanship. Westerners are also known for their meticulous nature in gathering data using statistics extensively to draw universal principles, and this enables them to lead the rest of the world. Here are some tips Fons Trompenaars gives particularists on how to deal with the universalists.

- I) Be prepared for 'rational' professional arguments.
- II) Do not take 'get down to business' attitude as rude.
- III) Carefully prepare legal ground with a lawyer if on doubt.
- IV) Strive for consistency and uniform procedures.
- V) Institute formal and public ways of changing the way business is conducted.
- VI) Seek fairness by treating all like cases in the same way.

c) Specific versus Diffused Relationship: Another noticeable culture of the Westerners culture is the compartmentalization of relationships between people. A colleague is a colleague, nothing more & nothing less. Similarly, a neighbor is only a neighbor, even if two people live side by side for a long time. In contrast, our relationship with people tends to be

diffused. We may be expected to do things for our boss that is not related to the work in the office. We do not separate our relation tightly. Moreover, when requests are turned down we tend to take it seriously, which effects our relations.

- d) Nepotism versus Meritocracy:** In the West nepotism is remarkable low compared to India. Here even the private sector, leave alone the government and public sector is not entirely free from employing the relations of top managers. The merit for employment is kinship not competence. The western way of speaking work from life helps companies hire people who in their judgement will perform the tasks best.
- e) Hire-and-fire Policy:** In the west hire-and-fire policy is widely practiced. This practice is also derived from their ability to compartmentalize relationships. A person is hired on the basis of how much he / she can follow the system to extract the work out of them. When the person cannot be functional within a system then the person is discarded from the system. In the contrast the Indian approach to employment is different. Many employees are kept in their job not because the employer needs them but because they need the job for their livelihood. This is done on the grounds of compassion and not the basis of merit. An Indian

employer does not hire just certain technical or professional skills relevant to the firm's requirement but the whole person. This makes it difficult for the employer to assess the performance of the employee without considering the person as a whole.

f) Individualism: This is another characteristic of the western society particularly the American, in which everyone is for one's self. Everyone in the US is expected to take care of himself / herself. "If you want your father to take care of you that is paternalism. If you want your mother to take care of you that is materialism. If you want Uncle Sam to take care of you that is Socialism. But if you want to take care of yourself that is Americanism". Quoted by M. M. Monippally in Business Communication Strategies - an average Westerner is more self-reliant and capable of taking independent decision than most Indian counterpart.

g) Notion of Time: Time is another fundamental aspect of life, in which different cultures have different perceptions. Punctuality is a fundamental value for most westerners. The importance of time in industrial society has its roots in the affects to Industrial Revolutions of the 19th century. Alvin Toffler points out in his book The Third Wave that with the advent of industrialization many social institutions came into existence. The overt

curriculum has subject such as history, geography, mathematics etc. For the Westerners time is money and hence one must make the most of the time available. They do not like to alter their plans once they are made. For us in India time is not a linear but cyclic in nature. Hence it is not a limited resource. Monippally opines “Perhaps the idea of the cycle of rebirth lodged deeply in our collective psyche, takes urgency out of our concept of time”. The Indian have many lives hence they have no need to be in hurry.

h) Social Ladder: Our values differ from those of the West in the way we put people on the social ladder. In India one’s status depends to a large extent on the caste and the family one has been born into the position one holds currently or has held the educational qualification one has acquired the connection one has and of course age. Hierarchy is very important in our families and organizations. Money power is recognized accepted and feared but not admired. Society may envy the new rich but show little respect to them. The West also has hierarchies. There is a special respect to people belonging to illustrious families. It recognized educational achievements the position one holds and of course the connection one has. It however gives greater importance to what an individual has achieved in the recent past, which is the true of the American Society.

Categorizing Culture

All the people acquire meaning from both verbal and non-verbal messages but some people in some culture rely more on non-verbal communication than non-verbal communication. Edward Hall believed that culture vary in the reliance people place on non-verbal signals or verbal signals. He defined these extremes a” low-context culture” and “high-context culture”.

- Low-context Culture refers to the dependency of the people on direct verbal message to communicate.
- High-context Culture refers to the dependency of the people on indirect non-verbal message to communicate. Directness is often considered rude.

In low-context culture most transmitted information is contained in the message itself. On the other hand in high-context culture the information is primarily determined by the communicator’s non-verbal signals, which implies shared social and culture knowledge of the context.

Tips for Communication with People for other Culture

You may never completely overcome linguistic and culture barriers or totally erase ethnocentric tendencies

but you can communicate effectively with people from other culture if you work at it. These tips have been taken from J. V. Thill and C. L. Bovee Excellence in Business Communication.

1. Learning about a Culture: The best way to prepare your-self to do business with people from other culture is to study their culture in advance. If you plan to do businesses there repeatedly learn the language. Even if you transact business in English, you show respect by making effort to learn the local language. Concentrate on learning something about their history, religion, policies and customs.

- a) In Spain let a handshake last for five or seven strokes. In France, the handshake is a signal stroke.
- b) Never give a gift of liquor in Arab Countries.
- c) In England never stick pens or other objects in your front suit pocket.
- d) Allow plenty of time to get to know the people you are dealing with in Africa.
- e) In Arab Countries never turn down food or drink it is insult to refuse hospitality of any kind.
- f) Stress the longevity (age of Span) of your company when dealing with Germans, Dutch and Swiss.

2. Handling Written Communication: Some tips of handling Written Communication:

- a) Use short, precise words that say what they mean.
- b) Rely on specific terms of explain your points.

- c) Stay away from slang, jargon, and buzz words. Such words rarely translate well. So also avoid idioms and figurative expression.
- d) Construct sentences that are shorter and simple.
- e) Use short paragraphs. Each paragraph should stick to one point.
- f) Help readers follow your train of thought by using transitional devices.
- g) Use numbers visual aids, and pre-printed form to clarify your message.

3. Handling Oral Communication: To overcome the language and culture barriers follow these suggestions:

- a) Keep open mind. Don't stereotype the other person or react with preconceived ideas.
- b) Be conscious of the other person's customer.
- c) Try to be aware of unintentional meanings that may be read into your message.
- d) Listen carefully and patiently. If you do not understand a comment ask the person to repeat it.
- e) Be aware that the other person's body language may mislead you. Gestures and expressions mean different things in different cultures.
- f) Adapt your style to the other person's.
- g) At the end of the conversation be sure that you and the other person both agree on what has been said and decided.
- h) If appropriate follow up by writing a letter or memo summarizing the conversation and thanking the person for meeting with you.

UNIT - 4

LISTENING

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Communication can take place when both the communicators will listen to each other. As one another put it “Listening is the mother of all speaking”. Listening actively and attentively is vital to oral communication. In a conversation both the speaker and the listener have to listen simultaneously to each other for their communication to be effective. The speaker has to listen not only to any verbal responses but also to the non-verbal symbols or signs that the listener displays. The two - speaker and listener - influence each other and alternate their role constantly. In other words the speaker is to a listener a listener is also a speaker. Despite the fact that listening is essential to communication human beings are not good listeners. The biggest block to personal communication is man’s inability to listen intelligently, understandingly and skillfully to another person. This deficiency in the modern world is widespread and appalling.

The Anatomy of Poor Listening

- 1. Why is it that our listening is not as good as it ought to be?** “Our brain is capable of processing 500 to 750 words a minute while people only speak 120 to 150 words a minute. The listeners use only a part of their brain to listen they use their brain’s spare capacity to think of other things that interest them.
- 2. How does Listening differ from Hearing?** Too often people think that listening and hearing is the same thing but there is a big difference. Hearing

depends upon the ears while listening uses the mind and eye as well. The ear permits you to hear sound the mind enables you to interpret these sounds to recognize some of them as words and to fashion the words into thoughts or ideas. Stark reality is that as human beings we are poor listeners. Most of us do not really listen we just wait to talk! Many times we are so preoccupied with our own thoughts, priorities and agendas that we do not actually listen to what the other is saying. Listening as a skill tends to be untaught and untrained.

- a. "I only wish I could find an institution that teaches people how to listen. After all a good manager needs to listen at least as much as he needs to talk, real communication goes in both directions".
- b. "The people of the world are islands shouting at each other across a sea of misunderstanding". Another problem of poor listening is that it becomes retaliatory - "we don't listen to them because they don't listen to us".

Contribution to Poor Listening

There are several factors that contribute to poor listening.

1. **Inadequate Language:** Poor Listening may result for the listener's weak command over the language and narrow range of vocabulary. Certain words that the speaker uses may not make sense to the listener. These words could either be technical or rare. They

could even be words that are common, but used by a particular community or a group of people in particular sense and may be used by speaker without realizing that the particular listener may not be able to make them. Faced with words that are beyond the range of the listener he / she may not ask for clarification because of fear or shyness. While we normally associate listening with spoken words and phrases, we ought to include non verbal symbols - listening between words - in the process of listening.

2. **Difficult Physical Conditions:** Poor listening may also be result from the difficult from the difficult conditions in which one has to listen. Public places and shop floors of manufacturing units can be so noisy that listening could become a problem. This is true especially when the speaker is of a higher status. A listener may not have the choice of the context in which he has to listen.
3. **Non-Serious Listening:** Some listeners allow themselves to be distracted. They do not take listening seriously enough to devote full attention to it. They may try to combine several activities such as flipping through a file of letters, singing documents, arranging paper on the desk and so on while listen someone. They feel the energy they save by not having to look at the speaker could be invested in doing other things. It is not good to indulge in partial listening while one is face-to-face conversation. It can demoralize the other party who may feel that he /she is being snubbed.

4. **Antipathy towards Speaker:** One of the biggest causes of poor listening has little to do with language or physical conditions. It consists of the psychological barriers to the listener. These barriers are treacherous because the listener neither see them nor recognizes them as barriers even when seen.
5. **Impatience:** Impatience is born out of overconfidence. Before they hear out the speaker some listeners assume that they know what is coming. Sometimes such listeners find the speaker too slow. Such listeners do not wait for the speaker to finish, tend to jump to conclusion which annoys the speaker. There is yet another form of impatience that many of us suffer from. Everyone tends to value their own thoughts and issues more highly than those of others. What we have to say is always more important than what others have to say.
6. **Strong Convictions:** Our mind is like a sieve-that utensil that is used to separate husk from the flour. The grid which forms the net to separate the husk from the flour corresponds to our presuppositions (convictions) that we have received during the process of our growth. These presuppositions enable us to comprehend whatever we experience or that which our senses receive. On the other hand if the grid is so woven so as to have big openings then more will pass through it.

7. Information Overload: We are deluged with so much information that it is humanly impossible to process it all. From the volume of information that is available to us it is difficult to determine what is relevant and what is not. When we are faced with such immense amount of information our listening becomes selective and thus miss out pertinent information. When we are overloaded with information we tend to be distracted and this hampers our listening ability.

Listening Styles

1) 'Ineffective Listening Style

There are at least four ineffective style of listening. The four ineffective listening styles are as:

- a) The “missing in action” Listener.
- b) The “distracted” Listener.
- c) The “selective” Listener.
- d) The “Contentious” Listener.

a) **The Missing-in-Action Listener:** This is typically a passive or detached listening style. These listeners although physically present are clearly mentally or intellectually absent. You could become a “missing-in-action” listener if you have little interest in what is being said to you. It is as though the communication does not exist. It is not the question of

misunderstanding the communication you just don't hear it.

- b) **The “Distracted” Listener:** This is an active dysfunctional style of listening. It is dysfunctional because the listener is actively engaged in his/her more immediate concern, which makes the listening ability dysfunctional. You will find them doing two or more things at the same time. They try to appear to be listening while reading, writing or pursuing some other activity. Common behaviour of distracted listener is to repeatedly glance at the watch. Some people can camouflage their distraction so well that the speaker gets the impression that he/she is being carefully listening to. They appear to be engaged in their process of listening by constantly nodding in agreement or using appropriate verbal clues. You can become a distracted listening when you are under process to meet deadlines or wrapped up in your own thoughts or emotions.
- c) **The “Selective” Listener:** In the style of listening the listener listens only that which conforms to previously determined opinions and positions. These listeners sift through the message to glean information to support what they already think hearing only they want to hear. They are not listening to the total message but selecting only that part of the message that would validate their own beliefs. Selective listeners can be either positively or negatively inclined. You become a “selective”

listener if you do not discipline yourself to listen to someone's total message.

d) **The “Contentions” Listener:** A contentious listener is one who uses a combative aggressive listening style. It has been described as “listening with a chip on shoulder”. These listeners are always on a warpath and listen only to find points of disagreement. They listen only to reject not to actually process the entire message. They are determined to disagree. You can become the contentious listeners when listening with your emotions. Emotions such as anger, fear, jealousy, resentment etc. often result in contentions listening patterns.

2) ‘Effective Listening Style

The four type of listening differs not only in purpose but also in the amount of feedback or interaction they entail. They are:

- a) Content Listening
- b) Critical Listening
- c) Empathic Listening
- d) Active Listening

All four type of listening can be useful in work - related situations.

a) **Content Listening:** This goal is understand and retain information by the speaker. You ask question but basically, information flows from the speaker to you.

Your job is to identify the key point of the message so you concentrate and listen for clues to its structure preview, transitions, summaries and enumerated points. It does not matter whether you agree or disagree, approve or disapprove - only that you understand.

- b) **Critical Listening:** The goal is to evaluate the message at several levels the logic of the argument, strength of the objective and validity of the conclusion the implications of the message for you or your organization the speaker's intention and motives and the omission of any important or relevant points.
- c) **Empathic Listening:** The goal is to understand the speaker's feeling, needs, and wants in order to help solve a problem. The function of the message is only to act as the vehicle for gaining insight into the person's psyche. However your purpose is not really to "solve" the problem. By listening you help the individual vent the emotions that are preventing him / her from dealing dispassionately with the problem.
- d) **Active Listening:** The Goal is to appreciate the other person's point of view whether or not you agree. This is done in the manner psychiatrist Carl Rogers, developed the technique to help people resolve their differences. To put differently active listening involves listening to what is said as well as that which is not said. That which is not said should be made clear to the person by spelling it out. This would enables both the communicators to become acquainted with each

other's background and thus message would be clearer.

Developing Effective Listening Skills

Your listening efforts are completely under your control. If you are willing to be effective listener you can become one. In becoming effective listeners one has to make deliberate and conscious efforts. Learning is a process that cannot accomplish privacy but must be carried out in the presence of people. There are six communication realities:

- a) **Effective Listening Skills can be Learned:** Good listener are made not born. Some people may have inherently better listening skills than others, yet everyone can learn to become a more effective listeners.
- b) **To become an effective listener you must be committed to your personal skills development:** There has to be willingness to learn. These skills however are not easy to learn, if they were everyone would have them. You will experience success indirect proportion to the effort you are willing to invest in the learning process. Increasing your listening skills must become a personal goal.
- c) **Active Listening skills must be Practiced:** Increases in your skills level will diminish if they are not constantly practiced. Repetition is the key. Practice will enable effective listening to become a second nature to

you. The first time you will experience only limited success. The fact is some of us would easily give up if we do not find success.

- d) **Time is an important tool:** If your emotions are high and you are on the verge of giving up buy sometime and allow your emotions to ebb away. Remind time and again that you have to become an effective listener. Find time and opportunity to develop the skills.
- e) **How will you listen to others depends on your internal communication:** Your listening skills evolve around your ability to manage your own internal communication - what you say to your self when the listening process is on. The internal dialogue - i.e. listening to instructions you give yourself - has tremendous influence over your abilities to accurately absorb the messages of others.
- f) **Some effective listening techniques are more difficult to implement than others:** The unique nature of individual listening strengths and weakness places, varying degrees of importance and challenge on active listening skills for different people.

Steps to Effective Listening Skills

For effective listening skills one has to develop a listening ritual. Rituals are important part of many of our repetitive behaviors. You can develop a ritual for listening by following these five steps:

- 1.State your intention to listen:**
- 2.Manage the physical environment.**
- 3.Make an internal commitment to listen**
- 4.Assume a listening posture.**
- 5.Participate actively in the listening process.**

1.State your intention to listen:

- a) It creates an environment of respect and dignity and helps your communication partner realize their message is welcomed. The risk of approaching you is immediately diminished and the partner is encouraged to be very open in his/her communication.
- b) Your statement of intention to listen also prepares you internally to shift from your current thoughts and activities into active listening role. This is the very first step in becoming a committed listener.

2. Manage the physical environment: Managing the physical clearing all that is lying on your desk or table that may cause and kind of distraction. We cannot remove our listening distraction but we can be surely eliminates the physical distraction around us, such as:

- a) Holding telephone calls.
- b) Reduce as much background noise as possible.
- c) Put down whatever you are doing and focus on the speaker.
- d) Clear your desk or put papers, letters etc. into closed file folder.

- e) Position yourself so that you may not have the view of distracting activity.
- f) Turn of the computer or reposition the screen away from your immediate line or vision.
- g) Changing your position to one that is more conducive to listening sends a very powerful signal to your communication partner.

3. **Make an internal communicational to listen:**

This is far the most important step in being an effective listener. Unless you make a commitment to yourself you can not achieve effectiveness in listening.

- a) **Remove Internal Barrier:** This technique primarily addresses the problem of preconceived notions assumptions and prejudices that may become a hindrance in the listening process.
- b) **Avoid the assumptions of negative motives:** This is very common in a work situation where you may not have a very good opinion about a problem. This could become an assumptions and questions of the very motive if the person wishes to communicate with you. To avoid assumptions of negative intent say to yourself “Even if disagree he is doing what he thinks is right”. Their intentions area valid as mine even though we disagree.
- c) **Challenge yourself to remember what has been said:** Challenging yourself sharpens your wits. Challenge yourself to listen so intently that you could

accurately write a detailed summary of the conversation even at the end of the day. This could be of help for the future conversations or taking subsequent actions and decision-making.

- d) **Prioritise and process the communication from the message's viewpoint:** Any communication process has two viewpoints - one of the speaker's and the other of the listener's. Each person's viewpoint is important for him/her. An effective listener it is essential not only to understand the other person's viewpoint but also to understand its priority. The Golden Rule suggested here is "Listen to others as you would want them to listen to you". In other words, avoid listening your partner from your viewpoint.
- e) **Manage your emotions:** To be effective listener you should learn to distance yourself from impulsive, negative emotional response. Do not allow yourself to be provoked by other person's intentional or unintentional message. If you allow yourself to be provoked and respond with a negative emotion reaction you allow them to be victorious.
4. **Assume a listening posture:** In addition to managing the physical environment you must also manage your physical readiness to listen. The visual demonstration of your physical readiness to listen - or the lack of it - has significant impact on your communication partner. Body language is just as

important factor in receiving message as it is in delivering them.

- a) Establish and maintain appropriate eye contact.
- b) Avoid starting at fixed objective or off into space.
- c) Limit your field of vision.
- d) Keep your eyes alert and interested.
- e) Lean slightly towards your communication partner.
- f) Maintain an open posture. Avoid crossing arms and legs, slumping your shoulders.
- g) Do not present the speaker with any thing that would cause distraction.

Furthermore show your communication partner that you are listening to him/her by giving verbal affirmations. Your verbal and non verbal listening response can either increase or decrease the self esteem and confidence of your communication partner.

5. Participate actively in listening: The six actions are powerful strategies for participating actively in the listening process.

- a) Take notes
- b) Ask appropriate questions
- c) Prevent yourself from talking
- d) Summaries internally
- e) Seek and acknowledge areas of agreement
- f) Summaries and restate

a) **Taking Notes:** Be prepared to take down notes of points that you feel are important. However always

ask the permission and tell them why you want to write down the main point of their message. Prior to note taking process ask “this is important and I want to be sure that I am listening effectively. Do you mind if I take some notes”.

b) **Ask appropriate questions:** Questioning can be a very effective technique for good listening. It helps you to keep your communication partners focused on their topic especially if they should begin to stray away. Increase your listening and decrease miscommunication your desire for clarification not argument. The four type of good - listening questions.

- I. **Close - ended question** - intended to evoke one -or two - word response. Usually it is “Yes or No” or specific point of information.
- II. **Open - ended question** - are asked to elicit a less structured and discursive response. Open-ended questions are very effective in helping people to expand their communication.
- III. **Duplicate question** - asks for the same information two or more times in different ways. It help in verifying and bringing out inconsistencies and is usually asked at the end of delivery of information.
- IV. **Hypothetical question** - asks what would happen in some hypothetical situation. They usually begin with “what if? They are used to weigh different possibilities.

- c) **Prevent yourself from taking:** The temptation to talk is great when others are talking. There are people who do not give other a chance to talk. They love to hear their own voice that they are oblivious to other voices. This is usually happens in a communication process involving the senior and the subordinates.
- d) **Summarize internally:** This is a quality of a good listener who is able to construct an overview of the message that he/she is receiving. It is a difficult task yet not impossible. If the speaker is able to present his message in a logical and cohesive manner then it is easy to follow the train of thought. As a listener you should be able to identify the main issues of the delivery and find a logical sequence that will tie them together.
- e) **Seek and acknowledge areas of agreement:** It is important to identify acknowledge all areas of commonality, consistency and agreement between you and your communication partner. This does not mean that you overlook the points of disagreement. The response should highlight the area of agreement and then seek clarification on the points of disagreement. This is the mark of a good listener as well as a mature conversationalist.
- f) **Summarize and restate:** Just it is vitally important for you to seek a summary of your message from people with whom, you are communicating it is equally important for you to summarize when you

are on the receiving end of someone else's message. When you summarize and restate your perception of the message it does the following:

- You offer concrete proof of your listening efforts.
- You prove your willingness to understand the message.
- You verify the accuracy of your comprehension of the message.

Listening Guidelines

Do's	Don'ts
Devote time and effort to trying to understand what the speaker is saying.	Avoid listening if the subject is complex or difficult.
Maintain an open - minded attitude, willing to entertain the speaker's point of view.	Remain close - minded, denying the relevant or benefit of the speaker's ideas.
Present your differences with the speaker calmly and look for shared elements in your beliefs.	Be opinionated when arguing (outwardly or inwardly) with the speaker.
Maintain eye contact with the speaker if appropriate and assume that the speaker has good intension.	Avoid eye contact while listening (in some culture, in the other cultures this would be sign of respect).
Take notes and nod in agreement where appropriate.	Demonstrate a lack of interest in the speaker's subject or become preoccupied with

BUSINESS COMMUNICATION

	something else when listening.
Be prepared to ask relevant questions at the conclusion of the speaker's talk.	Concentrate on the speaker's mannerisms or delivery or even outside noise rather than on the message.

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UNIT -5

The Writing Process - Planning

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Business communication is of two types:

- One that involves the members with an organization.
- Another that involves the organization and the external agencies.

We could term the former as intra-organizational communication and the latter as inter-organizational communication.

The inter-organizational is far more complex than the intra-organizational communication. Inter-organizational communication involves interaction between the organization and its myriad external agencies upon whom the organization depends for its business activities.

Dealing with external agencies such as suppliers, consumers, shareholder, etc. the organization has to be extremely careful. The external audience that the organization does business with comprises of people who are not in close proximity. Hence any business message that is directed towards this audience has to be carefully planned. Failing to do so would have adverse effect upon the organizational functions.

The basic process consists of:

- 1.Planning:** Determining what the purpose of the message is who the reader will be what information you need to give the reader to achieve your purpose and in what order to present the information.
- 2.Composing:** Composing the first draft of the message.
- 3.Revising:** Revising for content, style, and correctness.

4. Formatting: Arranging the document in a appropriate format.

5. Proofreading: Reviewing the document to check for content, typographical and format errors.

Defining Your Purpose

The first step planning a business message is to think about your purpose.

1. Why you need a clear purpose: When an assignment is given to communicate to an audience a particular topic, the communication has to decide what to say about it. The purpose of the message determines content organization style tone and format.

a) **To decide whether to proceed:** Unnecessary message can backfire, even if the material is excellent. You can also lose credibility by writing a message that will have no impact. So when you are tempted to send a message, pause and ask yourself "Is it really necessary".

b) **To respond to the audience:** You need to consider the motive of the audience. Why will they pay attention to your message? What do they hope to gain? Are their expectations compatible with your own?

c) **To focus the content:** Establishing a clear purpose will also help you focus the message. You should include only the information that is necessary to accomplish your objective. Eliminate all material that is

irrelevant and unnecessary, even though it may be interesting.

d) **To establish the channel and medium:** Depending on your purpose, you will choose a channel {either oral or written} for your message. Corresponding to the channel you will also select the medium.

2. **Common Purpose of Business Message:** There are three general purposes common to business communication: information, persuading and collaboration with the audience. In addition every presentation must accomplish a specific objective.

General Purpose	Specific Purpose
To inform	To present last month's sales figure to the Vice President of Marketing
To Persuade	To convince the Vice President of Marketing to hire more sales representative.
To Collaborate	To help the personal department develop a training programme for the new members of the sales staff.

3. **How to Test Your Purpose:** Once you have established your purpose, pause for a moment to consider whether it is worth pursuing at this time.

a) **Is the purpose realistic:** If your message proposes a radical shift in action or attitude then instead of

suggesting the whole idea or programme at once consider proposing it in stages.

- b) **Is it the right time:** Timing is vital in transmitting the message. An idea that is unacceptable when the profits are down may be acceptable when the profits improve.
- c) **Is the right person delivering the message:** Many a times it happens that your boss asks you to gather some information and draft it into a message but finally it is he how would send the message. This is a better option because he being in position of authority, the message from him would be well received.
- d) **Is the purpose acceptable to the organization:** As the representative of the organization you are obligated to work towards the goals of the organization. Your duty would be to defend the organization and at same time retain the customer's goodwill. Your message should reflect the organization.

Analyzing Your Audience

To maximize the effectiveness of your message you should perform an audience analysis. This means that you should identify the interest, needs and personality of your audience. Following are the reasons for carrying out an audience analysis:

- Writer- reader relationship influences how a message is interpreted.

- The content of the message needs to be appropriate to the reader being addressed.
- A reader's motivation for reading a document can influence how it is received.
- The information in a message must meet the reader's needs.
- Conventions for writing may be adopted or adapted depending upon the audience.

Characteristic of the audience	Factor that can be discovered by consulting secondary sources or databases (demographic data, geographic data, purchasing behaviour).
The writer-reader relationship	Status of and distance between writer and reader interpersonal aspects.
The message itself	Information needed (excluded, included). Convention used / not used.
The occasion for communicating	Type of reader, the reader's stance resistant or cooperative.

Developing an Audience profile

Audience analysis is essential because each person perceives a message differently depending upon his/her unique filters.

Who is primary Audience: Here you need to identify your primary audience – the person whose cooperation is

crucial if your message is to achieve its objective. Your secondary audiences are those who would also read and be affected by your message.

What is your relationship with the audience? How will the audience react: If the reaction is positive your task is relatively easy. If the reaction is likely to be neutral you may initially want to get the readers attention and convince him/her that your message has important information.

What does the audience already know: Understanding the audience present grasp of the topic is crucial to making decisions about content and writing style.

What is unique about the audience: Learn about the personal interest or demographic characteristics of your audience that you can build into your message.

1. Satisfying the Audience Information Needs: The key to effective communication is to determine your audience needs and then respond to them.

Here are some steps:

- a) Find out what the audience wants to know.
- b) Anticipate un-stated questions- include any additional information that might be helpful, even through the reader has not specifically asked for.
- c) Provide all required information - make sure your document answers all the important questions.

- d) Be sure the information is accurate.
- e) Emphasize ideas of greatest interest to the audience.

Satisfying the Audience's Practical Needs:
Remember that your audience

- a) May have little time.
- b) May be distracted.
- c) May give your message low priority.

Therefore make your message brief and as convenient as possible to grasp.

Defining the Main Idea

Main idea is different from topic. The topic is the broad subject of the message. Main idea is the gist of the topic. The main idea is that which sums up why a particular audience should do or think as you suggest. Defining the main idea is important especially when you want to persuade someone or have disappointing information to convey.

Brainstorming Techniques: identifying main idea requires creativity and experimentation. More often than not single mind cannot do this work. You need to have someone who could act as a "sounding Box" – one who would help you hear yourself. Here are some techniques.

1. **Storyteller's Tour:** Turn on the tape recorded and give an overview of your message focusing on your reasons for communicating your major points your

rationale and the implication of the message for the reader.

2. **Ramon list:** On a clean sheet of paper list every essential point that comes to your mind pertaining to your message. When you have exhausted the list group them according to their relationships.
3. **FCR Worksheet:** This is helpful when message involves finding solution to a problem. F= findings, C= Conclusion and R= Recommendation. To carry out this process divide a sheet of paper into three columns list the major findings in the first column then extrapolate conclusions and write them in second column. These conclusions form the basis for the recommendations which are listed in the third column.
4. **Journalistic Approach:** For informational message this approach is good. The answers to six questions - who, what, when, where, why and how - should clarify the main idea.
5. **Questions-and-answer chain:** Perhaps the best approach is to look at the subject from the perspective of your audience and ask yourself questions till you have reached the point of identifying the main idea.

Selecting the Channel and Medium

Business messages have to suit the occasion or the message is ineffective. You can present your message in one of the two basic channels - Oral or Written.

Oral Communication:

- a) **Use:** This channel is useful when your message is relatively simple when you do not need a permanent record and when you can assemble your audience conveniently and economically. Oral approach is also useful when you are presenting controversial information.
- b) **Form:** Oral Communication takes many forms - such as unplanned conversation, telephone calls, interviews, group meeting, seminars, workshops, training programme, formal speeches and major presentations. Generally smaller the audience the more interaction there will be among the members. If your purpose involves reaching a decision or solving a problem you should select oral channel.

Written Communication: Just as oral communication, written messages also vary in formality. At one extreme are the scribbled notes that people use to remember at the other extreme are elaborate formal reports. A written communication is called when the information is complex when a permanent record is needed for future reference when the audience is large and geographically dispersed and when immediate interaction with the audience is either unimportant or undesirable. Common media for written communication are letter memo reports etc. Memos - are the so-called 'workhorses' of business communication. Letter, which go to people outside the

organization, perform an important public relation function. Letters and memos can be classified into four categories, according to their purpose.

- a) Direct request.
- b) Good news, goodwill messages and routine messages.
- c) Bad-news messages.
- d) Persuasive message.

Reports and Proposals:

The factual objective documents may be distributed either to insider or to the people concerned who are outside the organization – depending upon their purpose and objection. Reports and proposals have the following characteristics.

- a) In length they may range from a few pages to several hundred pages.
- b) They tend to be more formal than letters and memos.
- c) They also tend to depend upon the purpose of message for organization.
- d) Relationship between writer and reader determines style and tone.

UNIT -6

**Writing Process: Organization, Composing And
Revising Business Message**

Once the planning process is accomplished and the necessary elements of the message have been identified then the communicator is ready to launch into the next plan of the writing process. However when certain parts of this information has to be retrieved and presented in a well associated manner then there is a need to make a deliberate effort to organize the information in a cohesive and sequential manner. Disorganized message not only throws the audience into confusion but also stands as a bad commentary on the communicator.

The Need for Being Well Organized

The term “organization” which also refers to an enterprise implies a sequential arrangement of thing and functions so as to achieve some predetermined goals as objects. Human beings in an organization are expected to function in an organized way.

1. Why are some message disorganized?

- a) **Presenting idea in illogical order:** If there are about six points as idea that a writer or a speaker wishes to convey the communication may not be able to present them in a logical sequence if he/she has not reflected on them.

- b) **Including irrelevant material:** When the communicator is not certain about what information is relevant and what is not then working on conjecture would result in including material that is irrelevant to the message.

- c) **Leaving out necessary information:** In the process of including irrelevant information, relevant and necessary information is left out.
- d) **Difficulty in getting to the point:** When the message has to deal with sensitive issue, getting to the point becomes a problem.

Summarizing the above Four faults that are characteristics of a disorganized communication we can state the following reasons.

- **Lack of reflection** - result in illogical sequence.
- **Guess work** - results in including irrelevant information.
- **Not mindful** - necessary information is left out.
- **Not sure of oneself** - does not know to present the topic / issues.

2. **Why good organization is important:** It is really important for any message to be well -organized? Isn't it sufficient enough if the point of them message is eventually made? The answer is: arranging your ideas logically in proper style and tone will help satisfy the various needs of the audience - such as informational, motivational and practical needs. A well organized message is important for the following reasons.

- a) **Helps the audience to understand the message:** The main reason for being well - organized is to improve the chances that people will

understand exactly what you mean. The audience can easily understand the message.

- b) **Helps the audience to accept the message:** a well - organized message can be a motivating factor for the audience to accept the message. It helps you to get your ideas across without upsetting the audience.
- c) **Save the time of the audience:** Most people in a business organization are pressed for time. Time is a very rare commodity and people do not like to squander it. A good organized message will satisfy the need for convenience at all level. In other words your well - organized message becomes convenient for the audience - to read and understand the message without wasting his/her time.
- d) **Simplifies the task of the communicator:** by thinking about what you are going to say and how you are going to say it before you begin to write you can proceed more confidently.

Good Organizing through outlining

Achieving good organization of the message is a two-step process:

1. **Define and group ideas:** Once you have decided on your main idea you must develop it by grouping the supporting details in a most logical and effective way. By grouping we mean visualization the relationship

between the different parts of the message. One effective way of doing this is constructing an outline. An outline will guide you to communicate in a systematic way, covering all the ideas necessary for the message.

Step 1 - Start with the main idea.

- What you want the audience to do or think.
- The basic reason to do it or think it.

Step 2 - State the major points: Major points refer to those ideas that clarify the message by expressing the main idea in smaller units / thoughts. These major points act as the props by which the main ideas are upheld.

Step 3 - Support major points by specific evidence: Each major point should be supported with enough specific evidence to be convincing. These evidences form the body of the message and help the audience to undertake the message. You need to provide enough support to be convincing but not so much that your message becomes boring and inefficient.

2. Establish sequence with organizational plans:

Once you have defined and grouped your idea you are ready to decide on the sequence, there are two basic options you have.

- a) **Direct Approach** - This approach is deductive in nature in which the main idea comes first followed by the evidence.

b) **Indirect Approach** - Which is inductive in nature - the evidence comes first and the main idea later.

Direct Approach

Direct Request: This type of business message is used when the audience will be interested in responding to the message. Thus direct request use direct approach i.e. you get straight to the point.

Routine, Good News and Goodwill message: If your message is providing routine information that is a part of a regular business function the audience will usually be neutral in its reaction - i.e. it would neither be pleased nor displeased. However, if you are announcing a rise in bonus or congratulating a worker for a job well done the audience will be pleased to hear your message.

Bad news message: This is a challenging task for the communicator because delivering a bad news is a sensitive issue. Such a message needs to be carefully planned and organized. The challenge lies in being honest and yet somehow soothes the displeasure of your audience. The bad news has to be cushioned by other ideas that are either neutral or more positive. The explanation for the bad news has to go along with a positive note.

Persuasive message: These messages become necessary when your audience is not willing to or interested in what you have to say. Your audience may

be hostile, skeptical and you may face resistance from them towards your message.

Form outline to first draft

Having finished planning you are now ready to begin drafting - i.e. composing preliminary versions of a message. Someone has said "writing is an art. Rewriting is a craft". So do not worry about getting everything right at the first instance. Your first draft is just a draft and not a completed message. Do not expect perfection and do not strive for it.

1. **Writer's Block:** Many people spend anxious moments worrying about what to write and how to write. Some people spend long time staring at blank paper or screen not knowing how to proceed. Such an experience is known as "**Writer's Block**" - the inability of focus on the writing process and to draft a message. The causes of writer's block are one or more of the following:

- **Procrastination:** Putting off what we dislike doing.
- **Impatience:** Growing tired of the naturally slow pace of writing process.
- **Perfection:** Believing that the draft must be perfect the first time.

Strategies to overcome writer's block:

a) **Choose the right environment:** Find out where you can be comfortable and concentrate on the task of writing the draft.

- b) **Schedule a reasonable span of time:** Allowing your self a time span is a way of disciplining yourself. Use the time with out washing it.
- c) **State your purpose in writing:** Having identified your purpose during the planning phase write it somewhere and put it in front of you.
- d) **Engage in free writing:** Write without stopping till you feel that you have put all your thoughts in words.
- e) **Avoid the perfectionism syndrome:** Remember you are writing the draft as an artist and not as an editor. So do not worry about style, cohesive, spelling, punctuation etc.
- f) **Think out loud:** Some people can speak better than they can write. If there is a Dictaphone record what you say and later transcribe it.
- g) **Write the easiest first:** The most difficult part of writing something is the opening paragraph. So begin with the easiest part.

Composing process

Composition is relatively easy if your have already decided what to say and in what order, although you need to pause now and then to find the right word.

1. **Style:** In composing the message vary the style to create a tone that suits the occasion. Style is the way you use words to achieve a certain tone overall impression. You can vary your style - i.e. your sentence structure and vocabulary - to sound forceful or passive, personal or impersonal etc.

2. **Tone:** The first step towards getting the right tone is to consider your relationship with the audience. To achieve a warm but businesslike tone:
- a) Don't be familiar
 - b) Use humor with great care
 - c) Do not flatter the other person
 - d) Don't preach
 - e) Don't boast
 - f) Be yourself
3. **Use the "You" attitude:** Establish empathy with your audience. Many business messages have an "I" or "we" attitude, which causes the sender to sound selfish and not interested in the receiver. In other words use "You" and "your" instead of "I" "Me" "Mine" "We" "Us" and "Ours". This is the "You" attitude which you must adopt.
4. **Maintain a Positive Note:** Explain what you can do and what you will do and not what you can't do or won't do. Positive side of your message will show sensitivity to your audience.
5. **Establish credibility:** People are more likely to react positively to your message when they have confidence in you. This belief in your competence and integrity is important the first step in building credibility is to promise only what you can do. And then fulfill your promise. Your credibility is also enhanced by the quality of the information you provide.

6. **Be polite:** The best tone for business message is almost always a polite one. Although you may be tempted now and then to be brutally frank try to express the facts in a kind and thoughtful manner.

Practicing Revision

As mentioned earlier that writing is an art and editing is a craft - i.e. a science that has a definite procedure usually in the process of editing the editor has to edit some manuscript that someone else has written. Editing or revising is a process of modifying a document to increase its effectiveness. Once the draft has been written it can be refined into an effective document but the process of revision one's own draft does not begin immediately. In the process of writing, revising is the third step that involves many steps. The process consists of editing for content and organization, style and readability format usage of words etc. Care should be taken not to revise the document for all its elements but rather revise the message at least three times once for content and organization once for style and readability and once for format.

1. **Revising the content and organization:** Begin by reading the document to evaluate its overall effectiveness. Here you are concerned with the content organization and the flow of thoughts. Ideally you should let your draft rest a day or two before you begin the editing process.

- a) Have all points been covered in a logical order.

- b) Good balance between general points and specific points.
- c) Space allotted for and positions of prominence or important points.
- d) Providing enough evidence.
- e) Need to add or eliminate information.

2. **Revising for style & readability:** Once you are satisfied with the content and organization of the message, then turn your attention to style and readability. You need to create an interest in your audience for the message. This is done by the use of style - i.e. using lively and emphatic words and phrases. At the same time make sure that your message is not difficult to follow. Always make you of short and simple sentences.

3. **Revising for mechanics and format:** Final step in revising has to with language and format. Language here means use of proper words, correct spelling and grammar. Very often people thought they can speak correct English make several grammatical mistakes. Remember your audience is not only interpreting the message but also judging you from the way you write the message.

Selecting the Right Words

As a business communicator you have to pay attention to two things while revising your draft: correctness and effectiveness of words. Sometimes even the correct use of words has to be confirmed.

1. **Functional words and content words:** Functional words express relationships and have one unchanging meaning in any given context. They include conjunctions prepositions articles and pronouns. Content words are multidimensional and hence subject to various interpretations or meanings. Nouns, verbs, adjectives and adverbs belong to this category.
2. **Connotation and denotation:** Content words have both denotative meaning and connotative meaning. Denotative meaning is literal or dictionary meaning. Connotative meaning including all association and feeling evoked by the words.
3. **Abstraction and concreteness:** Content words also vary in there of abstraction. That is to say that content words can also be abstract words. An abstract word expresses a concept quality or characteristic - for example honor, progress, integrity etc. Content words are also grounded in the material world - for example table, chair, rose, kick, red etc.
4. **Word choice:** In the business communication the use of language has to be strong, familiar and precise.
 - a) **Strong words:** Nouns and verbs are the most concrete words in any message so use them as much as you can. Use adjective and adverbs sparingly, although they are also important. Verbs are powerful words because they carry the action. The more dynamic the words the better it is.

- b) **Familiar words:** Communication is best through familiar words. Use words that are in common and familiar to most people. However be careful in using terms that have become so common that they have virtually lost their meaning.
- c) **Short or precise words:** Compose your message by using short words or sentences. Example last year the company was able to speed up operation.
- d) **Camouflaged verbs:** Ending of the words: ion, tion, ing, ment, ant, ent, ence, ance and ency should be avoided. Such words complicate the construction of sentences, which could be misleading.

Bias - Free Writing

Avoid biased language that might offend the audience. It is not enough to be bias-free but it must also appear in our speech and writing.

- a) **Sexist Language:** We are used to using language that suggests bias. When citing a general example we often use words like 'mankind' 'man-made' 'man-power' etc. These words could be replaced by 'humankind' 'artificial' 'human power' etc.
 - I) Some words denote both men and women. In such case avoid the masculine and the feminine words.
 - II) Another way to avoid bias is to mention words first. Give priority to ladies- women and men, ladies and gentlemen she and he etc.
- b) **Racial and ethnic bias:** It is politically correct in every way to avoid any comments that may have a

racial or ethnic bias. In India, Our Politicians or even celebrities get caught up in this complicated issue. Then getting out of it poses to be a gigantic problem.

UNIT-7

**Writing Routine, Good News
and Goodwill Messages**

Almost all business communication has two basic purposes:

- To produce a favorable attitude or response in the audience.
- To convey information.

Three main categories of information that can be delivered with the direct approach or organization are:

- Positive information, which pleases the reader.
- Neutral information, which may not elicit either positive or negative reaction but which may have strong information value.
- Negative information, which the reader will not want to read.

Audience cooperation

Messages that assume Readers Corporation anticipate a non-resistant stance from the audience. This anticipated cooperation enables the writer to assume a business-as-usual stance towards a situation. When assuming audience cooperation a business-as-usual attitude persists even if for some reason the audience cannot cooperate exactly as expected.

1. Strategies to encourage audience cooperation:

You can use explicit cues to encourage audience cooperation.

- a) A clear direct statement of the main idea at the outset (deductive organization) aid audience cooperation by avoiding any misunderstanding about what the reader is to know or do.
- b) Indication of confidence in the reader's positive response can be shown by using words such as "please" or "thank you", which would make a statement sound less like a demand and more like a request.
- c) Providing crucial information is another way of ensuring audience cooperation. All information necessary to explain the action(s) indicated should be included in the message.
- d) Clear and specific action statements at the close to specify the action(s) the writer wants the reader to take in another way to help audience cooperation.
- e) Information included with the message in the form of enclosures etc. that enables the reader to act or to understand the course of action in detail - such as brochures offering financial incentives, business cards, discount coupons for early purchase etc.

2. Reasons for audience resistance: Audience may resist a message for many reasons - the message contains bad news. Following are the reasons for which the audience may resist a document.

- a) **The “Age” of information:** Audience resists messages that contain information that is either too old or completely new. If the message informs about something that is already happening and of which the people are already aware then the audience will not be interested in reading the message.
- b) **Traditional practices versus change:** Audience may resist change itself because they may find it confusing or threatening. Communication associate need for the change with something good and establish the change itself as something unique and good.
- c) **Organizational hierarchy:** Audience with in an organization, experts the information to follow a certain organizational channel. In such cases it is best to let the information follow the organizational path to avoid resistance and allow cooperation.
- d) **Group membership and shared goals:** If you assume that the reader shares your views of goals and your assumption is incorrect then the reader may resist your message. The very often happens in an organization where the boss feels that his subordinates share the same concerns or goals and later finds that his message is not received enthusiastically.
- e) **Expertise:** Readers may also resist a message because it does not match their level of expertise. Audience may becomes impatient with a message and

resist what the communicator has to say if the material is either too difficult or too easy.

3. Overcoming audience resistance: Following are the recommendations for overcoming audience resistance.

- a) Build or preserve a positive history with the audience.
- b) Find ways of 'softening bad news or of finding positive aspects of negative situations.
- c) Pay attention to the "age" of your information. In general present old news before new news.
- d) Recognize that change itself is often threatening. Doing so will help you realize that even if what you are proposing is a change for the better audience will probably be resistant.
- e) Know the establish channels of communication in your office and be aware of hierarchical relationship with in the organization.
- f) Analyze the interest of members within a group before you assume or appeal to share goals.
- g) Remember that an audience's area and level of expertise helps you predict how the audience will respond to your communication.

Organizational 'Direct plan' message

When ever you can assume that your audience will be interested in what you have to say or at least willing to corporate with you, your message should follow the 'direct plan' or 'deductive plan'. You should:

- a) Present the request or the main idea first,

- b) Follow up with necessary details
- c) Close with a cordial statement of action you want.

The best way to begin a direct message is to state what you want in the first sentence or two and let explanation follow this initial request or idea. Another aspect that needs to be remembered is the 'tone'. Even though you expect a favorable response the tone of your initial request is important. Instead of demanding immediate action be patient and help your audience to understand your message or the request you are making. In the last section 'clearly state' the action you are requesting or expecting. You may want to inform your audience where to send the sought - after information or product, indicate any time limit or any other information that you could not cover in the previous parts.

1. Writing statement of the request:

- a) **Direct statement of the request:** This refers to the main idea. The general rule for the first part of the direct request is to write not only to be understood but also to avoid being misunderstood. In the direct request the sender primary goal agrees with the receiver's primary goal. You should as specific as possible in a sentence or two (about the subject matter that you wish to know) that begins your message.
- b) **Justification explanation and details:** Justification for the purpose of your message can be made by way of explanation, which should be a logical outgrowth of your opening statement. You could construct the first sentence of your middle section in the form of "your-

sentence” by stating a benefit to the reader. Another possible approach for the middle section is to ask series of question particularly if your inquiry concerns machinery or complex equipment. Furthermore so that your request can be handled quickly remember:

- I) Ask only those questions that relate to your main inquiry.
- II) Do not ask for information that can be easily obtained by you.
- III) Make your questions open-ended and objective.
- IV) Deal with only one topic in each question.

- c) **Courteously close with request for specific action:** Your letter should ‘close’ with both a request for some specific response and an expression of appreciation or goodwill. Help your reader to respond easily by supplying information for getting in touch with you. Always try to close with:
- I) A request for some specific response.
 - II) An expression of appreciation.
 - III) Information about how you can be reached.

2. **Writing requests for routine information and action:** When you need to know about something to get an opinion from someone or suggest an action you usually need to ask. In making a routine request:

- What you want to know.
- Why you want to know.
- Why it is in the reader’s interest to help you.

Routine request deserves a touch of tact because in many organizations memos and letter are sent to

hundreds of employees, customers, clients, and shareholders.

- a) **Request to fellow-employees:** Although requests to fellow-employees are after oral and rather casual some requests are better put in permanent written form. A request in memo form.
- I) Provides a permanent record.
 - II) Saves time (when well written).
 - III) Helps readers to know precisely what is required.
- b) **Request to other businesses:** Many letters to other businesses are requests for information about products, or something you have seen in advertisement.
- I) Say where you saw the advertisement.
 - II) Provide a clear and complete return.
 - III) Provide a clear and complete return address on the letter.
- c) **Request to customers and other outsiders:** Businesses after ask individuals outside the organization to provide information or to take some action-such as attend a meeting return an information card enclose a document etc. often these message can be short and simple but after situations require a more detailed explanation.

Writing positive message

When you have only positive information to present rank your information with the most positive first followed by the next most positive and so on.

Penrose et al observe: “When reading the most positive information first the reader encounters then next thought in a more receptive mood. Assuming the second thought is the second most positive comment these thought combines to place the reader in an even more favorable frame of mind for the third thought and so on.

They further suggest: “Because substantial positive feeling can reflect well on the sender you should make optimal use of this message category. You can achieve even more benefits by using direct statement that follow a subject /verb – first organization, selecting active voice picking present tense using strong verbs, organizing sentences for emphasis and involving the reader through the use of the you tone. With positive content message the most difficult writing steps are:

- Correctly ranking the importance of the various items from the reader’s point of view.
- Omitting extraneous information.
- Writing transitions from thought to thought.

Most business communication consists of positive messages. A clear understanding of how such messages are organized will allow you to write good once quickly. Whether oral or written these messages follow a simple formula:

- a) Clear statement of the main idea.
- b) Necessary details.

c) Courteous close.

1. Planning positive messages:

a) **Clear statement of the main idea:** This refers to the purpose of the message. When you begin a message write a statement of your purpose you prepare your audience for the explanation that follows.

b) **Necessary details:** The middle part of the message is typically the longest section of a routine good news or goodwill message. Your purpose of communicating can usually be expressed in a sentence or two. In addition to providing details in the middle section you must maintain the supportive tone establish at the beginning.

c) **Courteous close:** Your message is most likely to succeed if your readers are left with the feeling that you have this personal welfare in mind. Make sure each audience member understands what to do next and how that action will benefit her or him.

2. Checklist for positive message:

a) Initial statement of the good news (main idea)

I) Respond promptly to the request.

II) In your first statement indicates that you are fulfilling the readers request.

III) If you are acknowledge an order summarize the transaction.

IV) Convey a courteous and you-oriented tone.

b) Middle information section:

- I) Express interest in the request.
- II) If possible answer all questions and requests (in the order posed).
- III) Provide all the important details about orders.
- IV) Use sales opportunities when appropriate (enclose brochure).
- V) If you cannot comply with part of the request explain to the reader why this is so and offer positive alternative.
- VI) Frame negative statements in position context or as offer positive alternative.

c) Courteous close:

- I) Avoid cliches.
- II) Direct a request to the reader or specify the action you want the reader to take.
- III) Remind the reader of the benefits to be derived from the action you are suggesting.
- IV) Offer additional services.
- V) Express goodwill.

3. Conveying positive information about people:

Professors, supervisors and managers are after asked to write letter recommending students or employers for jobs, awards, or membership in organizations such letters may take the direct approach when the recommendation is generally positive.

- a) **Recommendation letter:** It is important that letters of recommendation contains all the relevant details.
- The full time of the candidate.

- The job or benefit that the candidate is seeking.
- Whether the writer is answering a request or taking the initiative.
- The nature of the relationship between the writer and the candidate.
- Facts relevant to the position or benefit sought.
- The writer's overall evaluation of the candidate's suitability for the job or benefit sought.

Recommendation letters are usually mailed directly to the person or committee who requested them and are not shown to the concerned candidates. A good writer of recommendation letter will:

- Include only relevant factual information.
- Avoid value judgements.
- Balance criticisms with favorable points.

b) **Good news about employment:** Finding suitable job applicants and then selecting the right candidate for the job is a task fraught with hard choices. In contract writing a letter to the successful candidate is a pleasure. Most of the time such a letter is eagerly awaited so the direct approach serves well. A letter telling someone that she or he has been selected for the job is a legal document hence makes sure that all statements are accurate. The letter should take a friendly and welcoming tone and should explain the necessary details like job title, starting date, salary and benefits. The paragraph with the explanation of the first day routine will help the new employee.

c) **Writing positive replies:** Many news and business letters are written in response to an order an inquiry or a request. When the answer is positive or involves straightforward information then the direct plan is appropriate.

d) **Acknowledgement letters:** Acknowledgement letters play a role of fostering “goodwill”. In accordance with the direct plan the first paragraph of the acknowledgement letter is a statement of good news. The middle section demonstrate the professionalism of the firm by giving an accurate summary of the transaction such as:

- When the delivery may be expected.
- The cost of the merchandise.
- Cost of shipping and taxes.
- Explanation of problems that may have arisen.

Notes: Letters of the type frequently add information in the middle or the closing sections such as:

a) **Resale:** Information about the company or product that confirms the customer’s good judgement in making the transaction.

b) **Sales promotions:** Information about goods and services that go along with the customer’s purchase is also a part of this letter.

c) **Replying to requests for information and action:** Any request is important to the person making it,

whether inside or outside the organization. That persons opinion of your company and its products your department and yourself. However complying the request is not always easy because the information may not be immediately available and decisions to take some action may take longer time since higher level of management is involved.

I) **When a potential sale is involved:** Prospective customers often request an annual report, catalogue, brochure, or other type of information to help them make a decision about a product they have come across through advertisement.

- To respond to the inquiry, or answer all the questions.
- To encourage the sales.
- To convey a good impression of you and your firm.

II) **When no sale is involved:** Some request from outsider and request from with in the organization are no opportunities to sell a product. In replying to these request you have two goals:

- To answer all the questions honestly and completely.
- To leave a favorable impression of your company or foster good working relationship.

Writing goodwill messages

Business is not often all business. To a large extent it is an opportunity to forge personal relationships. You can enhance your relationship with customers and other business people by sending friendly, unexpected notes with no direct business purpose.

1. **Congratulations:** One prime opportunity for sending congratulations is the news of some significant business achievement or attaining an important civic position. Highlights in people's personal lives - such as weddings, births, graduation and success in non-business competitions - are another reason for sending congratulation. Some alert companies develop a mailing list of potential customers by assigning an employee to keep a track of important events.
2. **Letter of Appreciation:** An important quality of messages is to have the ability to see employees or other business associates as individuals and to recognize their contributions. People often value praise more highly than monetary rewards and a letter of appreciation may also become a part of an employee's personal file. Your letter of appreciation not only makes feel good, it also encourages further excellence and good services. Letter of appreciation are also appropriate for acknowledging donations to campaigns or causes.

UNIT -8

Writing Indirect Messages

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In the previous unit we explained that when the writer expects the reader to agree with the content of a message. It is best to present the message directly. However you will encounter many other occasions when you are likely to expect resistance. If positive message with direct approach are among the easiest to write those with negative information or persuasive contents are among the most difficult. The difficult of writing negative message is because of their dual objectives:

- To transmit bad news clearly
- To maintain reader's goodwill

Occasions for negative message

Negative message convey information that the audience will likely resist. Occasions for writing negative message can be grouped into three broad categories:

1. **Writer-centered:** Situations when a writer must give a negative response to a routine request that often requires his/her personal attention or participation. For example.
 - a) Expressing inability to honor routine request.
 - b) Declining invitations and requests for favors.
 - c) Refusing to write letters recommendation.
2. **Reader-centered:** Occurrences when a reader's direct request for information, goods, or services, or

persuasive request for action meets with a negative reply. For example.

- a) Responding to an inquiry negative answer.
- b) Providing negative information about an order placed by the reader.
- c) Refusing to grant request credit or to allow a claim, complaint, or adjustment.

3. **Message-centered:** Occasions when negative information must be conveyed about an organization's operations performance or products. For example.

- a) Conveying bad news about good and services.
- b) Revealing bad news about operations (changes in policy or procedure).
- c) Providing negative information about company performance, reporting bad news internally about company performance.

Indirect approach for presenting negative information

One important consideration in writing negative message is to avoid hurting someone's feelings. You must address two basic questions:

1. What tone will contribute to the effectiveness of the message?
2. What arrangement of the main idea and supporting data will ease the disappointment of the audience?

a) **What tone:** In bad news or negative message of any kind you must try to adopt a tone that supports three specific goals:

- I) You want your audience to understand that your negative message represents a firm decision.
- II) You want your audience to understand that under the circumstances your decision is fair and reasonable.
- III) You want your audience to remain well disposed towards your business and possibly towards you.

With right tone you can make an unwelcome point while preserving the audience ego. One key is to make liberal use of the “You” attitude.

b) **What arrangement:** When you write a negative message you have a choice between using an inductive (direct) and using deductive (indirect) approach. Following are the conventional organizational components of indirect approach.

- I) **Opening:** contains details “buffer” or softens the bad news.
- II) **Body:** has the reason for the news or negative message.
- III) **Statement:** a clear and diplomatic statement of the negative decision.
- IV) **Close:** a helpful and friendly attitude and positive close.

l) **Opening:** The first step in using the indirect approach is to put the audience in an accepting mood by making a neutral non-controversial statement closely related to the point of the message. Such a statement that puts the audience at ease is known as **“buffer”**. There are various ways in which you could build buffers. Here are some:

- **Agreement:** Find a point on which you and the reader share similar views.
- **Appreciation:** Express sincere thank for receiving something.
- **Cooperation:** convey your willingness to help in any way you can.
- **Praise:** Find an attribute or an admirable breath of experience which should serve you well as you progress in your career.

Here are some other things to avoid when writing a buffer:

- **Avoid saying no:** If you say no at the beginning the reader may not read the reasons for saying no with an open mind.
- **Avoid apologizing:** An apology weakens your explanation for the unfavorable decision.
- **Avoid using a “Know -it all” tone:** Do Not use phrases such as “You should be aware that”. This will cause resistance to your message because it will sound as if you are lecturing the reader.

- **Avoid costing time:** If you spend time with irrelevant phrases or unnecessary details your reader may lose patience at the outset.
- **Avoid misleading the reader:** Indirection is not the same as misdirection. In using indirect approach to write your message avoid information that can misdirect the reader.

II) **Body:** This forms the first part of the body of the negative message. It presents reasons to show that your decision is justifiable and fair. It is important to explain why you have reached your decision before you state what the decision is.

Some guidelines: Explain why you have made your negative decision before starting what the decision is.

- Make sure that your explanation is specific and related to the reader's particular situation.
- Use only your strongest reasons in your explanation. Avoid hiding behind company policy and blaming or criticizing other accepts responsibility for the decision.
- Structure the explanation so that it leads logically to the decisions.
- Use positive wording and tone. Remember to add "you" attitude.

In short well written reasons that ought to be incorporated in the body are:

- Detailed
- Tactful
- Individualized
- Unapologetic
- Positive

III) **Statement of bad news:** So that the audience is psychologically prepared the bad news should be the logical outcome of the reasons that come before it. If the message is handled carelessly it may cause the audience to react emotionally. When constructing the bad news try to minimize its negative impact by:

- Avoiding 'no' and 'not'.
- Subordinating the bad news in the sentence.
- Limiting the space devoted to the bad news.
- Embedding it in the middle of a paragraph.

IV) **Close:** You may choose to close a negative message with either an action close or positive close. Action close: is especially appropriate to negative message that specifies alternative action. Positive close: ends the message in prosperous note i.e. including subtle and appropriate sales information.

An upbeat positive close:

- Builds goodwill.
- Offers suggestion for action.
- Provided a look toward the future.

Whatever type of close you choose observe these don'ts:

- Don't refer to or repeat the bad news.
- Don't apologize for the decision.
- Don't encourage further communication.
- Don't anticipate problem.

Conveying bad news about orders

For several reasons business must sometimes convey bad news concerning orders. In writing to a would be customer. You have three basic goals.

- To work towards an eventual sale.
- To keep instructions or additional information as clear as possible.
- To maintain an optimistic and confident tone so that your reader won't lose interest.

1. **Back orders:** Back orders refer to the message that you send your customer conveying either of the following:

- You are able to send only a part of the order.
- You are able to send none of the order.

2. **Substitutions:** Once in a while a customer will request something that you no longer sell or that is no longer produced. If you are sure the customer will approve a substitute product then you may go ahead and send it. Otherwise first send a letter offering substitute product and give the customer simple direction for ordering it. In either case be careful to avoid calling the alternate product a 'substitute'.

3. **Orders that cannot be fulfilled:** There will be times when you may not be able to fill an order either in part or with a substitute. In such case the indirect approach to say that you cannot fill an order at all.

4. **Checklist for bad news about orders:**

a) **Overall strategy**

- I) Use indirect plan in most cases.
- II) Use direct plan when the situation is routine.

b) **Buffer**

- I) Express appreciation for the specific order.
- II) Express a welcome to a new customer.
- III) Avoid negative words.
- IV) Resale information on product ordered to build the customer's confidence in his/her choice.

c) **Reasons**

- I) Avoid apologies.

- II) Avoid expressions of regret.
- III) Explain the problem with unclear orders.
- IV) Handle back orders carefully.
- V) Reinforce the customer's confidence with a resale.
- VI) Explain substitutions in detail.
- VII) Explain why orders cannot be filled.
- VIII) Avoid hiding behind company policy.

d) The bad news

- I) State the bad news as positively as possible.
- II) Stress the benefits of the decisions to the reader.

e) Positive friendly helpful close

- I) Explain the desired reader regarding action as clearly and simply as possible.
- II) Make reader action as easy as possible.
- III) Use resale information to clinch the sale, especially for replies about unclear order, back orders, and non-confirming orders.
- IV) Adopt a tone answer your customer of personal attention.

Communicating negative answer and information

In business transaction, occasionally, your response to inquires must simply be 'no'. Many people do not know how to say no without impacting personal relationship. Depending upon your relationship with the reader you could use either the direct approach or the indirect approach. Use the direct approach when your negative

answer or information will have little personal impact use the indirect approach in more sensitive situation.

1. Denying cooperation with routine requests: When people ask you for information or want you to do something and you cannot honor the request you may answer with either the direct plan or the indirect plan. This would offend most readers for the following reasons.

- a) The direct plan is used even though the reader is outside the company and may be emotionally involved in the response.
- b) The tone of the first paragraph is unnecessarily negative and abrupt.
- c) The phrase “has no interest in taking part” implies that the research is unimportant.
- d) The writer hides behind a company policy.
- e) Cliches in the final paragraph (thank you for your interest, if we can help) undercut any personal, friendly impact that the letter might have had.

2. Declining request for favors: Once more the plan to use when saying ‘no’ to a requested favor depends on your relationship with the reader. If you do not know the president well you would probably use the indirect approach. The buffer recaps the request and demonstrates Respect Dear Sir. Then the reason for declining implies the bad news itself and then the close suggest an alternative plan.

3. Refusing request for claims and complaints: In such instances the tone of your message is very important. A tactful and courteous letter can build goodwill while denying adjustment claims. Your negative response should have the following:

- a) The buffer covers a point on which both writer and reader agree.
- b) The reasons that put the company policy in a favorable light.
- c) A positive alternative action should put the customer at ease.
- d) The close could ass sales promotion that would interest the customer.

Persuasive messages

Persuasion is the process of influencing or changing attitudes, beliefs, values, or behaviour of your audience. We come across many persuasive messages in the form of requests for donations.

1. Persuasive goals: Every persuasive message attempts to achieve one of the four broad objectives:

- a) **Adoption:** Message of adoption attempts to persuade reader to start doing something. Adoption is the essence of most sales letter.
- b) **Continuance:** Message of continuance urges the continuation of behaviour. Continuance is the basis for selling any ongoing service.

- c) **Discontinuance:** Message of discontinuance are those persuasive message that encourage customers to discontinue certain pattern or behaviour.
- d) **Deterrence:** Message of deterrence tries to prevent an action from taking place.

2. **Persuasive appeals:** Effectively used persuasive techniques work simultaneously on these levels. Persuasive message appeals to the reader's sense of reasoning, establish credibility of the document and evoke an emotional response from the reader.

- a) **Persuading through reasoning:** Persuasive documents try to convince readers to accept a particular point of view through the logical presentation of evidences.
- b) **Persuading through creditability:** Credibility is a degree to which a statement a person and or a company and perceived to be ethical believable, trustworthy, competent, responsible and sincere. Your creditability is enchanted when your document focuses on customer benefits instead of dwelling on features of the product, proposal or idea.
- c) **Persuading with emotion:** In many situations, emotions remain the most powerful persuasive factor. Where logical arguments sometimes fail, emotions often have the power of motivate people to respond and act. Emotionally appeals can also focus on emotions such as hope, pleasure, pride, honor, courage, respect, and responsibility.

Preparing to write a persuasive message

Persuasive message aim to influence an audience that is included to resist. They depend heavily on strategic planning.

- What you are writing about?
- What audience you are writing to?
- What you want to happen as a result?

a) Appealing to the audience

- i) Needs and appeals:** People have needs and are motivated by their needs. Some needs are more important than the others. In writing message appealing to the needs will bring about the desired affects.
- ii) Emotion and logic:** When people's needs are not met they are likely to respond emotionally. Persuasive messages make use of the emotion surrounding certain words such as freedom, success, prestige, credit record etc.
- iii) Credibility:** Without credibility, your skilful of needs, appeals, emotions and logic may seen to be nothing more than manipulation. It is especially important for a sceptical or hostile audience to believe that you know what you are talking about and that you are not trying to mislead anyone. One of the best ways to gain credibility is to support your message with facts like testimonials, documents, guarantees, statistics research etc. If

you demonstrate the following characteristics your audience will more readily believe about you say:

- Enthusiasm
- Objectively
- Sincerely
- Expertise
- Good intension
- Trustworthiness
- Similarity
- semantics

b) **Organizing persuasive messages:** Persuasive requires the indirect approach often a specialized one called **AIDA** i.e. (Attention, Interest, Desire, Action) plan.

i) **Attention:** Begin every persuasive message with a statement that catches attention. Your statement for attention should be:

- Personalized
- You - oriented
- Not extravagant
- Relevant

ii) **Interest:** In the section include:

- Opening theme in quarter detail
- Benefits specifically to the getting attention

iii) **Desire:** In the desire section:

- Provide relevant evidence to prove your claim

- Draw attention to any enclosures
- iv) **Action:** Always try to end by:
- Describing precisely what you would like to happen
 - Restating how the audience will benefit by acting as you wish
 - Making action easy

Writing sales letter

By and large specialized and highly skilled professionals write sales letter. Sales letters come in a variety of sizes with enclosures or without. They can have messages from a single individual to another or they can be mass mailings from one company to many consumers. In some countries sales letters are considered as legal contracts so one has to be very careful in making offers that cannot be delivered. Also making false statement in a sales letter is considered as fraud. Therefore planning a sales letter requires professional skills.

1. **Prewriting:** The three steps involved in planning a sales letter are similar to those involved in planning any persuasive message:
- Determine the main idea (in sales letter, it revolved around a selling point and related benefits)
 - Define the audience
 - Plan the approach and format

- a) **Determine the main idea:** Selling points are the most attractive features of a product consumer benefits are the particular advantages that buyers will realize from those features. You should determine which are the most appealing feature so that you can direct your audience's attention to them.
- b) **Defining the audience:** The most persuasive sales letter are written to appeal to a specific audience. When analyzing an audience of individual consumer marketer refers to demographics (age, gender, education, occupation, and income) and psychographics (personality attitude, and lifestyle).
- c) **Planning the format and approach:** Once you have decided what and say and whom to say now you must decide on how to say it. You will decide on whether to sent just a letter or also enclose brochures, samples, response cards etc. all these decisions depends on the audience you are trying to reach.
2. **Preparing a copy:** As seen earlier sales letter are prepared according to the AIDA Plan used for persuasive messages.
- a) **Attention:** There are many devices for getting attention which are commonly used in sales letter:
- i) Some genuine news
 - ii) Personal appeal to the reader's emotions and values

- iii) Most attractive features and the associated benefits
- iv) Sample of the product
- v) Provocative questions
- vi) Solution to a problem

b) **Interest:** To generate in your reader, emphasize the central selling point. To determine your product's central selling point ask:

- i) What does the competition offer?
- ii) What is special about my product?
- iii) What are potential buyers looking for?

c) **Desire:**

- i) **Highlight benefits:** Selling points coupled with "you" attitude amounts to benefits.
- ii) **Using action terms:** Active words give force to any business message and especially important in sales letters. Also make use of colorful verbs and adjective however do not overload it.
- iii) **Talking about price:** You can prepare readers for your product's price by subtle choice and arrangement of words. Price of the product is a complicated issue and often a sensitive one.
To de-emphasize price:
 - Bury actual figure in the middle of a paragraph near the end
 - Mention benefits and favorable money aspects before the actual price
 - Compare the price with the cost of some other product.

d) **Motivating action:** The overriding purpose of a sales letter is to get the reader to do something. Many consumer products are sold through the mail by asking the customer for cheque - i.e. an immediate decision to buy. Try to persuade reader to take action immediate. The main purpose of the sales letter is to help the potential customers to make immediate decision and act.

3. Checklist for sales letters:

a) Planning the direct mail package:

- i) Determine the specific purpose of the mailing
- ii) Define selling points and consumer benefits
- iii) Analyze the audience using demographic and psychographic
- iv) Plan the approach and format
- v) Present every element of your package

b) Attention:

- i) Design a positive opening
- ii) Promise a benefit to the reader
- iii) Write an opening that is appropriate, interesting and relevant to the central selling point
- iv) Design an opening that will catch the attention of the reader

c) Interest:

- i) State information clearly, vividly, and persuasively and relate it to the readers concerns

- ii) Develop the central selling point
- iii) Feature the product in two ways: (Physical description and consumer benefit)

d) Desire:

- i) Enlist one or more appeals to support the central selling point.
- ii) Anticipate and answer the reader's questions and objection.
- iii) Use an appropriate form of proof to support your selling points.
- iv) Provide enclosures along with the selling point.

e) Action:

- i) State clearly the action you desire
- ii) Use techniques to make action easy
- iii) Provide specific details on how to order and other necessary
- iv) Offer a special benefit to help the consumer to act.

UNIT -9

Short and Long Reports

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Reports come in many different shapes and sizes. There are formal reports and informal reports. There are new reports and technical reports routine reports and special reports. But they all belong to the two main types: status reports and decision reports. A status report describes things, people and events. It tells us what things are or were like or what happened. A decision report on the other hand gives the person receiving the report a set of options based on an analysis of a problem and relevant facts. Business reports are like bridges spanning time and space. Organizations use them to provide a formal, verifiable link among people, place and time. Reports are essentially management tool. Many move upward through the chain of command to help managers monitor the various units in the organization, some move downward to explain management decisions to lower-level employees responsible for day to day operations.

Characteristics of good business reports

The goal in developing a report is to make the information as clear and convenient as possible. Because of the constraints of time you tell the readers what they need to know and present the information in a way that is geared to their needs. All good reports have at least three things in common:

- The information is accurate.
- The content shows the writer's good judgment.
- The format style and organization respond to the reader's needs.

1. **Accuracy:** The first thing a business report writer must learn is how to tell the truth. Unfortunately, telling the truth is not always a simple matter. The following guidelines will help reduce the distortions resulting from different perceptions.

- Describe facts or events in concrete terms.
- Report all the relevant facts.
- Put the facts in perspective.
- Give plenty of evidence and supportable conclusions.
- Present only valid evidence and supportable conclusions.
- Keep your personal biases in check.

2. **Good judgment:** Some things simply do not belong in a report, whether or not they are true. You can do both yourself and your organization a great deal of harm by being indiscreet. You should also remember that messages have distinct preferences when it comes to reports. They particularly dislike personal criticism, alibis, attempts to blame someone else, incomplete data, uncalled-for opinions, and attempts to bypass them through distributions of the documents.

- Getting the main ideas at the beginning of the reports.
- Seeing the facts.
- Receiving the whole story.
- Reading language they can understand.

- Learning something that will make their jobs easier.

3. **Responsive format, style and organization:**

Select a format a style and an organization that reflect the reader's need. Before you write you have to decide whether to use letter memo or manuscript format whether to group the idea one way or another and whether to employ a formal or informal style.

- **Who initiated the reports?** Voluntary reports are prepared on your own initiative requires more details and justification than authorized reports which are prepared at the request of another person.
- **What subject does the report cover?** The subject of a business report affects its vocabulary and format. When both writer and reader are familiar with the subject and share the same background the writer does not need to define terms or explain basic concepts.
- **When is the report to be prepared?** Routine reports submitted on a report basis (daily, weekly, monthly, quarterly, annually).
- **Where is the report being sent?** Internal reports prepared for use within the organization are generally less formal than external reports, which are sent to people in other organizations. External reports on the other hand may be in the letter format if they are no longer than five pages.
- **Why is the report being prepared?** Informational reports focus on facts analytic

reports include analysis interpretation conclusion and recommendations. Analytical reports are organized to highlight conclusions, recommendations or reasons.

- **How receptive is the audience?** When the reader is likely to agree with the content of the report the material is presented in direct order i.e. key findings, conclusions and recommendations.

Planning Short Reports

When planning short reports your audience, purpose, and subject matter must be considered as well as its basis structure.

1. **Deciding on format and length:** The person who requests the document may make decisions about the format and length of your report or memo for you. In selecting a format for your report you have four options:
 - a) **Preprinted form:** Basically preprinted forms are for “fill in the blank” reports.
 - b) **Letter:** For reports of live or less than five pages that are directed to people outside the organization the format of a letter is sufficient.
 - c) **Memo:** This is the most common format for short (less than ten pages) informal reports distributed within an organization.
 - d) **Manuscript:** Manuscript format is required for reports (from few pages to several hundred pages) that require a formal approach.

Length of the report depends on the following factors:

- **Subject:** If the subject is non-routine or controversial, you generally have to explain your points in greater details.
- **Purpose:** If the information is routine and uncomplicated then the length will be shorter than complicated issues.
- **Relationship with readers:** If your readers are relative strangers if they are skeptical or hostile you will require more space to get around them while writing the report.

2. **Establishing a basic structure:** In addition to deciding on format and length you have to decide on the basic structure of your report. Choice of structure involves three decisions:

- What to say?
- Direct or indirect order?
- Topical or logical organization?

a) **Key point to cover (what to say?):** Your report should answer the key question of your audience. In most situations the audience has one main question of greater importance.

- The reason to write the report is to answer the main question.

- The next step is to determine additional questions your audience is likely to ask based on the main question. In carrying out this exercise you could have defined the content of your report.
- The question and answer chain clarifies the main idea of the report and establish the flow of ideas from the general to the specific.
- Routine and problem solving messages are heavy on details and analytical and problem solving message are heavy on generalization out of all the information and relate them to the needs of the audience.

b) **Direct versus indirect order:** Audience attitude is the basis for decisions about organization of a report.

- When the audience is considered either receptive or open minded you should use the direct approach i.e. emphasize your key findings, conclusions and recommendations.
- If your audience is skeptical or hostile you may want to adapt indirect order in organizing your report. With this approved you introduce the complete findings and supporting details before the conclusions and recommendation which usually come last. Indirect approach allows you to weigh the evidence objectively without prejudging the facts of the case.

c) **Division of ideas:** Regardless of whether you use the direct or indirect approach you must still deal with the question of how your ideas will be grouped

and developed. Factor affecting report format style and organization.

Factors	Possibilities	Implications for format, style, and organization
WHO originates it?	<p>Voluntary reports prepared on the writer's own initiative</p> <p>Authorized reports prepared at the request of another person</p>	<p>Requires plenty of introductory information to explain purpose of the report.</p> <p>Requires less introduction material than voluntary reports should be organized to respond to the reader's request</p>
WHAT subject does it cover?	<p>Sales reports</p> <p>compensation policies</p> <p>affirmative action plans</p> <p>engineering proposals</p> <p>research studies</p> <p>progress reports</p>	<p>Presentation dictated by characteristics of subject (for example detailed statistical information summarized in tabular form)</p>
WHEN is it prepared?	Routine, recurring reports	Required standard format

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	<p>prepared on daily, weekly, monthly, quarterly or annual basis.</p> <p>Special nonrecurring reports prepared on response to unique situation</p>	<p>that facilitates comparisons from one period to next need relatively little background and transitional information</p> <p>Do not need standardization require plenty of background and transitional material</p>
WHERE is it sent?	<p>Internal reports prepared for use within the organization</p> <p>External reports sent to people outside the organization</p>	<p>Can be relatively informal written in memo or manuscript format</p> <p>Should be relatively formal in tone written in letter or manuscript format</p>
WHY is it prepared?	<p>Informational reports providing facts</p> <p>Analytical</p>	<p>Organized around subtopics</p> <p>Organized</p>

	reports providing analysis interpretation conclusions and often recommendation s`	around conclusions or recommendation s or logical arguments
HOW will it be received?	Receptive readers Skeptical or hostile readers	Arranged in direct order Arranged on indirect order

Organizing short reports

In the process of organizing reports the key is to decide first whether the purpose of the receipt is to provide chiefly information or analysis. From there your can choose an organizational plan that suits your topic and goals.

a) Organizing information memos and reports:

The purpose of informational reports is to explain something in straightforward terms informational reports have several uses in business that include:

- Monitoring and controlling operations.
- Statements of policies and producers.
- Reports on the organization’s compliance with Government requirement.
- Personal activity repots.

In writing informational reports you usually do not have to worry too much about reader reaction because reader will presumably respond unemotionally to your material.

1. **Periodic reports:** Periodic reports are internal reports that describe what has happened in a department during a particular period. These reports sometimes called status reports. Periodic reports are usually written in memo format and do not need much introduction.

- **Overview of routine responsibilities:** A brief description of activities related to each of the writer's responsibilities.
- **Discussion of special projects:** A description of any new or special projects undertaken during the reporting period.
- **Plans for the coming period:** A schedule of activities planned for the next reporting period.
- **Analysis of problems:** Although often included in the overview of routine or special activities problem analysis is sometimes put in a separate section to call to access that may require high-level intervention.

2. **Personal activity reports:** Personal activity reports often in the form of brief manes describe the facts and decisions that emerged during conventions conference trips or business meetings. They are intended to inform the management of any important information or decisions that emerged from the meetings.

b) **Organizing analytical reports:** Analytical reports differ from informational reports in their purpose and thus in their organization. The purpose of an analytical report is to convince the reader that the conclusions and recommendations developed in the text are valid. One common aim of all analytical reports is to guide toward a decision.

1. **Justification report:** Justification reports are internal proposals used to persuade top management to approve an investment or a project. This structure is extremely efficient because it focuses the reader's attention on what needs to be done.
2. **New business proposal to an outside client:** Proposals to outside clients are attempts to get products, plans, or projects accepted by outside businesses or Government clients.
3. **Troubleshooting report:** Whenever a problem exists, someone must investigate it and propose a solution. A troubleshooting report is a decision-oriented document prepared for submission to top management.

Organizing an analytical report around a list of reasons that collectively support your main conclusions and recommendations is a natural approach to take.

Planning and organizing Long / Formal reports

Long and formal reports are those reports which scientists, engineers, business executives and

administrators have to write as a part of their duty. Such reports are the result of careful investigation sound thinking logical organization and clear writing and they are presented in a conventional form. Following are the points, which have been identified by RC Sharma and Krishna Mohan that constitute the definition of report:

- A report is a formal statement of facts or information or an account of something.
- It is presented in a conventional form.
- It is written for a specific audience.
- It includes the information about the procedures of collecting data and the significance of such data.
- It contains conclusions reached by the writer.
- It often includes recommendations.

The steps for planning and organizing formal reports are:

- Identify the problem.
- Decide on area to investigate.
- Determine the scope of the report.
- Plan the research or data gathering.
- Develop a preliminary outline.
- Collect the data.
- Analyze data conclusions and make recommendations.

Defining the problem: The first step is to identify the problem to be studied and the objectives of the reports. In other words you should develop a clear written statement of the purpose of your reports. Once you have asked

some preliminary questions, then double check this statement with the person who authorized the study. The statement may be expressed as: An infinitive phrase, A question, A statement.

Outlining issues for analysis: This step in report writing has to do with the outline of the issue you plan to study. To organize the research effort you need to break the problem into a specific question. This process of breaking the problem into series of question is called “factoring”.

- a) **Developing a logical structure:** Since any subject can be factored in many ways. Your task is to choose the most logical method, the one that makes the most sense. Begin by looking carefully at proposes of your study.
- **Information assignments:** General goal is to provide information, which someone else will interpret. Studies that lead to factual reports with very little analysis or interpretation are generally factored on the basis of subtopics dealing with specific subjects.
 - In order of importance
 - Sequentially
 - Chronologically
 - Spatially (studying a physical object – left, right, top etc)
 - Geographically
 - Categorically (sales, profit, cost, investments)

- **Analytical assignments:** studies that result in reports containing analyses conclusions and recommendations are generally categorized by a problem-solving method.
 - When the problem is to discover causes, predict results or find a solution to a problem then studies may be factored on the basis of hypotheses.
 - When the problem is to evaluate various alternatives then the studies may be factored on relative merits.

- b) **Following the rules of division:** Follow the rules of division to ensure that your study will be organized in a logical and systematic way.
 - Choose a significant and useful basis or guiding principle for the division.
 - When subdividing a whole into its parts, restrict yourself to one basis at a time.
 - Make sure that each group is separate and distinct.
 - Be thorough when listing all the components of a whole.

- c) **Preparing a preliminary outline:** As you go through the factoring process you may want to use an outline format to represent the logical flow and systematic grouping of your ideas. There is two widely used system of outlining are the alphanumeric and the decimal system. Detailed outline serves well:
 - When you are one of several people working on an assignment.

- When your investigation will be extensive and will involve many sources and many types of data.
- When the person who requested the study will may revise the assignment during the course of your investigation.

Preparing the work plan: Once you have defined the problem and outlined the issue for analysis, you are ready to establish a work plan based on your preliminary outline. When you are conducting a lengthy format study the work plan should be quite detailed because it will guide the performance of many tasks over a span of time. A formal work plan might include the following items.

- Statement of the problem.
- Statement of the purpose and scope of your investigation.
- Discussion of the sequence of tasks to be accomplished.
- Description of the end products that will result from the investigation.
- Review of project assignments, schedules and resource requirements.

Doing the research: The value of your report depends on the quality of the information it is based on. So when the time comes to gather information your first concern is to get organized. Your work plan will be a big help during the research efforts.

a) **Reviewing secondary sources:** Secondary sources are second-hand reports. Even though you may plan to

rely heavily on primary sources (firsthand reports), you are wise to begin your study with a thorough review of information that has already been collected. Secondary sources offer material that can form the background of your investigation and analysis.

b) **Collecting primary data:** When the information you need is not available from the secondary source you have to collect and interpret the data yourself by doing primary research. The four main ways to collect primary data are.

- **Examine document:** In business a great deal of information is filed away for future reference. Business documents that qualify as primary data include sales reports prepared by field representatives, balance sheet, income statement correspondence with various parties, contracts and logbooks.
- **Observation:** Observations make use of your five senses and your judgement in the process of investigation. Informal observations are a rather common source of primary data in business. More objective information can be gathered through formal observation because the researcher had predetermined points that need to be observed. The decision to observe which is predetermined is based on the purpose of the study.
- **Surveys:** A common way to conduct primary research is to interview well-qualified experts. The

best way to obtain answers to your questions is to ask people who have relevant experience and opinions. A formal survey is a way of finding out what a cross section of people think about something.

- Should you face to face interviews, phone calls or printed questionnaires?
- How many individuals should you contact to get results that are reliable and who should those people do?
- What specific questions should you ask in order to get a valid picture?

The question could take any of the following forms:

- a) Open ended
- b) Either - or
- c) Multiple choice
- d) Scale
- e) Checklist
- f) Ranking
- g) Fill in the blanks.

The following hints will help in preparing the questionnaires:

- Provide clear instructions so that the respondents know exactly how to fill out the questionnaire.
- Each question should be clearly framed and should seek to elicit the fill out the questionnaire.
- Keep the questionnaire short and easy to answer. It should be precise and not vague.

- Avoid leading questions-questions that suggest or anticipate answers and thus either conditions or prejudice the respondent's mind.
 - Do not ask any questions that may embarrass the respondent.
 - Arrange your questions in a logical order.
 - Pre-test the questionnaire on a sample group to identify questions that are subject to misinterpretation.
- **Experiments:** Although some business questions justify the need for experiments their use is for more common in technical fields. An experiment requires extensive manipulation of the factor involved. The aim in conducting an experiment is to keep all variables the same expert for the same you are testing.

Analyzing Data: Once you have completed your finding. The analytical process is essentially a search for relationship among the facts and evidence you have compiled. You analyze results by calculating statistics, drawing reasonable conclusions and developing a set of recommendations.

a) **Calculating statistics:** One important aspect in research is to quality your finding. Testing of variables involve qualifying i.e. information that you compile during the research phase will be in numerical form.

l) **Averages:** One useful way of looking at data is to find the averages, which is one number that

represents a group of members. Three kinds of averages: mean, median, and mode.

- **Mean:** Known as “arithmetic mean”, which is a value that is computed by dividing the sum of a set of terms by the numbers of terms.
 - **Median:** It is a value in an ordered set of values, below and above which there are equal numbers of value. Or the average of the middle values it time is on middle value.
 - **Mode:** It refers to the most frequent value of a set of data.
- II) **Trends:** The trends would indicate whether a person is progressing, regressing or remaining steady. Trend analysis is common in business. By looking at data over a period of time you can detect patterns and relationship that will enable you to answer important questions.
- III) **Correlations:** A correlation is a statistical relationship between two or more variables. Once you have identify a trend you should now look for the cause of the trend. Correlations are useful evidence but they do not prove a cause-and-effect relationship. Putting it differently drawing conclusion from an assumptions is not a very sound method.

b) **Drawing conclusions:** Regardless of how much evidence you amass at some point in every analysis you move beyond hard facts and begin to draw conclusions. Conclusions are interpretations of what the facts mean. In formulating conclusions you make use of your assumptions and value judgements. Value judgements and assumptions form the basis for interpretation of facts and decisions are based in interpretation. This implies that conclusions may be based on subjective factors. Using scientific research and statistical analysis you may come up with objective conclusions. If you are working as part of a team you have the advantage of discussing your conclusions with your team. You have the advantage of discussing your conclusions with your team members.

c) **Developing recommendations:** If conclusions are opinions or interpretations recommendations are suggestions for action. You can test soundness of your recommendations against the following criteria:

- The recommendations should offer real advantage to the organization.
- The recommendations should be financially and politically feasible.
- Develop specific plans to overcome hindrance that might impede implementations of the recommendations.
- Risks associated with the recommendations should be acceptable.

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UNIT -10

**Developing and Delivering
Effective Presentation**

Information technologies such as electronic mail, cellular phones, videoconferencing and fax machines have enhanced communication. It has increased the dependency of business on technology and this has made decision-making process faster. Despite all these developments face to face communications has not mitigated. In the business world face to face presentation is still the most effective way to reach the intended audience. Presentation is a form of face to face communication and plays an important role in sharing information and guiding actions within organizations. Presentation is more formal type of communication and hence requires a definite strategy - such as goal setting, situational knowledge, communication competence and anxiety management. During a presentation the speaker must be able to read the audience's nonverbal behaviour and infer the moods and reactions of the audience to the message being presented.

Speech and oral presentations: A common tools in business communications a Speech a highly structured form of address in which a speaker address an audience gathered to hear a message. By contrast oral presentation are almost always extemporaneous are very often delivered with the help of visual aids and are frequently participative. Oral presentations play important roles in both a company's internal and external communication systems. As an important part of a company's external communication and presentations are used as tools to win and keep new clients.

Identifying the general and specific purpose: Once you have selected a topic the process of refining it begins. There are two levels at which the basic goal of presentation is identified are:

- **General purpose**
- **Specific Purpose**

General Purpose: Despite the differences between formal speeches and oral presentations, they share common general purpose - I.e. communications with an audience.

- **To inform**
- **To persuade**
- **To motivate**
- **To celebrate**

a) **To inform:** Informative presentation provides ideas, alternatives, data or even opinions, but most

important, they provide credible, reliable information to support your major points. When giving an informative presentation you function as a teacher of you audience. Informative presentation have the following characteristics:

- I) They are accurate: When you communicate facts, accuracy is essential.
- II) They are clear: Information must be communicated in a way that the listeners can understand.
- III) They are meaningful: They must answer the question that every listener asks. "How will this help me?"
- IV) They are memorable: Information not remembered has little value.

b) **To persuade:** Persuasive presentation can work at three levels.

- I) They can change or reaffirm existing audience about important topics.
- II) They strive to gain the commitment of the audience.
- III) They motivate action.

In persuasive presentation you are asking the audience to make a commitment to your viewpoint and to act in way that you advocate as with informative speaking.

c) **To motivate:** Presentation designed to motivate audience are a special type of persuasive speech. Motivational presentations employ persuasions but rely more extensively on stimulating the emotions and feeling of listeners as a method of inducing action.

d) **To celebrate:** Ceremonial presentations often share many of the elements found in informative persuasive and motivational presentations. Included in the group of ceremonial presentation are the following:

- I) **Introduction:** Introducing other speakers.
- II) **Acceptance:** Welcoming an honour as reward.
- III) **Tribute:** Making toasts.
- IV) **Goodwill:** Remembering and honouring the past.
- V) **Inspiration:** Presenting a memorial or eulogy.
- VI) **Celebration:** Rejoicing in achievements.

Ceremonial presentations require you to consider the common ties that bind participants together as a group.

Specific purpose: Having established the general purpose now you must determine the specific purpose which identifies what you as the presenter want the audience to think believe, feel or do as a result of listening to your presentation. The specific purpose should contain a single idea. Some basic considerations for specific purposes included the following:

- a) Is the idea manageable in time allotted for presentations?
- b) Is the idea challenging to the audience?
- c) Is the idea important to the organizational values?

The exercise should result in developing a thesis statement- a single declarative sentence that

summarizes the main ideas to be presented to the audience. This is also known as the “core idea”.

Situational knowledge - analyzing the audience:

Audience analysis is the process by which business communications analyze the needs and knowledge of their listeners in order to improve the likelihood of communicating effectively through oral presentations. Audience analysis corresponds to the second component of strategic communication because audience gives speakers tools to link their specific purpose to audience interest and needs it is at the heart of any successful speech or oral presentation.

- **Demographic Profile of the audience:** Age, social class, education level, gender, culture background and occupational status is fundamental to any audience analysis.
- Target audience refers to the key decision makers who are members of the general audience and should be an important focus for your analysis.

You are more likely to succeed by tailoring your idea, information and appeals to their audience members.

- a) What does the audience know about me?
- b) What does my audience know about my organization?
- c) How much does the audience know about my topic?
- d) How much interest does the audience have in my topic?

- e) How does the audience feel about my topic?
- f) What is the context for my presentations?

In the words of Peter F. Drucker “To Improve communication work not on the utterer but the recipient”.

Major parts of presentation: Introduction

One of the most difficult task in any kind of presentation is to begin unless you begin you cannot continue and conclude. The question is how to begin? Let us consider a similar situation: first meeting of a class. What do the students want to know during the first session / period of a class? Study has shown that they want to learn three categories of information:

- Course coverage - what will be content and focus of the course.
- Course requirement - what is required to complete the course.
- Course instructor - what kind of person will this teacher turn out to be?

The three questions fall into three general categories:

- a) **Orientation** - What is happening?
- b) **Motivation** - What is in it for me?
- c) **Rapport** - Will I Like and respect the teacher?

The introduction to presentation serves similar functions.

- It informs the listener what the message is about - orientation
- Why the listener should attend to it - motivation
- Why the speaker is a credible source of the message - rapport.

a) Orientation:

- i) One method of orientation is to shape the topic to be discussed, give the thesis statement, example the title of presentation or review the purpose of presentation.
- ii) Another method of orienting the audience is to preview the structure of the message.
- iii) The speaker may also explain why the topic was narrowed as it was.

b) Motivation:

- i) Motivation strategies include linking the topic and thesis statement to listener's lives.
- ii) Another motivational strategy is to show the topic has affected or will affect the audience's part present and future.
- iii) Third method of motivating the audience to listen is by demonstrating how the topic is linked to their basic need / goal.

c) Rapport: Building rapport can take several forms:

- i) **Language:** Demonstrates competence and credibility. Through your needs and delivery you must convince your audience that you are qualified to speak.

- ii) **Capture attention:** The main purpose of your introduction is to capture the attention of your audience and make them want to hear more.

They can be done by:

- Complimenting the audience
- Using humor
- Making starting statements
- Anecdotes
- Quotations
- Rhetorical question

Major parts of presentation: The Body

Once you have narrowed a topic to a specific purpose and thesis statement and identified the characteristics of your audience the next step in planning is to identify and research your main points. There are many ways to generate main idea but the topical system has been in use and still continues to be effective. The basic premise of the approach is that the infinite member of possible topics contains finite number of themes – a result of our shared ways to thinking about human affairs. Putting it in same terms the infinite ways in which the humans think and act can be classified into finite number of themes:

1. Attribute:

- a) Existing / nonexistence of things.
- b) Degree of quantity of thinks or forces.

- c) Spatial attributes - location, distribution and position of things especially in relation to other things.
- d) Time - when an event took place how long it lasted etc.
- e) Motion or activity or abstract shape of a thing.
- f) Form - the physical or abstract content of a thing.
- g) Capacity of change - whether an event or situation is predictable or unpredictable.
- h) Potency - power or energy including the ability of further or hinder something else.
- i) Desirability - whether the thing results in reward or penalties.
- j) Feasibility - how will the thing work or how practical it is.

2. Basic relationship:

- a) Causality - the relation of causes to effects, effects to causes etc.
- b) Correlation - correspondence between, coexistence of, as coordinator of things or forces.
- c) Genus - species relationship - common characteristics or distinguishing characteristics of a thing as group of things.
- d) Similarity or dissimilarity in appearance, content, form, shape etc.
- e) Possibility or impossibility of an event happening.

The main thing to remember in business presentation is to do a thorough spade work before the presentation. As it is read, "People don't plan to fail, they fail to plan".

Providing support material for ideas

Regardless of the purpose of your presentation you will use some of supporting material to give creditability and to your main ideas and to awake the message more informative, interesting, relevant, clear and acceptable, supporting materials facilitate learning. Certainly people tend to resist a speaker's attempts the speaker to overcome these barriers to complete a successful presentation. These materials include:

- Explanation
- Example
- Statistics
- Listening
- Visual aids

a) **Explanation:** is an act or process of making a subject plain or comprehensible. This is often accomplished through a simple statement of the relationship of a whole and its part. There are many ways in which explanation can be offered - such as providing a definition.

b) **Examples:** Comment the main ideas of presentation with a real or an ideal situation thought out by the speaker.

c) **Statistics:** Describe the result of collecting, organizing, and interpreting numerical data. They are specially useful when you want to accomplish the following:

- Reduce large masses of information to general categories.
- Emphasize the size of something.
- Indicate trends.

d) **Testimony:** A statement by a credible person that trends weight authority and authority is the speaker's presentation. The testimony gains creditability proper timidly to the expertise of the person who is the source of testimony.

e) **Visual aids:** Business speaker after structure their presentation around series of slide that provide visual appeal and content, interest, clarity.

Major parts of presentation: The Conclusion

The conclusion of a speech or an oral presentation performs four important functions:

- It summarizes your message.
- It extends your message to a broader context.
- It personalizes your message.
- It calls for specific future action.

Like an introduction the conclusion should take about 10% of your presentation. As you think about you conclusion keep in mind that these are the last words your listener will hear and that it is important to leave them with a lasting impression. Remember also that your listeners need a signed that your speech is over.

- a) **Summarize your message:** Think of your summary as your last opportunity to “nail” your main points. As Winston Churchill once said: “If you have an important point to make, don’t try to be subtle or clever. Use a pile driver. Hit the point once. These come back and let it again there hit it a third time – tremendous whack. When you want to make your point over again, do not repeat but recast it in a way that would be remembered by your audience. Restatement is absolutely necessary to get your point across. Summarizing should have the following points.
- Restatement the main points. Once you have everyone’s attention repeat your main ideas.
 - Outlining the next steps, some speeches and presentations require the audience to reach a decision or to take specific action.
 - Ending on a positive note, your final remarks should be enthusiastic and memorable. The end of your speech should leave a strong and lasting impression.
- b) **Extend your message to a broader context:** Use your conclusion to look ahead. Do not let your presentation begin and end in the lecture hall: it should extend beyond the present context audit your idea to broader from work of goals and ideas.
- c) **Personalize your message:** At the conclusion of your speech or presentation, reemphasize your focus or your listener’s need – that is where their real motivation lies.

d) **Make a call to action:** Asking your listeners to do something is a task best left to the end of your message. Many persuasive speeches and sales presentations conclude with appeals that urge action. Leave your audience with a vision and a sense of every.

Element	Purpose	Techniques
Introduction	Establish credibility capture attention	Refer to your personal background, use humor, tell a story, ask rhetorical questions, use quotations, demonstrate
Body	Preview main points Present main points	Briefly tell your audience what is to come. Rely on common organizational patterns, use facts, statistics, examples, narratives, testimony and quotations
Conclusion	Present support materials summarize main points extends message to broader context personalize message	Use repetition Form conclusions and recommendations Focus your message on the needs of your audience Focus on the future and what must be done.

	call to action	
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Visual Aids

It has been estimated that 11% of what we learn is through hearing, 83% through sight and the rest through the other three sources. Hence visual aids can make your presentation more effective. Visual aids help both the speaker and the audience remembers the important points. Two types of visual aids are used to supplement speeches and presentations. They are:

- Text visuals help listeners to follow the flow of thoughts / ideas.
- Graphics visuals present and emphasize important facts.

Types of Visual Aids

1. **Objective and models:** If you were presenting the prototype for a new product your best visual aid would be the product itself.
2. **Flip chart, chalk and writing boards and porters:** These media are effective in presenting information to small interaction groups. Flip charts are most common way to display visuals in a business presentation allowing you show a sequence of graphic with a turn of a page.
3. **Overhead transparencies:** Overhead transparencies allow an image to be projected without losing touch with the audience. They are

easy to use and are widely employed in many business settings.

4. **Slides:** Both colour and black and white slides can add a professional touch to a presentation. Slides can be used to display any type of two - dimensional visual aid, including photograph, maps, lists, tables and graphs.

5. **Videos:** Videos are an integral part of many business presentations. Advertising agencies use video to screen new commercials for clients. Videos have the advantage of easy recording and instant playback.

Format	Audienc e	Advantages	Disadvanta ges
Flip charts and chalk writing boards	Small	Help to organize / summarize high flexibility low human error informal	Low impact
Overhead transparenci es	Medium / Large	Portable technician needed high flexibility	Can be distracting complex charts and graphs are ineffective
Slides	Medium / Large	Flexible / modular minimum	Do not show motion lights must be

		equipment needs type servers as outline graphs show relationship charts save time conceptually	dimmed
Video cassettes	Small / medium	High impact instant replay flexible easy assembly support other AV formats provide change of pace	Requires equipment availability

Guidelines for using visual aids

- a) Choosing the right visual aid:** Limit your visuals to important points. Your choice should be determined by the purpose of your speech, the size of your audience.
- b)** Remember that your audience wants to see you, not your visuals
- c)** Don't repeat the context to the visual when you comment on it. You should explain to the audience the context of the visual.
- d)** Stop after your main point. Allow the audience to scan the information projected on the visual.
- e)** Avoid turning your back on your audience. Maintain eye contact throughout your speech even when displaying a visual.

- f)** Work on your timing. Never display a visual before talking about it removes it when you have finished the thought.
- g)** Rehearse - integrate your visual and oral presentation before your actual performance.

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UNIT -11

Interviews and Meetings

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Simply stated, interviews are a conversation between two people. E.C. Eyre, a management expert, states “an interview is a face to face verbal exchange which endeavors to discover as much information as possible in the least amount of time about some relevant matter”. A job hunter writes a resume and letter of application to get a job interview. Job interviews are more than just conversations with prospective employers. Interviews are valuable opportunities for both parties to see if the applicant fits comfortably into the company environment. Interviews play an important part in two - way communication. For not only does the interviewer learn a great deal about the interviewee but it is also provides an opportunity to the interviewee to give information about the organization and its aims and objective.

Meetings like interview are vital to the functioning of modern organizations. Meeting provides a form for making key decisions and a vehicle for coordinating the activities of people and departments. Because they share in the decision they accept it and are committed to seeing it succeed. There are many committees and meetings in an organization of any size. Not all the committees and meetings are successful. There are unproductive meetings, which are frustrating and expensive.

Categorizing interviews

Not all interviews are alike thus they do not require the same set of skills. Thus two types of interviews are:

- Those dominated by the exchange of information.

- Those involving the exchange of feelings.

1. Exchange of information:

- a) Job interviews:** The candidate seeking job wants to learn about the position and the organization, the employer wants to learn about the applicant's abilities and experience. Both hope to make a good impression and to establish rapport.
- b) Information interviews:** The interview seeks facts that influence a decision or contribute to basic understanding of certain subject matter. Information flows mainly in one direction - one person asks a series of question that must be covered and listens to the answer supplied by the other person.
- c) Persuasive interviews:** In there interviews one person tells another about a new idea product or service and explains why the other should act or the recommendations. The persuader discusses the other person's needs.
- d) Exit interviews:** The interviews try to understand why the interviewee is leaving the organization of transferring to another department or division. A department employer can often provide insight into whether the business is being handled efficiently or whether things could be improved.

2. Exchange of feeling:

- a) **Evaluation Interviews:** A Supervisor periodically gives on employer feedback or whisper performance. The supervisor and the employee discuss progress towards predetermined standards or goals and evaluate areas that require improvement. They may also discuss goals for the coming years.
- b) **Counseling interviews:** These involve the supervisor's the supervisor's talks with the employee about personal that are interfering with work performance. The interviewer should be concerned with the welfare of both the employee and organization and should confine the discussion to business.
- c) **Conflict - resolutions interviews:** Here two competing people or group of people explore their problems and attitude. The goal is to being the two parties close together, cause adjustments in perceptions and attitudes and create a more productive climate.
- d) **Disciplinary interviews:** In these the supervisor tries to correct the behavior of an employee who has ignored the organization's rules and regulations. The interviewer must not only get the employee to set the reason for the rules and agree to comply but must also review the facts and explore the person's attitude.

Planning the interview

Planning an interview is similar to planning any other form of communication. You begin by starting the purpose, analyzing the other person, and formulating your main ideas. Even as an interviewee you have some control over the conversation. You need to anticipate the interviewer's question and then plan your answers so that the points you want to make will be covered. If you are the interviewer, responsibility for planning the interview session falls on you. You need to develop a set of interview questions and decide on their sequence. Having a plan will enable you to conduct the interview more efficiently.

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