BARRIER
DISCUSSION
DATA CONNECTION
GLOBAL INTERACTION
DATA
TRANSMISSION
DISCUSSION
SOCIAL

# COMMUNICATION

GLOBAL
MESSAGE
NEWS
MEDIA
DISCUSSION
TELL
GLOBAL
INFORMATION
EXCHANGE TRANSMISSION

# BUSINESS COMMUNICATIONS

# Message for the Students

Dr. Babasaheb Ambedkar Open (University is the only state Open University, established by the Government of Gujarat by the Act No. 14 of 1994 passed by the Gujarat State Legislature; in the memory of the creator of Indian Constitution and Bharat Ratna Dr. Babasaheb Ambedkar. We Stand at the seventh position in terms of establishment of the Open Universities in the country. The University provides as many as 54 courses including various Certificate, Diploma, UG, PG as well as Doctoral to strengthen Higher Education across the state.

On the occasion of the birth anniversary of  Babasaheb Ambedkar, the Gujarat government secured a quiet place with the latest convenience for University, and created a building with all the modern amenities named 'Jyotirmay' Parisar. The Board of Management of the University has greatly contributed to the making of the University and will continue to this by all the means.

Education is the perceived capital investment. Education can contribute more to improving the quality of the people. Here I remember the educational philosophy laid down by Shri Swami Vivekananda:

*"We want the education by which the character is formed, strength of mind is*
*Increased, the intellect is expand and by which one can stand on one's own feet".*

In order to provide students with qualitative, skill and life oriented education at their threshold. Dr. Babaasaheb Ambedkar Open University is dedicated to this very manifestation of education. The university is incessantly working to provide higher education to the wider mass across the state of Gujarat and prepare them to face day to day challenges and lead their lives with all the capacity for the upliftment of the society in general and the nation in particular.

The university following the core motto 'स्वाध्यायय: परमम् तप:' does believe in offering enriched curriculum to the student. The university has come up with lucid material for the better understanding of the students in their concerned subject. With this, the university has widened scope for those students who
are not able to continue with their education in regular/conventional mode. In every subject a dedicated term for Self Learning Material comprising of Programme advisory committee members, content writers and content and language reviewers has been formed to cater the needs of the students.

Matching with the pace of the digital world, the university has its own digital platform Omkar-e to provide education through ICT. Very soon, the University going to offer new online Certificate and Diploma programme on various subjects like Yoga, Naturopathy, and Indian Classical Dance etc. would be available as elective also.

With all these efforts, Dr. Babasaheb Ambedkar Open University is in the process of being core centre of Knowledge and Education and we invite you to join hands to this pious *Yajna* and bring the dreams of Dr. Babasaheb Ambedkar of Harmonious Society come true.

Prof. Ami Upadhyay
Vice Chancellor,
Dr. Babasaheb Ambedkar Open University,
Ahmedabad.

# MBA

# SEMESTER-1

# BUSINESS COMMUNICATION

# BLOCK: 1

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**Dr. Babasaheb Ambedkar Open University**
(Established by Government of Gujarat)

# BUSINESS COMMUNICATION

# SEMESTER-1

**Block**

# 1

**BLOCK**

# 2

| UNIT : 1 | INTRODUCTION TO BUSINESS COMMUNICATION |
|---|---|

## 1.1 INTRODUCTION

In this unit, you will learn what communication is, what its different types are, how communication process happens, what its importance is, what are barriers to communication, how to overcome them and communicate successfully.

**Introduction**

To talk, to express ourselves, to convey our message successfully and to get our tasks accomplished with or without speaking – all these are basic day-to-day requirements. All of these falls under the domain of what we call 'communication'. Communication is vital to our day-to-day life – to our family atmosphere, studies, work-life and social life. Since man is a social animal, he needs to express his ideas and feelings. Without sharing our thoughts and emotions, we might go insane.

The 21$^{st}$ century is an age of information and communication. We are surrounded by unprecedented developments in the field of communication technology. Newer media and modes of communication are replacing the conventional ones. In this context, it is important for us to learn how to use communication effectively in various walks of life to get our tasks done swiftly.

## 1.2 MEANINGAND DEFINITIONS OF COMMUNICATION

The word 'communication' originated from the Latin word *communis* and *communicare* which means "to make common" or "to share". Thus, communication, by etymology means to make common or to share facts, ideas, thoughts and feelings. Whenever we try to share with others what we know or try to convey them something – it might be through words or without the use of words – we are engaging in the process of communication. In this sense, we are communicating something consciously or unconsciously throughout the day.

In our daily lives we share so much of our thoughts, ideas and feelings with our family, friends, colleagues and even strangers - while we are playing, talking, sitting, shopping in market, watching a movie or even while sleeping. All this time, we are indulging in the process of communication.

Let us, then, see some of the definitions of communication:

1) Oxford Dictionary:"imparting or exchanging of information by speaking, writing, or using some other medium. …The successful conveying or sharing of ideas and feelings".
2) Newman and Summer: "Communication is an exchange of facts, ideas, opinions or emotions by two or more persons."
3) Louis A. Allen: "Communication is the sum of all the things which a person does when he wants to create understanding in the mind of another. It involves a continuous process of telling, listening and understanding.
4) Norman B. Sigband: "the transmission and reception of ideas, feelings and attitudes both verbally and non-verbally."
5) Theo Haimann: "Communication is the process of passing information and understanding from one person to another. It is the process of imparting ideas and making oneself understood by others."
6) Berelson and Stainer: Communication is "the transmission of information, ideas, emotions, skills, etc. by the use of symbols, words, pictures, figures, graphs etc."
7) Fotheringham: "a process involving the selection, production and transmission of signs in such a way as to help a receiver perceive a meaning similar to that in the mind of the communicator."

From the above-given definitions, we understand the following points about communication:

- Communication is all about sending, receiving, exchanging information.
- At least two or more persons/parties are involved in this exchange. Communication cannot take place by a single person.
- One person/party may send his ideas across and the other person/party may receive it.

- For sending his ideas across, the person may speak, write, and/or use actions, gestures, symbols, diagrams, colours, etc.
- All this is done in order to create the same understanding in the mind of the other person as it exists in the mind of the one who sends it.

**Business Communication**

Though business communication is a specialised branch of general communication, there is no basic difference between the two. The process is the same and similar principles regulate both. The only difference lies in their application to situations. While general communication plays diverse roles, business communication is specifically concerned with well-defined business activities. These activities could be internal activities within the business organisation like communicating for boosting the morale of employees, training employees, announcing policies and changes in anorganisation and about various updates in day-to-day work. External activities could be pertaining to sale and purchase of goods and services, informing stakeholders about business activities and creating a favourable business climate. The following chart shows certain characteristics of business communication:
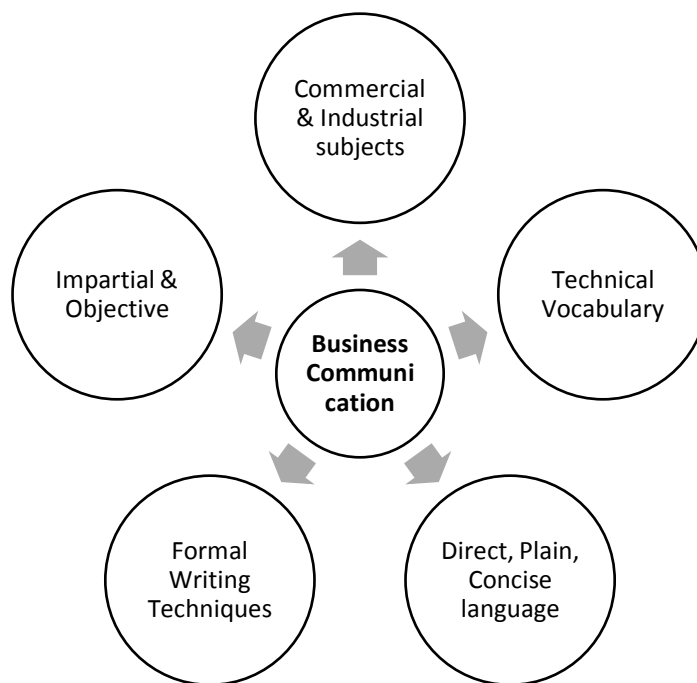
Figure 1.2.1 Characteristics of Business Communication

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## 1.3  PROCESS OF COMMUNICATION

After having learnt the meaning of communication, let us understand how the process of communication takes place step-by-step.

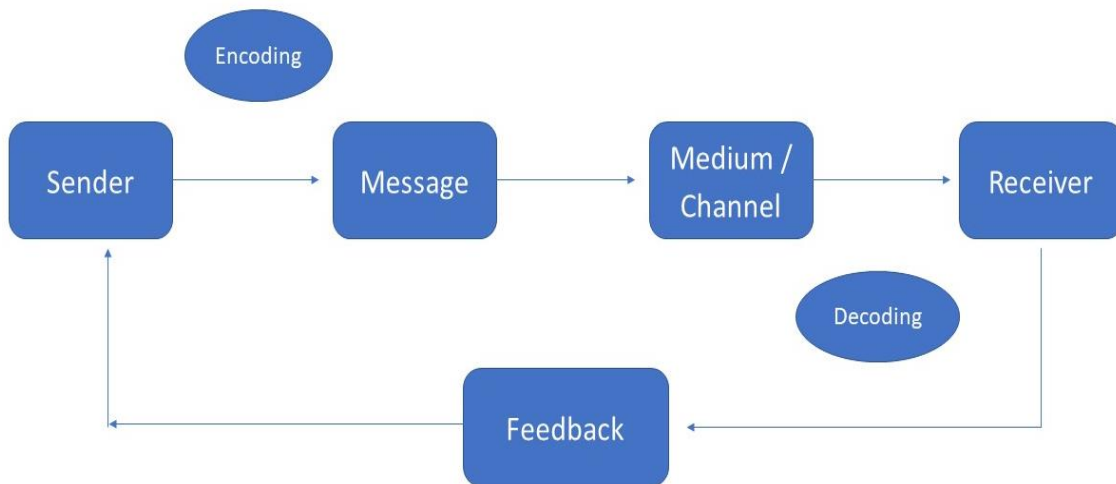Examinethis diagram aswe proceed to the basic components of communication process:

Figure 1.3.1 Process of Communication

1) **Sender:** The process of communication starts with a sender who has an idea and wants to convey it to the receiver.

2) **Encoding:** The conversion of the idea into message by verbal or nonverbal method is called encoding. Abstract ideas need to be converted into a concrete form (with or without words). This process of converting the thought of the sender into message is encoding. For example, if one wants to refer to a dog or a pen, he may encode it through sounds or written letters D-O-G or P-E-N.

3) **Message:** Message is the content that sender wants to convey. It could be verbal or non-verbal. Thought, idea, emotion or anything that the sender wants to convey is called message. Depending on the status of the sender within or without the business establishment, the nature of the message changes. Message from adirector,manager, or a group leader may be of an order, suggestion, appreciation or warning whereas from a lower cadre, it may beof complaint or request.

4) **Channel:** The way or the medium of sending the message is called channel. A communication channel is the medium through which communication is sent to its intended receiver. Medium or channel can be oral, written, or non-verbal. It can be face-to-face, oral, written, electronic, etc. Selecting proper communication channel is essential in business communication.

5) **Receiver:**Aperson who receives the encoded message and makes sense of it is a receiver. Such a person is the intended target of the message who may provide the feedback if required.

6) **Decoding:**Decoding is the opposite of encoding. It is a process where the received message is being understood. It is not necessary that the message reached to receiver will be understood by the receiver but decoding is a process which converts the message into understanding. If the decoding goes wrong, there are chances of misinterpretation of the message.

7) **Feedback:** This is the last part of communication process. After receiving the message, the receiver reacts or responds to the sender. This reply from receiver to sender is called feedback. The response can be based on the perfect understanding of the message or it can be based on the misunderstanding or misinterpretation of the message. Feedback has its own importance as the success or failure of communication is decided by feedback only.

The communication process can be summarised in the following sixsteps:

Step 1 - The sender conceives an idea depending on the purpose of the communication

Step 2 - The sender chooses appropriate symbols, encodes the idea, and formulates the message.

Step 3 - The sender sends the message through a suitable channel - oral or written.

Step 4 - The receiver receives the message.

Step 5 - The receiver decodes the symbols and comprehends and interprets the message.

Step 6 - The receiver sends a response that is observed by the sender.

## 1.4 CLASSIFICATION OF COMMUNICATION

People communicate with each other in a number of ways that depend upon the message and its context in which it is being sent. Choice of communication channel and your style of communicating also affects communication. So, there are variety of types of communication.

There can be different classifications of communication, such as:

**Internal and External communication** - Internal communication is within the organisation - like memos, notices, policy statements, office orders etc. External communication is with parties outside the organisation - like advertisements, sales presentations, business letters, annual reports, etc.

**Formal and Informal communication** – Formal communication includes official correspondence, notices, CEO's address to the employees or vice versa,etc.Informalcommunication can include casual discussions or conversations between colleagues or grapevine (word

ofmouth dissemination of information across the organisation which may or may not be true).

However, broadly there are two categories of communication important for us to learn. Let us study them through a chart:
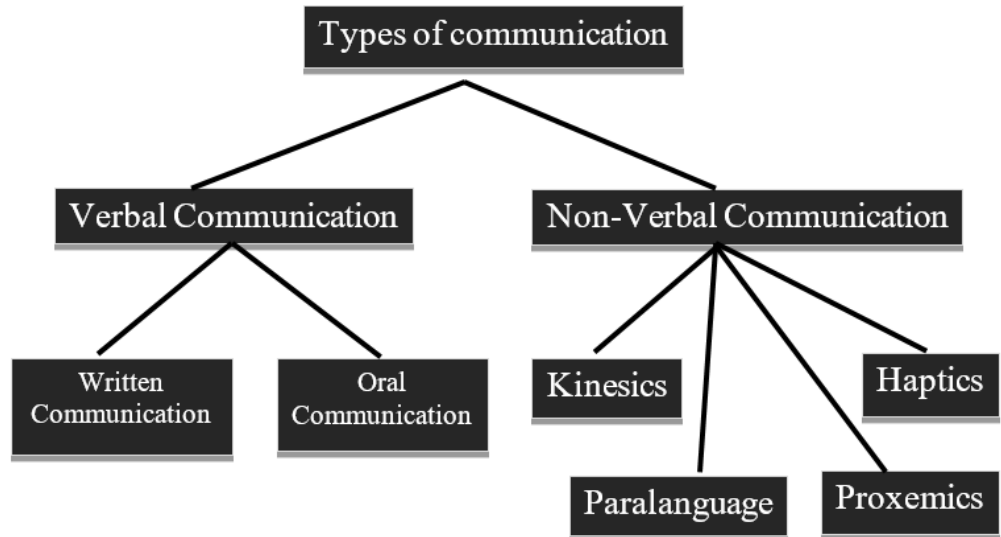


**Figure 1.4.1 Classification of Communication**

**Verbal Communication**

Verbal communication is a type of communication where the information flows through verbal medium like words, speeches, presentations, etc. Verbal communication entails the use of words in delivering the intended message. Verbal communication makes the process of conveying thoughts easier and faster, and it remains the most successful form of communication. Yet, this makes up only seven percent of all human communication!

Verbal communication is chieflywritten and oral.

**(1) Written communication** includes traditional pen and paper,letters and documents, typed electronic documents, e-mails, text chats, SMS and anything else conveyed through written symbols such as language. This type of communication is indispensable for formal business communications and issuing legal instructions.

Communication forms that predominantly use written communication include handbooks, brochures, contracts, memos, press releases, formal business proposals, and the like. Efficacy of written communication depends on writing style, grammar and vocabulary.

**(2) Oral communication** is throughspoken word. Various forms of informal communications such as the grapevine or informal rumour mill, and formal communications such as lectures, conferences are forms of oral communication.

Oral communication finds use in discussions and causal and informal conversations. One'seffectiveness of oral conversation depend on one'sclarity of speech, voice modulation, pitch, volume, speed, and even non-verbal communications such as body language and visual cues.

**Nonverbal Communication**

Nonverbal communication refers to any of the ways of conveying meaning without the use of verbal language/words. We do not communicate through words alone; there is another equally important aspect of communication - the non-verbal (non-word) aspect. It entails communicating by sending and receiving wordless messages. These messages usually reinforce verbal communication, but they can also convey thoughts and feelings on their own. A perfect example of non-verbal communication is the game of dumb charades. More details on this you will read in the following Unit on verbal and non-verbal communication.

## 1.5 CHARACTERISTICS OF EFFECTIVECOMMUNICATION

Any effectivecommunication should follow the 7 C's and 4 S's of communication. The seven C's of communication are as follows:

1) Completeness – Our communication must be complete. It should convey all facts required by the receiver. Complete communication develops and enhances reputation of an organization.A complete communication always gives additional information wherever required. It leaves no questions in the mind of receiver.Complete communication helps in better decision-making by the reader/readers/receivers of message as they get all desired and crucial information.

2) Conciseness - Conciseness means avoiding wordiness, *i.e.*, communicating what you want to convey in least possible words. Conciseness is a necessity for effective communication. Concise communication is both time-saving as well as cost-saving. It underlines and highlights the main message as it avoids using excessive and needless words. Concise communication provides short and essential message in limited words to the receiver.

3) Consideration - Consideration means stepping into the shoes of others. Successful communication must take the receiver into consideration, *i.e.*, the receiver's view-points, background, mind-set, education level, etc. Emphasize on "you" approach.Show optimism towards your reader. Emphasize on "what is possible" rather than "what is impossible".

4) Clarity - Clarity means emphasizing on a specific message or goal at a time, rather than trying to achieve too much at once. Clarity in

communication has following features. Complete clarity of thoughts and ideas enhances the meaning of message. A clear message makes use of exact, appropriate and concrete words.

5) Concreteness - Concrete communication implies being particular and clear rather than fuzzy and general. It is supported with specific facts and figures. It makes use of words that are clear and that build the reputation. Concreteness strengthens the confidence.

6) Courtesy - Courtesy means taking into consideration both viewpoints and feelings of the receiver.Courtesy implies unambiguous expression and respectfultoneof the message. The sender of the message should be sincerely polite, judicious, reflective and enthusiastic.

7) Correctness - Correctness means the message is exact, correct and well-timed. It implies that there are no grammatical errors in communication. Correct communication has following features.

An understanding of the 4 S's is equally important.

1) Shortness - "Brevity is the soul of wit." If the message can be made brief, then transmission andcomprehension of messages is going to be faster and more effective. Floodingmessages with high sounding words does not create an impact. Often, the receiver has spent a major chunk of his time trying to decipher the actual meaning of themessage.

2) Simplicity - Clear thinking is marked by simple words and precise ideas. Using simple words instead of terminology and equally simple concepts would help.

3) Strength - Strength of a message comesfrom the credibility of the sender. If the sender himself believes in a message that he is about to transmit, there is boundto be strength and conviction in whatever he tries to state. Half-hearted statementsor utterances that the sender himself does not believe in adds a touch of falsehoodto the entire communication process.

4) Sincerity - A sincere approach to an issue is clearly evident to the receiver. If thesender is genuine, it will be reflected in the manner in which he communicates.

## 1.6 IMPORATNCE OF COMMUNICATION IN BUSINESS

Globalization has induced fierce competition in almost every walk of life including business. Any organization cannot survive without an effective and vibrant communication system. Effective communication system establishes not only perfect coordination among the staff of the organization, but also enhances its ability to make contacts with its clients, seek their orders and comply with the same promptly. Through

communication network, a company advertises its products more quickly, identifies new markets speedily, contacts its prospective buyers aggressively, and thus increases its turnover and profits effectively. In this scenario, employees of the company are also motivated, because a part of the increased profits may be given to them in the form of bonus and extra perquisites. Thus, a good communication system keeps everybody in high spirits.

Employers with good communication network succeed in delivering their instructions and guidelines to their employees in clear terms. Thus, employees are energised and motivated and try to give their best to the organization. In the long run, they become valuable assets to the organization. Relevance of an efficient communication system was much realised during the Covid-19 pandemic as most employers asked their employees to workonline from home. A strong communication network in an organization contributes in following manners:

- Building an effective team: When members of a team are able to communicate effectively and exchange their ideas freely, they develop mutual trust. It results in building an effective team environment.
- Stronger decision-making: Communication is important in taking decision for the organization. No decision is possible without oral or written communication either outside the organization or within the organization.
- Quicker problem solving: Problems are solved quickly when they are communicated to your team members and solutions are sought from them. Problem solving requires verbalizing the problem statement properly and logically.
- Healthier business relationships: Business organizations focus a lot on communication skills. Good communicators are paid better because it is very important to develop and maintain with your clients and for this, it is very necessary to maintain cordial communication.
- Increased productivity: Communication is quintessential in increasing the productivity of a business organization. In such organizations where effective communication takes place through proper channels, networks and modes, the efficiency of employees naturally increases.
- Imparts everyone a voice: With effective communication system in place, everyone has the possibility of expressing his/her ideas and offer suggestions. It induces a sense of belonging and self-esteem.
- Seed of innovation: Free exchange of ideas and suggestion lead to innovations and new strategies. An effective communication network helps in identifying any malfunctioning in the system at any level and remedial action can be taken well in time. It boosts growth of the organization.
- Perfect coordination: The cumulative effect of all four factors described above is that there is perfect coordination between

management and the lowest cadre. They all work in unison seizing every opportunity for the benefit of the organization.

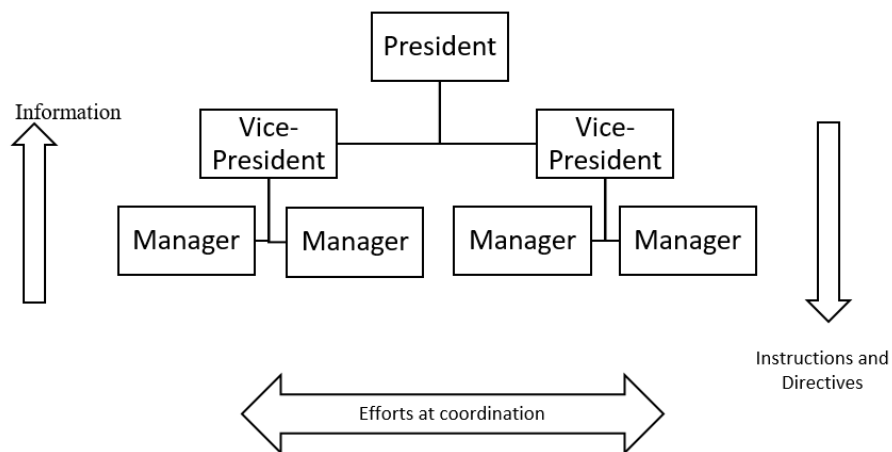## 1.7 COMMUNICATION NETWORKS & FLOW OF COMMUNICATION

**Networks**

A network is a group of people who develop and maintain contact with each other to exchange information of common interest in an informal manner. A person who is actively involved in information exchange is said to be networking. Networks can be both internal and external to an organization. Internal networks consist of employees from different departments and business units. Networks that extend beyond the company to business partners, customers and sometimes even competitors are external networks. External networks are formed when employees attend social clubs, professional groups and other similar associations.

Networks enable employees to widen their interests and get information relating to recent developments in their field. A good networker can get access to powerful and influential people if they have certain interests in common. Effective networks can help develop productive working relationships that may result in enhanced job performance.

**Flow of communication**

One can imagine three possible communication scenarios between colleagues such as reporting to a team leader, announcing a new policy, or general gossiping. These three scenarios indicate information flows in an organization. From the above example, it is clear that the nature of communication differs according to people's position in an organization.

This can be understood as follows:



**1.7.1 Flow of communication in organizations**

The figure given above clearly shows that information in an organization flows in three different directions – upwards, downwards and horizontal.

10

**Upward Communication**

Upward communication refers to the flow of information from lower to higher levels within an organization. This includes messages containing information, requests, reports, proposals, feedback, suggestions and recommendations. Such communication is often shorter and formal.

**Downward Communication**

Downward communication refers to the flow of information from superiors to subordinates in an organization. For example, a boss communicating a decision or a directive to an employee. It could be instructions, information, commands, or feedback on past performance. In downward communication, as the message flows from top to bottom level, it gets distorted and inaccurate.

**Horizontal Communication**

In case of horizontal communication, messages flow not only upward and downward but also sideways. When members of the same cadre, same group, same department, similar age, disposition or designation meet and communicate, it is called horizontal communication. Such communication is often aimed at coordination and cooperation. People may express their grievances, confusion, queries and frustrations during meeting their equals. Such communication is more informal and less decentralized.

## 1.8 BARRIERS OF COMMUNICATION

All communication is subject to misunderstanding. Barriers of communication can be detrimental tothe involvedstakeholders and their investment. The entire organization may have to face the result of miscommunication by a single individual. Therefore, it is necessary to understand what types of barriers can take over communication. They can be as follows:

1) **Physiological Barriers-** Some people may have genuine hearing problems or deficiencies that prevent them from listening properly. Some people may have difficulties in processing information, or memory related problem which make them poor listeners. Another physiological barrier is rapid pace of delivery. For example, a listener who processes approximately 500 words per minutelistens to a speaker who articulates about 120 words per minute which leaves the listener with much spare time causing distraction

2) **Physical Barriers** –They pertain to physical space such as sound of an air conditioner, cigarette smoke, or an overheated room that may interfere with the listening process.

3) **Psychological Barriers-** Pre-occupation with personal or professionalcarescan make a receiver gloss over the conveyed message. Another common attitudinal barrier is egocentrism, or the belief that you are more knowledgeable than the speaker and that you have nothing new to learn from his ideas. Frustration and stress are

psychological barriers. Sometimes, mental disorders like dyslexia and Alzheimer's can also be factors.

4) **Linguistic Barriers -** A linguistic barrier arises when the listener is not able to understand the language of the speaker or vice-versa. For example, Gujarati listeners visiting other states or foreign countries may not be able to understand English or local language. Many a time, the barrier of language spoils the fun of communication. Various accents can be barriers to listening, since they interfere with the ability to understand the meaning of words that are pronounced differently.

5) **Cultural Barriers –**Many a time, people coming from different cultural backgrounds have differences in their food, clothing, domestic practices, lifestyle, rituals, festivals, etc. This leads to a communication gap. The problem of different accents arises not only between cultures, but also within a culture. For example, in a country like India where there is enormous cultural diversity, accents may differ even between regions states.

6) **Gender Barriers -**Communication research has shown that gender can be a barrier to listening. Studies have revealed that men and women listen very differently and look for different things in the same message. Women are more likely to listen for the emotion behind a speaker's words, when men listen more for the facts and the content.

7) **Lack of Training –**Communication is not an inborn skill. People are not born good communicators. They have to develop the art of communication through practice and training. Lack of training in listing skills is an important barrier to listing, especially in the Indian context. The speaker's lack of use of facial expression, gestures, body language, eye contact and other factors can create barriers to listening.

**Let's Sum Up**

In this unit, we have discussed the following:

- Communication is all about sending, receiving, exchanging information. At least two or more persons involved in this exchange participate as sender and receiver. Communication is bilateral. Sender encodes the idea and receiver decodes it and gives the feedback.
- Communication may be verbal or non-verbal. Verbal communication can be oral or written. Non-verbal communication includes paralanguage, proxemics, kinesics, haptics, etc.
- The seven C's and four S's of successful communication
- The flow of communication can be upward, downward or lateral.
- Barriers of communication can be physiological, physical, psychological, gender-related, linguistic, cultural, etc.

**Check your progress**

**Answer the following questions in brief:**

1) Explain what is communication.
2) How is business communication different from day-to-day communication?
3) What are the six steps involved in communication?

**Match Column A with Column B:**

| Column A | Column B |
|---|---|
| (1) conversion of the idea into message | (a) sender |
| (2) the last part of communication process | (b) receiver |
| (3) the received message is understood | (c) encoding |
| (4) the medium of sending the message | (d) decoding |
| (5) the intended target of the message | (e) feedback |
| (6) content that sender wants to convey | (f) message |
| (7) starting of communication | (g) channel |

**Mark true or false. If false, correct them and rewrite:**

1) Upward communication refers to the flow of information from higher to lower levels within an organization.
2) In downward communication, messages flow not only upward and downward but also sideways.
3) Attitudinal barriers are psychological barriers in communication.
4) Physical barriers mean barriers pertaining to the physical space.
5) Communication is an inborn skill.


**Answers**
**Check your progress**
**Match the following columns:**
(1) – (c), (2) – (e), (3) – (d), (4) – (g), (5) – (b), (6) – (f). (7) – (a)
**Check your progress**
**Fill in the blanks with the appropriate words:**

| | |
|---|---|
| (1) Internal, external | (6) Movement |
| (2) Oral | (7) Gestures |
| (3) Non-verbal | (8) Proxemics |
| (4) 93% | (9) Haptics |
| (5) Like language | (10) Informal |

| UNIT: 2 | INTERPERSONAL SKILLS |
|---|---|

**2.1 Introduction and Definitions**

**2.2 Developing Interpersonal Skills**

**2.3 Stages of Development of Team**

**2.4 Advantages and Disadvantages of Team Work**

**2.5 Challenges in Team Work**

**2.6 Characteristics of Successful Teams**

- **Check your progress**

**Objectives**

In this unit, we shall understand:
- What are interpersonal skills? What is their importance at workplace and how to develop these skills?
- The stages of development of team work
- What are the advantages and disadvantages of team work?
- What hurdles can come in functioning of teams?
- How do successful teams work? Or how can team work bring success to the firm?

## 2.1 INTRODUCTION AND DEFINITIONS

Interpersonal skills are the set of skills we use every day while communicating and interacting with people - both individually and in groups. 'Inter' means 'between' or 'among'; therefore, 'interpersonal' skills are skills used during communication among individuals in a team or when groups of individuals/teams interact with each other. They include a wide range of skills – communication skills (both verbal and non-verbal), listening skills, emotional intelligence, teamwork, negotiation skills, persuasion skills, problem-solving skills, decision-making skills, etc. Interpersonal skills are sometimes also called social skills, soft skills, or life skills.

From the list of interpersonal skills given above, it would be clear that interpersonal skills are the foundation for success in life. In our daily life, we interact with a wide range of people – close and extended family, relatives, suppliers and customers, colleagues, our team, manager and other superiors. People with strong interpersonal skills tend to be able to work well with other people, including in teams or groups, formally and informally. They communicate effectively with others, whether family, friends, colleagues, customers or clients. They also have better relationships at home and at work.
We use these skills to:

- Give and collect information
- Influence the attitudes and behaviour of others
- Form contacts and maintain relationships
- Make sense of the world and our experiences in it
- Express personal needs and understand the needs of others
- Give and receive emotional support
- Make decisions and solve problems
- Anticipate and predict behaviour

John Hayes, in his book *Interpersonal Skills at Work (2002),* writes that 'Interpersonal skill' is one of a number of broadly similar terms that are sometimes used interchangeably with interactive skills, people skills, face-to-face skills, social skills and social competence.

- Philips (1978) defined Interpersonal skills as "the extent to which they can interact with others in such a way as to fulfil their own rights and needs while protecting the equal rights or needs of others."
- Combs and Slaby (1977) defined social skills as "the ability to interact with others in a socially acceptable manner that was beneficial both to oneself and the interlocutor."
- Argyle (1984) defines interpersonal skills as "skills necessary to produce desired effects on other people in social situations. These desired effects may include persuading somebody to work harder, make a purchase, make a concession in a negotiation, be impressed by one's expertise or support one in a crisis."
- Honey (1988) offers a similar definition. He refers to interactive skills as the skills people use in face-to-face encounters to arrange their behaviour so that it is in step with their objectives. He emphasises the point that interactive skills have very little to do with being nice or winning friends unless these sorts of outcomes are encapsulated in the individual's objectives.
- According to Owen Hargie, interpersonal skills mean "a process in which the individual implements a set of goal-directed, inter-related, situationally appropriate social behaviours, which are learned and controlled."

A common theme in these definitions is the ability to behave in ways that increase the probability of achieving desired outcomes. It therefore seems appropriate to define interpersonal skills as goal-directed behaviours used in face-to-face interactions in order to bring about a desired state of affairs.

## 2.2 DEVELOPING INTERPERSONAL SKILLS

Interpersonal skills can certainly be acquired. Given below are some of the tips you can use to develop interpersonal skills:

- Know thyself – The first step towards developing interpersonal skills is to know yourself, your strengths and weaknesses. We all have our limitations that we need to try and overcome. We must ask people around us – friends, colleagues, family members –

what they like and dislike about us in their interaction with us. Once these gaps are identified, we can start working upon them.

- Focus on your verbal communication – Interpersonal skills could be as simple as handling a conversation. When we communicate using words, we make sure we select the right words for the right people to convey right emotions. When you are talking, be aware of the words you use. Think whether the words you use could be misunderstood or they can confuse. Make sure your message is clear and do not forget to receive indirect feedback. Use questions effectively whenever you think they can make your task easy.
  It appears that………………………… Is that the case?
  It sounds like…………………………Right?
  So, your view is………………………Yes?
  If I heard you correctly…………………Is that right?
  What you seem to be saying is………… Did I understand correctly?
  The thing you want the most is……………Is that true?
  Are you saying……………………………?
  You felt or you feel………………………Yes?
  It seems that you think…………………Right?

- Do not ignore non-verbal communication - Jarod Kintz had once written that "I am bilingual. I speak English and Body." Three-fourth of our communication consists of non-verbal aspects like body language, paralanguage, proxemics and haptics. Steady eye contact (not continuous as in staring) indicates a sense of confidence and a willingness to connect. Learn to study what the facial expressions of a person convey. Maintain a proper, straight, and crisp posture while standing or while sitting down because a slouchy posture is often associated with arrogance, sloth, and unproductivity.

- Be a good listener - Listening is very definitely not the same as hearing. When other people are talking to you, make them feel like you're interested through active listening. Give regular feedback to ensure you are listening to your colleagues. Avoid jumping to conclusions, making premature judgments, agreements, comparisons, or criticisms. Often you may be hearing only one side of a story. Learn to understand the point of view of other people.

- Avoid reacting –Respond to the person or the situation; do not react. You usually do not have to agree to any course of action on the spot. It may be wiser and safer to wait. Think and then give your feedback. Keep a record of the conversation. In situations where you get angry or provoked, always practice 'delayed response' that is the second response that come to your mind instead of the first.

- Develop your EQ – EQ refers to emotional quotient. The first steps towards understanding and managing others' emotions is to understand and manage our own emotions. Improving your emotional intelligence improves understanding and feeling for others, and then being able to interact effectively with them. It

helps you see things from their perspective. In doing so, you may learn something while gaining respect and trust of others.

- Use Win-Win Method - While you might be thoroughly prepared and be backed with facts, there will often be situations where the other person will choose to disagree with what you are saying for numerous reasons. There are times when we just have to concede a point or two, just so that the conversation, and subsequently the deal, does not fall through.

**Check your progress 1**
**Answer the following questions in brief:**
1) Explain in brief what are interpersonal skills.
2) Write any two definitions of interpersonal skills.
3) Write any five ways of developing interpersonal skills.
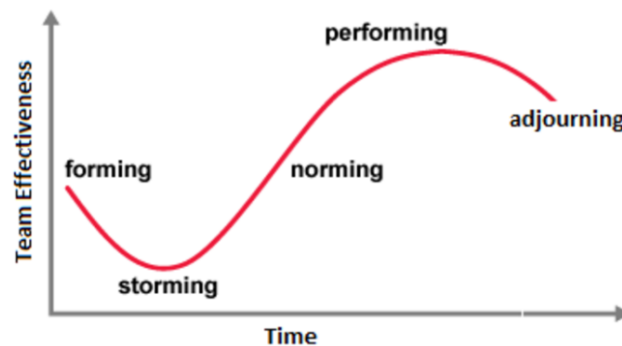
## 2.3 STAGES OF DEVELOPMENT OF A TEAM

There are many existing models that discuss the different stages of formation and development of a team. One very popular model, known as Tuckman's model, is discussed below.
Tuckman(1965) gave five stages of team development. They are: forming, storming, norming, performing, and adjourning.

1) Forming - Forming is the initial stage of development, when team members may often have differingideas about purpose. They are not much familiar to each other and hence, there is relatively little trust. People tend to be careful about what they say, and how they say it. Everyone is athis orher best behaviour at this stage.

2) Storming – This is the time when the team starts defining itself and its goals. As the team defines itself, there will be arguments and interaction which is called storming. There may be conflict about the purpose, leadership, and working procedures. During this stage people often feel the team will never "come together." This stage is similar to the human developmental stage of adolescence. Leadership, power, and structural issues dominate this stage.

3) Norming - Norming is the stage that occurs when the team members are developing a shared vision and are setting goals and objectives. People are getting to know one another's strengths and are learning how best to work together. Team members are creating new ways of doing and being together. As the group develops cohesion, leadership changes from 'one' teammate in charge to shared leadership. The team experiences more stability and productivity.

4) Performing - Performing indicates that the members now have a clear, shared sense of purpose, high trust, and open communication. The team is effective within the existing paradigm. The team is flexible as individuals adapt to meet the needs of other team members. This is a highly productive stage. Relationships and team spirit are high. This stage is not reached

by all groups. If group members are able to evolve to stage four, their capacity, range, and depth of personal relations expand to true interdependence.

5) Adjourning - Some teams do come to an end, when their work is completed or when the organization's needs change. This stage is not a part of Tuckman's original model, it is important for any team to pay attention to the end or termination process. This stage involves the termination of task behaviours and disengagement from team-relationships. When a team is adjourned with prior planning, it includes recognition for participation and achievement and an opportunity for members to say personal goodbyes, often with a tinge of sadness.



| Stage of team development | Characteristic Behaviour |
|---|---|
| Forming (The orientation stage) | • Members of newly formed teams often feel anxious and uncomfortable<br>• Their roles in the team may be unclear<br>• Members are polite and formal<br>• They avoid controversy |
| Storming (The conflict stage) | • Polite interactions may soon be replaced by conflicts (over meetings, time, place, issues, opinions, etc.)<br>• Members may misunderstand or misinterpret each other's behaviour<br>• If conflicts escalate, personal hostilities develop and there is expression of long suppressed emotions |
| Norming (The cohesion stage) | • Team conflict is replaced by a feeling of cohesiveness<br>• Members experience a sense of unity or team identity<br>• Members are highly involved and satisfaction is higher<br>• Members experience higher self-esteem and lower anxiety as a result of their participation |
| Performing (Task-performance stage) | • Processes and procedures are agreed upon<br>• Members are comfortable with |

18

| | |
|---|---|
| | • relationships<br>• Effective conflict resolution skills<br>• Sense of belonging to a team<br>• Confidence is high<br>• Develop a decision-making process |
| Adjourning<br>(The dissolution stage) | • Planned dissolution occurs when the team has completed its task or exhausted its resources.<br>• Spontaneous dissolution occurs when members are unable to resolve conflicts |

**Check your progress 2**
**Match the following columns:**

| | |
|---|---|
| (1) The orientation stage | (a) Adjourning |
| (2) The conflict stage | (b) Performing |
| (3) The cohesion stage | (c) Norming |
| (4) Task-performance stage | (d) Storming |
| (5) The dissolution stage | (e) Forming |

**Fill in the blanks with the appropriate words:**

1) Team members are not much familiar to each other in _____ stage of team development.
2) Members experience a sense of unity or team identity in _____ stage.
3) Members may misunderstand or misinterpret each other's behaviour in _____ stage.
4) _____ stage is not a part of Tuckman's original model.
5) Develop a decision-making process happens in _____ stage of team development.

## 2.4 ADVANTAGES AND DISADVANTAGES OF TEAMWORK

Louis Gaile gives the following advantages of teamwork:

1) Larger projects can be divided into smaller tasks

When teams tackle large projects instead of individuals, everyone can take a smaller piece of the work instead of making one person try to do everything. If you have a long list of steps that requires completion and deadlines that have zero flexibility, it is best to divide and delegate the task into teams.

2) More brainstorming opportunities can be created

Teams work together and can therefore address difficulties or problems with different perspectives. There are opportunities to brainstorm challenging situations with other people who have different experiences, perspectives, and opinions so that you can come up with new solutions. This advantage makes it easier to find the best steps forward when encountering an issue so that you can achieve success in the best possible way.

3) Individual accountability increases

Teams allow managers, supervisors or superiors to focus on their work while each member keeps themselves and everyone else accountable to the project. Shared spreadsheets, collaborative documents, or regular meetings that require progress reports are all different ways to encourage this advantage.

4) Personal strengths and weaknesses can be recognized

Working in teams as a group can lead to self-reflection for ourselves and others. This increase in awareness can help people discover their own potential and hidden strengths or begin to eliminate potential weaknesses so that they can find more problem-solving skills. There can be incredible opportunities for growth when teams come together regularly to examine themselves and teammates in safe, productive environments.

5) Mentorship opportunities are created

In teams, new employees are paired with experienced ones to create mentorship opportunities. This advantage creates moments of guidance and leadership for everyone. It enables people to learn from and emulate their seniors or superiors, creating confidence in new skills. On the other hand, reverse mentorship opportunities are also created. Many new employees have access to technologies and ideas that may not be available to older workers.

6) Cross-training opportunities are created

Teamwork creates more moments when individual members can cross-train one another to create new skills and strengths in time. This advantage makes it easier to integrate more people into different roles as the scope of a project allows. It is a benefit that creates depth and added flexibility because more people can cover vacant roles. You can prevent burnout because there are more ways to provide time off, create vacation opportunities, and eliminate the need to make people come in when they are sick.

7) Movement toward a common direction

To manage a project or complete a specific series of tasks, team members have to find a way to follow a common direction. That doesn't mean they won't experience any arguments or disagreements along the way, but it does offer a variety of people from different backgrounds to find ways to work together. Once everyone gets on the same page after having an opportunity to voice their concerns or ideas, then most teams find a way to work together effectively.

8) Creates stronger relationships

When people have opportunities to work and collaborate with one another, then openness creates stronger relationships. A positive environment creates daily moments where motivation and encouragement can build everyone up while creating personal and professional networks. It is an advantage that lets a group anticipate the needs of each other while still creating a personal plan for success.

The disadvantages of teamwork are as follows:

1) Unequal division of labour in some situations

If each person in the team can focus on tasks that reflect their strengths, then productivity levels can rise dramatically. But if there is unequal division of labour, then it might make it seem like one person doing the most work is treated equally to the individual doing the least. This disadvantage can also lead to some workers feeling taken advantage of since they're doing a majority of the work most of the time. It can lead to the top performers deciding to leave the team.

2) Certain members may dominate the conversation

In every team, some team members can have strong personalities that dominate conversations and circumstances. When this dynamic occurs on a team, it can become challenging for other members to provide feedback or share opinions. It is a disadvantage that eventually leads to issues with team cohesion and cooperation, reducing chances at productivity instead of creating more of them.

3) Some people may feel unwanted

When someone feels like they are unwanted by their team, their contributions will feel undervalued. This issue may cause them to stop offering ideas or encouraging innovation when their suggestions might be the best of the group. This issue can also cause low morale, impact passion, and cause people to begin working for themselves instead of the entire group.

4) Resource loss may be created

Teams can sometimes lose focus collectively because they're looking too much at the big picture instead of the individualized steps needed to reach a positive outcome. The planning stages that look at these specific roles can then waste money and resources because the efforts go toward the end result instead of the staged outcome needed. Group work can also create a lot of wasted time when trying to get moving on a project because there is disagreement within the ranks. If there isn't a consensus that can be reached, then it may be impossible to create the results you want.

5) Desired feedback may not be received

Some people always agree with whatever the dominant idea of the group tends to be, creating the "yes" person who doesn't contribute anything to the group. This issue can involve shyness, dominant personalities, or personal reasons that may prevent someone from sharing. It can also be a disadvantage from the standpoint that the feedback someone gives within the team environment is incorrect. When one member offers advice to another, it may fall outside of the scope of expectations from the leadership.

6) Organizational challenges

Individual workers can often hit the ground running when they are given a new assignment. That person will use his or hereducation and

expertise to begin the problem-solving process. Teams take much longer to organize as they come together in practical and social ways. There can be delays because of the training that some people need to get caught up to speed. Then, if something goes wrong, it can be challenging to determine who might be at fault when working in a team environment.

7) Scheduling conflicts

Even with the significant technologies that we have to support teams today, it can be a challenge to schedule a time when everyone can attend a specific meeting. It is essential to determine whether the complications of scheduling group work are as valuable as the assignment of tasks to each member. You can even encounter task management issues within this disadvantage because the duties of one member might run on an opposite schedule as the rest of the team.

8) Some people will always work better outside of the team environment

Some individuals don't work well in a team environment because they are so used to working independently. Freelancers, gig economy workers, the self-employed, and a variety of other population demographics can still work as part of a team if they have enough autonomy to make them comfortable. If someone has built a career based on their individual skills and independence, then their inclusion in a team could hurt them and everyone else.

## 2.5 CHALLENGES IN TEAMWORK

Following could be some challenges that members working in teams face:

1) Changing Composition: Change in compositions of the team like transfers, changes, additions of members can affect the functioning of a team. As a team develops through various stages, the members develop a rapport and interpersonal relationship with each other. If the composition of team changes frequently, new members are added or old members are transferred, the cohesiveness amongst the team members will be hampered leading to disruption in functioning of the team and delay in the achievement of team goal.

2) Interpersonal relationship among members: Problems can occur among team members if they lack suitable positive interpersonal relationship with each other. Team members in conflict with each other are not only going to impact the team cohesiveness negatively but will also change the team focus to the conflict rather than the task.

3) Communication barriers: Lack of open and smooth communication between the team members can interfere with the achievement of the team goals. Communication barriers can also occur due to language and cultural differences amongst the members.

4) Social loafing: Social loafing occurs when certain member of a team does not put in his/her best, thus affecting team activity and team morale at the same time. The team members might feel that the tasks in a team are not equally divided.

5) Inappropriate leadership style/ ineffective leader: A leader plays an extremely important role in any team as he/ she is the person who carries out the planning and coordinates amongst the team members. Thus, an ineffective leader or an inappropriate leadership style will interfere with the effective performance of the team.

6) Large size of the team: If the size of the team is very big it would be difficult for the team members to coordinate and communicate with each other leading to chaos. Thus, depending on the task, a suitable size for the team needs to be decided which preferably should be below 12.

7) Role ambiguity: If the team members are not clear about the role they play in the team, then it would not be possible for them to function effectively.

8) Lack of trust: It is important that at an early stage of team development the team members develop rapport and positive interpersonal relationship with each other that will promote development of trust. Lack of trust among members will make them avoid sharing information and knowledge with one another and negatively impact their functioning.

9) Domination by one or more members: The team leader needs to ensure that each member effectively contributes to the functioning of the team at the same time each member expresses himself/ herself in the team and contributes to the decision making or problem-solving process. Domination by one or members will lead to lowering of morale and motivation amongst other team members as they might feel that their suggestions and viewpoints have not been considered.

10) Lack of motivation: Lack of motivation on part of the team members will disrupt the performance of the team members. Thus, the motivation of the team members should be boosted by regular feedbacks rewards, etc.

**Check your progress 3**
**Answer the following questions in detail:**
1) How are mentorship opportunities created in teams?
2) Does changing the composition of a team affect teamwork?
3) How does leadership affect teamwork?

## 2.6 CHARACTERISTICS OF SUCCESSFUL TEAMS

Ann-Marie Nazzaroand Joyce Strazza Bosco (2009) give the following characteristics of successful teams. In teams that become successful, the members:

- Ask for help from other members when it is needed and do not waste precious time struggling alone
- Give positive comments to each other regularly and often, because they know it motivates teammates
- Give negative observation, when necessary, but do it constructively
- Receive negative observations from another member without becoming defensive, because they know the comments are not meant to be insulting, but are meant to help the team accomplish its goals
- Support other team members in times of crisis, for example: "Lars, I'm sorry to hear about your family illness. Why don't you go home and I do your assignment?"
- Offer help to others when their own work is completed.
- Are ambassadors of that team, and represent the team, not just themselves
- Remain open-minded and receptive to all ideas, however different from their own
- Give another member time to get his idea out, and paraphrase the idea to assure they understand the intended message
- Take turns speaking
- Encourage full participation by all members
- Do not have side conversations during a discussion, because participants might miss something important (and because it is disrespectful of the others)
- Stay focused on the task at hand, and do not engage in distracting behaviours
- Call a time-out if they feel another member's behaviour is disruptive
- Make the team meeting a priority so that attendance is consistent;begin and end meetings on time so that members can use their time efficiently
- Accept every problem as a team problem, not one belonging only to one member
- Never say "we cannot do this," but say "how can we do this?"
- Share failures as a team, never blaming only one or two members;look at failures as a way to improve the team functioning
- Share all information so that everyone is working from the same body of information
- Use consensus for major decisionsthatresult in finding an agreeable decision for everyone instead of voting that shows clear winners and losers
- Stay focused on the purpose of the team which is to accomplish something together.

**Let's Sum Up**

**In this unit, we have discussed the following:**
- Interpersonal skills are goal-directed behaviours used in face-to-face interactions in order to bring about a desired state of affairs.
- Interpersonal skills can be acquired and developed. They are highly required while working in teams.
- Tuckman's five stages of team development are: forming, storming, norming, performing and adjourning
- Advantages and disadvantages of teamwork
- Challenges in teamwork
- How to work successfully in team

**Answers**

**Check your progress 2**
**Match the following columns:**
(1) – (e), (2) – (d), (3) – (c), (4) – (b), (5) – (a)
**Fill in the blanks with the appropriate words:**
(1) – forming
(2) – norming
(3) – storming
(4) – adjourning
(5) – performing

# VERBAL AND NON-VERBAL COMMUNICATION

## 3.1 INTRODUCTION

The objective of this unit is to enable students to understand the necessity of communication in the professional and personal world. After studying this unit, the students would be able to understand different forms of communication. They would also learn how to make their communication effective by making use of proper form of communication.

With industrialization and economic growth, there is a huge increase in the number of professional organizations. When the world is but a global village in this era, communication plays a vital role in smooth functioning of a professional world. The need to impart communication skills has assumed greater importance as it exists in different forms such as 'Technical Communication', 'Technical English', 'Executive Communication', 'Business Communication', 'Management Communication', etc. Whatever be the profession, skills of communication are used in different forms in different

organizations. An ability to communicate is undoubtedly an asset for mankind as it enables her/him to interact with the environment and to regulate her/his social and professional behaviour.

The English word 'Communication' has its root in the Latin language '*communicare*' or '*communico*', meaning 'to share'. To put simply, communication is an act of transmitting or transferring the data or information from one person to another person or from one place to another place. However, this transferring of data or information is not merely a process of transmission of meaning from person to person or from place to place. It denotes that the cycle of communication is commonly owned, accepted and recognized by people as it enables them to exchange, preserve, understand and process data and information. Communication is essentially a personal, social and professional affair. This exchange of ideas, irrespective of it being personal, professional or social, becomes possible by the use of verbal and non-verbal tools of communication.

## 3.2    CLASSIFICATION OF COMMUNICATION

Personnel in organizations, regardless of their designation and hierarchy, work in an environment of collecting or sharing information where every one of them is involved in the developmental work of the organization. Humans communicate with oneanother in a variety of ways. Owing to the diversity of situations and events in human lives, communication can be categorized as under:
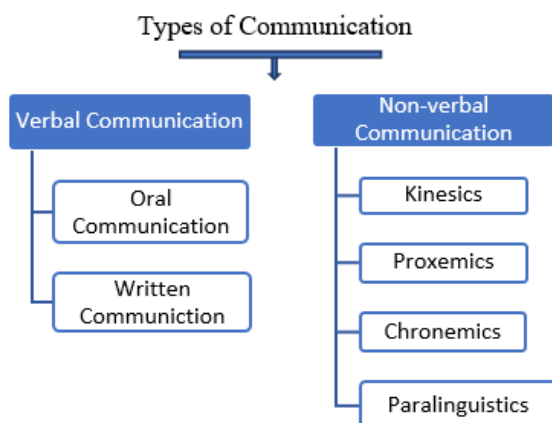


## 3.3    VERBAL COMMUNICATION

Verbal communication uses language to interchange information, ideas, thoughts,etc. with the other person either in spoken orwritten manner.

**The communication where the sender uses words/language-spoken or written- to transmit the message is known as verbal communication.**

It is effective form of communication as there are fewer chances of misunderstanding. It consists of Listening, Speaking, Reading and

Writing. It means conveying the message by the use of appropriate words as it plays an integral part in any relationship, be it family, friends or business. Verbal communication turns out to be more effective when used with other forms of communication like kinesics, proxemics, etc. For an effective verbal communication, a common language should be used by the encoder (a person who encodes and sends the message) and the decoder (a person who receives and responses to the message) for the transmission of the message.

## 3.4  ORAL COMMUNICATION

It includes face-to-face conversation, conferences and workshops, meetings, public speaking, interviews, group discussion and phone calls among others. Oral communication implies conversation through spoken words/language. It includes the individual conversing with one another. Oral communication has always been an effective mode of communication as there are less chances of message getting astray and the feedback is immediate.

### 3.4.1 Advantages of Oral Communication

1. It turns out to be the most effective means of communication when the decision should be taken in the blink of an eye.
2. Oral communication can sometimes be the highly effective means of persuasion and control.
3. Tonal variation of oral communication adds to the intensity of message which is not possible in written communication.
4. It gets immediate feedback which helps the sender understand if the receiver has understood the message clearly or not. This factor also adds to efficacy of the message and clarification.
5. Oral communication is very useful for the group communications.
6. It helps in building up friendly relationship between the groups involved in communication.

### 3.4.2 Disadvantages of Oral Communication

1. Long and lengthy messages are difficult to convey in this method.
2. There are chances of misunderstanding if the message is not properly encoded and decoded.
3. Oral communication does not serve the purpose of record as they are nowhere to be found in the books or references for the future use.
4. In oral communication sometimes the responsibility cannot be fixed when miscommunication happens.
5. It does not carry any legal validity.

| Oral Communication | |
| --- | --- |
| **Merits** | **Demerits** |
| • Saves time and money | • Difficult if the encoder and decoder are at distant places |
| • Highly persuasive and controlling | • Difficult for long and lengthy messages |
| • Immediate feedback and clarification | • Cannot be retained as records for future reference |
| • Can be informal and turn out to be effective in group communication | • Greater chances of misunderstanding and difficult to fix the responsibility |

## 3.5  WRITTEN COMMUNICATION

It includes letters, business letters, technical reports, technical proposals, e-mails, minutes of meeting, memos, telegrams, etc. The language that is scripted on paper, hand written or printed, keyed in on digital platformsand transmitted in the written category falls under this form of communication. Written communication acts as a relatively permanent source of data or information for the future reference in business or personal conversation. Written communication turns out to be effective when the message encoded by the sender is properly written and receiver decodes the message with the same understanding of the sender.

### 3.5.1  Advantages of Written Communication:

1. Written communication has the legal validity which makes the sender of the message/data more accurate and precise.
2. It acts as a relatively lasting record for the organization or any business deal for the parties involved in the conversation.
3. Written document can be referred to as many times as required for the communication.
4. Written communication facilitates the fixing of responsibility.
5. Written communication has a wider access and can be sent through Internet or post.

### 3.5.2  Disadvantages of Written Communication:

1. Written communication is very time consuming as it takes a lot of time and energy to draft a correct legal document.
2. In written communication, immediate feedback is not possible.
3. Quick clarification of misunderstanding is also not possible in this form of communication.

4. Communication in written is mostly quite costly as many people get involved in various processes such asdrafting, approving, publishing, dispatching, tracking, documenting, and so on.

| Written Communication | |
| --- | --- |
| **Merits** | **Demerits** |
| • Accurate and precise | • Time consuming |
| • Acts as an enduring record | • Laborious, Costly and expensive |
| • Acts as a legal document | • Quick clarification is not possible |
| • Can be referred to as many times as one wants | • Immediate feedback or response is not possible |

## 3.6 TIPS FOR EFFECTIVE VERBAL COMMUNICATION:

1. Strive for international intelligibility.
2. Make your oral or written conversation precise and accurate.
3. Make use of proper words to clarify your thoughts.
4. Avoid using ambiguous words, phrases or jargons in your conversation.
5. Use your natural tone to stress the words and convey your message effectively.
6. Clarity of thought is a pre-requisite.

**Check Your Progress**
• What is meant by verbal communication?
• What are the striking features of oral and written modes of communication?
• Elucidate in your way pros and cons of oral and written communication

## 3.7 NON-VERBAL COMMUNICATION

As thephrasesuggests,communication that does not involveverbal means (spoken or written)is known as non-verbal communication. It includes all the external stimuli that are unspoken and unwritten irrespective of their being intentional or unintentional. Non-verbal communication is organized by body movements, proper use of space and distance in interpersonal communication and vocal features of voice.

**The communication that uses non-verbal clues, intentionally or unintentionally, to transmit the message is known as the Non-verbal Communication.**

Human beings communicate more with non-verbal features, consciously or unconsciously, than using verbal language. In everyday life, human beings send, receive, interpret and respond to non-verbal cues without being aware of them. Non-verbal communication sometimes turns out to be difficult to analyzedue to different socio-culturalbackgrounds of people. Difference of cultural background makes non-verbal clues subjective. This subjectivity

requires to be understood correctly and as accurately as possible else there are great chances of miscommunication. Let us discuss the elements of non-verbal communication that makes it easy to understand.

## 3.8 KINESICS

Kinesics studies the body movements of human beings. It is instinctualfor people to transmit their message through physical movementswithout using words. Body language plays a vital role in communication to convey our feelings, attitudes and mental state. Body language includes every aspect of our personality from our eye contact and facial expression to our clothing, jewelry, accessories, and cosmetics. Body language works at two levels: 1) person's own body language that reveals his/her emotions and meanings to others and 2) other's body language that reveals their emotions and meanings.

**Facial Expressions**

Human face is the most expressive and notable part of their body. A quite lot offacial musclesareengaged in just one facial expression. Facial expressions are subtle and work at multiple levels to communicate. Through facial expression, a person can send multiple messages at a time and this aspect of facial expression makes it difficult to interpret and understand. However, facial expressions are the primary means to convey social information as they reflect human moods and specific emotional state. It is impossible to avoid facial expressions as they tend to be involuntary and unplanned and are closely related to human emotions.

Unlike other forms of non-verbal communication, facial expressions are acknowledged and recognized to be universal. There are six basic human facial expressions that one uses voluntarily or involuntarily. They are: Happiness, Surprise, Sadness, Fear, Disgust and Anger. All other facial expressions are some or the other way amalgamation of these basic facial expressions. Facial expressions are genetically inherited and of socially learnt.

**Gestures**

Gesture is that form of non-verbal communication where a person communicates by moving his/her hands, palms, head and body. A good combination of gestures in oral communication enhances the impact of the message on the audience. Gestures like tapping fingers, rubbing chin, scratching head, rubbing palms, etc. convey a variety of thoughts and emotions or feelings of a person. However, these gestures can have different meanings attached to it in different societies and culture across the globe. So, it may happen that what is considered to be a friendly gesture in one culture may not be the same in another culture. For example, the gesture of 'thumbs up' is a sign of approval in the western culture while the same sign signifies rudeness in the Arab countries.

Gestures are numerous and the meanings attached to them can be diverse in nature of interpretation. Gestures can be broadly categorized like emblem gestures, locative gestures, symbolic gestures, speech related gestures, manipulative gestures, etc.However, one needs to be careful while using gestures as an ill-timed gesture can lead to miscommunication.

**Eye Contact**

The study of the eye contact is known as Oculesics. It is the study of eye movement, eye behaviour, gaze, stare, etc. in non-verbal communication. The term eye contact was coined in the early mid of 1960s, suggesting an act of confident and meaningful social interaction in non-verbal communication. Positive eye contact in professional or personal life helps building trust in the relationship as it has much influence on one's social/cultural behaviour. A confident eye contact leads to effective communication in public, professional or personal world as it helps building credibility.

Eye contact is a powerful means to fathom the worthiness, truthfulness, sincerity, intelligence and attitude of the person. A speaker, therefore, maintains eye contact with the audience as it assures the audience/listener that they are being paid attention which encourages a healthy discussion to take place between the speaker and the audience. In professional world, confident and pleasant eye contact conveys the message more effectively.

**Haptics (Touch)**

Haptics plays a crucial role in non-verbal communication. The sense of touch plays an extremely important part in communication as it is culturally determined. The basic meaning of touch can range from meaning influence, support, protection, approval among others. For example, a pat on shoulder, handshake, holding hands, a pat on back, etc. Haptics can be very helpful in healing hyper tension and insecurities and depression. However, haptics is treated differently in different cultures and societies and one needs to be very careful when making use of haptics in non-verbal communication as it can lead to a greater misunderstanding in communication.

Haptics are divided into categories like; 1) Positive Touch—they are used to convey love and affection and understanding in the intimate relations. 2) Irritating Touch—these are the touches that are unpleasant and convey negative feelings. 3) Control Touch—these touches are used by the people who want to dominate and control others. These touches are used to showcase bossism in relationship. 4) Accidental Touch—these touches are accidental and they have no significance or meaning as they occur by chance.

**Postures**

Posture in non-verbal communication generally refers to the way one holds herself/himself when she/he walks, stands or sits. Posture of the body reveals an individual's overall personality like he/she is alive and vibrant or lacking energy or confidence. Postures indicate how

one feels about herself/himself and about others. A positive and healthy posture suggests confidence and smartness of a person. A good communicator is the one who holds her/his posture in a relaxed way when standing, walking or sitting as it encourages the other person to approach and discuss the matter.

The more natural the posture is, the more genuine a person will sound in communication. This naturalness of posture needs to be cultivated. A good speaker is the one who knows where to put his/her hands while speaking and how to distribute body weight while standing or walking.

**Personal Appearance**

It is a natural instinct of human beings to judge the personality of another person from one's personal appearance he/she wears. Personality of a person is judged by one's clothing style, hairstyle, jewelry, make-up, etc.

Personal appearance of the person helps the audience understand non-verbal cues of the person as personal appearance speaks louder than her/his words/language. How the speaker holds personal appearance decides whether the audience's reaction is going to be receptive and responsive or hostile. Personal appearance reveals how the speaker feels about herself/himself and how she/he wants to be perceived and received and evaluated by the audience.

## 3.9 PROXEMICS

In day-to-day life each human being maintains a space/distance in conversation with another person, irrespective of it being formal or informal or it being personal or professional. Proxemics, in non-verbal communication, deals with the study of physical distance in interpersonal communication. Human beings use proxemics to deliver non-verbal messages including signs like intimacy, affection, respect, love, aggression, support, protection, etc. Physical space is connected with behavioural norms and how human beings make use of it reveals a lot about them. In professional world, the space is used to signify power, position, authority and status of a person. For example, amanager of a company owns a larger office with better facilities compared to other employees.

The perception of physical space or distance in interpersonal communication depends on the individual, situation and culture. Like Kinesics, proxemics also differs from culture to culture and region to region. For example, an American avoids close encounter in interpersonal communication while a French person is likely to stand close while communicating with another person. Indians uses space depending on the relationship in interpersonal communication.

The word 'proxemics' was coined by Edward Twitchell Hall in the late 1950s. He has devised space into four zones:

1) **Intimatezone** – it starts with intimate physical contact to 1.5 feet (18 inches). Parents, siblings, spouses, lovers fall into this zone. It includes touching, hugging, whispering among others.
2) **Personalzone** – it starts with 1.5 feet (18 inches) and extends up to 4 feet. Close friends, relatives, peers fall into this zone. It includes friendliness and warmth.
3) **Socialzone** – it starts with 4 feet and extends up to 12 feet. Business, social relationships fall into this zone. It includes more of a planning than emotions.
4) **Publiczone** – it starts with 12 feet and extends up to one's range of eye sight or hearing. In this zone people are more in the state of detachment.

## 3.10   CHRONEMICS (TIME LANGUAGE)

Chronemics is a study of time language in non-verbal communication. How a person deals with time language reveals a lot about her/his personality. The value one attaches to time adds to her/his overall impression. Time language is a powerful tool in non-verbal communication. The proper use of time language in the professional world helps achieve the determined goals successfully.

In the professional world, time is a valuable asset and through our use of time language we communicate our attitude, sense of responsibility, sincerity, respect for others and professionalism both subtly and explicitly. For example, being late for a meeting creates a negative impression and being too early for a meeting showcases over-eagerness on our part. So, the best trait is to be always on time, not too early nor too late.

Like kinesics and proxemics, chronemics (time language) also differs from culture to culture. For example, in Latin countries, being late for a meeting or appointment is treated as normal in their culture. Nobody gets offended by it. In Germany, punctuality is observed by everyone. Being on time is obligatory for everyone, tardiness is not entertained in Germany. However, in countries like India, time language changes depending on the occasion, like punctuality is observed for a meeting while the same is not expected when attending a party.

Edward T. Hall and Mildred Reed Hall has used two terms Monochronic time and Polychronic time for time language.
1) **Monochronic time** – it deals with sharp punctuality and focuses on one job at a time. Here, the proper planning and scheduling is observed. The approach is more a clock and calendar oriented. For example, the US follows the monochronic time language.
2) **Polychronic time** – it deals with multiple aspects at a time. Here, a flexible approach is adopted for scheduling and observing a plan. The focus is more on a relationship rather than clock and calendar. For example, Asia and Africa follow the polychronic time.

**Check Your Progress**
- Explain what is meant by non-verbal communication.
- What can you tell us about importance of non-verbal cues in oral communication?
- Which are the components of non-verbal communication?
- Write briefly on kinesics, proxemics, chronemics, haptics, and oculesics.

## 3.11  PARA LANGUAGE (PARALINGUISTIC)

Para Language is much closer to verbal communication but it is a branch of non-verbal communication that studies human voice and how language is spoken. Paralinguistic features are basically vocal cues that deal with the manner of speaking and help us give variation and urgency to our voice to communicate effectively. Unlike written language, spoken language is not static and these vocal cues help modify the meaning and convey our emotions. These paralinguistic features are: pronunciation, pace/rate, pitch, quality and volume, tonal variation, articulation and pauses.

**Pronunciation**

Pronunciation requires human beings to speak words and sounds as they are generally accepted with word stress as per the set norms. Whenever there is a confusion or doubt about the pronunciation of a word, it is better to check and verify it in a good dictionary or on Internet and try to pronounce it accordingly. With a better practice and training one can learn the correct pronunciation of words to avoid confusion in communication.

**Pace/Rate**

Rate refers to the speed of articulation a person. It varies from person to person. Rate measures how many words a person speaks per minute and it ranges from 80 to 250 words per minute depending on the situation, occasion and emotion a person is going through at a given moment. Generally, a normal speakerutters 120 to 150 words per minute. A slow speaker would speak 80 to 120 words per minute and a fast speaker would use 150 to 250 words per minute. However, in either of the case, both fast and slow speakers would turn out to be boorish and monotonous in their speech. A good speaker is one who matches her/his speaking speed with the audience's capacity of listening, grasping and understanding. That's why one should cultivate a properly timed pace. A well-paced speech with appropriate pauses enhances the impact of a message.

**Pitch**

Pitch is the tone of sounds depending on the rate of vibrations of the vocal cords. This variation can be from the soprano level to the bass level. When a person is sad or shocked, the pitch is low; when a person is angry or excited, the pitch automatically goes up. The rise and fall of one's voice reveal emotions of that person innon-verbal communication. A well-balanced pitch helps maintain a clear and effective tone and pronunciation.

**Quality and Volume**

Quality of voice helps us differentiate one voice from another as each voice is unique in its mechanism. The quality of voice can be soft and sober; harsh and irritating; aggressive and hoarse, or lucid and crispy. The quality of voice cannot be changed but it can be improved by training and practice. Volume refers to how one projects her/his voice. The volume of voice need not be always soft or loud. It should be according to the number of listeners and as per the situation and occasion and the place.

**Tonal Variation**

Tonal variation is a way one modules, regulates and gives variety to her/his voice. Tonal variation of voice makes it flexible and brings vitality to our speech. With proper word stress and intonation, one can make communication alive and entertaining. It helps the speaker sound confident and saves the speech from turning flat and monotonous. By modulating our voice, we can express our emotions like joy, happiness, careful planning, doubt, emergency, impatience, etc.

**Articulation**

Articulation refers to the way in which we pronounce or utter words or sounds and use sentences. A good speaker does not skip or omit words or sentences in communication. It is easy for listeners to grasp and understand the meaning when sentences and words are spoken in full and sounds are uttered properly. Tardiness of articulation questions the honesty and credibility of a speaker. It is better to articulate words in clear and lucid manner to avoid confusion in communication.

**Pauses**

Pauses are little junctures in speech. They are short silences or breaks used by the speaker to let audience understand and process the message. It also helps speaker shift from one idea to another. However, these pauses should be spontaneous and natural and not artificially imposed.

## 3.12 TIPS FOR EFFECTIVE NON-VERBAL COMMUNICATION

1. Avoid slouching. Sit with your back straight up against the chair or lean slightly forward to convey engagement.
2. Establish frequent but not piercing eye contact.
3. Keep your hands away from your face and hair
4. Modulate your vocal cues to adjust to the situation
5. Avoid looking at clock, cell phone or displaying any other sign of disinterest.

**Check Your Progress**
- Which are the noted paralinguistic features?
- Do you think paralinguistic features are a matter of personal style? How do you explain it?

- How can understanding paralinguistic features of a foreign language help its learner in the context of native speakers' society?

**Conclusion**

In this technology driven world where Artificial Intelligence is taking its toll, it is impossible to survive and be successful in our academic, personal and professional worlds without having a good command and an adequate proficiency or knowledge of verbal and non-verbal communication. In a cross-cultural communication, non-verbal features play a vital and effective role. Non-verbal cues sometimes come out to be more important and reliable than spoken words

**Long Questions**

1. Define verbal communication. Also explain its essential types.
2. Define non-verbal communication. Also explain its features with proper examples.
3. Explain the relationship between verbal and non-verbal communication.

**Short Questions**

1. What is Kinesics? Explain any two features of it.
2. What is Time Language?
3. What is Proxemics?

**MCQs**

1. Which of the following is Paralinguistic feature?
   A – Facial Expressions      B – Posture
   C – Monochronic      D – Volume

2. The study of Body's Physical Movement is known as____
   A – Body Language      B – Kinesics
   C – Chronemics      D – Proxemics

3. Which of the following is not form of verbal communication?
   A – Voice      B – Meeting
   C – Sound      D – Negotiation

4. Pitch refers to the number of ____ per second of your voice.
   A – Tonal Variations      B – Voice Modulations
   C – Vibrations      D – Changes

5. In cross-cultural communication verbal and non-verbal communication both are important.
   A – True      B – False

| UNIT: 4 | ORAL & WRITTEN COMMUNICATION |
|---------|-------------------------------------|

**4.1 Introduction**

**4.2 Goals of Communication**

**4.3 Oral Communication**

**4.4  Types of Oral Communication**

      **4.4.1  Intrapersonal Oral Communication**

      **4.4.2  Interpersonal Oral Communication**

      **4.4.3  Small Group/Organizational Oral Communication**

      **4.4.4  Public Oral Communication**

**4.5  Written Communication**

**4.6  Types of Written Communication**

      **4.6.1  Transactional Written Communication**

      **4.6.2  Informational Written Communication**

      **4.6.3  Instructional Written Communication**

**4.7  Value of Effective Oral and Written Communication**

**4.8  Essential Elements of Oral and Written Communication**

**4.9  Comparison Chart**

**4.10 Differences of Oral and Written Communication**

- **Check your progress**

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### 4.3  INTRODUCTION

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The aim of this unitis to enable students to face the challenges in communication primarily in a professional milieu and to take up all oral and written tasks with ease and confidence by adopting various formats of technical/formal documents, writing style, text organization, and presentation.

Communication plays a pivotal part in functioning of various professional setups. It is an integral part of running a successful business along with many other technical skills. It is not an exaggeration to say that communication is an essential element for the

existence, development and survival of any society. Human beings spend much time in conversing with other human beings such asrelatives, friends, colleagues, employers, or employeesto seek required information and help make important decision either in the oral or the written form. However, it is important to ensure that the messages conveyed are received as intended so as to avoid misunderstanding and confusion. Effective oral and written communication establishes good professional relation and accomplishes the goal. The need of communication through oral and written media is rising in academic and professional tasks every day. Success can be ensured and achieved by underscoring the relevance of both oral and written communication in scores of situations.

## 4.2 GOALS OF COMMUNICATION

Communication is one of the fundamental elements of human life. People interact with one another for several possible outcomes such as:

- To inform and give instructions
- To share ideas and opinions
- Develop relationships and socialize
- Ask questions to obtain answers
- To solve queries
- To influence and persuade
- To convey emotions and perceptions

There can be numbers of reasons for sharing and receiving information. How we communicate can improve our personal and professional relationships. Communication goals are specific aims to share and collect information and emotion by the use of effective means. The general perception that prevails and surrounds the word 'Communication' is that of oral (speaking) communication. However, one must be sensible towards different types of communication that exists. Communication goals are broad in concept and need to be specified within the context of the particular types of communication such as verbal, non-verbal, formal, informal, written or oral along with the categories in life such as personal, professional, friendship, parental and so on. When planning your communication, be sure to clearly identify what you hope to accomplish. Communication goals may include:

- Informing employees about newpolicies
- Persuading prospects to make a purchase
- Educating suppliers about the benefits of working with your company

Having an ideal outcome for your communication helps you ensure that the conversation stays on track.

## 4.3 ORAL COMMUNICATION

Oral communication (Speaking) transfers information or data by the means of verbal and visual aids from sender to receiver. For example, oral communication includes presentations, speeches (public or

private), discussions, etc. Oral communication is carried out effectively with the help of the non-verbal clues like body language and tonal variations. Oral communication aided with visuals conveys the message in a clear manner.

This form of communication is quick. It is a direct method to get the message conveyed effectively. Be it criticism or appreciation or sharing the ideas, it helps convey the message immediately to the receiver. Immediate feedback is also possible in this form of communication which leads to the two-way communication environment. Moreover, with a change of tone and pitch one can create a desired impact on the mind of the audience in oral communication. Combined with right form of verbal communication, oral mode of communication can create confidence and loyalty on the sender's end. It also saves time and makes communication faster as the immediate feedback is possible in oral communication.

There are many ways to create an effective oral communication. It is important to organize our sentences properly and deliver them with right pitch and tone. Clarity, brevity and precision are some of the mandatory features of an effective oral communication. A talk or presentation without ambiguity and unnecessary jargons or complicated sentences can create wonders in personal and professional communication. Along with this, it is advisable to establish an eye contact and modulate body language as per the formal and informal occasion and environment. For example, a strict order requires to be conveyed with stern and formal body language rather than friendly and informal one.

Though considered as a faster mode of communication, oral form of communication has its limitations as well. In this form, there is a high risk of misunderstanding and misinterpretation if the sender is not capable of using proper tone and pitch to convey the message. Oral communication requires high skill of oratory and presentation. Oral communication is not suitable for presenting documentary evidence as the composite information tends to be detailed and complicated. The written mode becomes more convenient in such cases.

## 4.4 TYPES OF ORAL COMMUNICATION

There are various forms of oral communication such as intrapersonal, interpersonal, small group and public. All these forms include things or tasks as follows:
- Presentations (small group)
- Speech (public/small group)
- Announcements (small group/public)
- Official Statements (small group/public)
- Discussions (interpersonal/small group/public)
- Conversations (small group/interpersonal)
- Think to oneself/inner monologue (intrapersonal)
- Singing (all types)

### 4.4.1 Intrapersonal Oral Communication

Intrapersonal communication is a form of communication that we do with our inner self. This conversation takes place inside our mind where we play the role of the sender and the receiver. Various modes of thinking (conjecturing, dreaming, doubts, etc.), autosuggestions (positive or negative), reasoning, decision making, etc. that involve inner monologue fall in the category of intrapersonal. Other than the person thinking, there is no individual involved here. Intrapersonal communication plays a crucial role in different social and personal functions.

This kind of communication pertains to thinking. It is having a discussion with our mind and inner self to reach a conclusion, solution or to process certain information. Healthy communication with ourself can make us feel rejuvenated and relaxed after a very long stressful day.

### 4.4.2 Interpersonal Oral Communication

Unlike intrapersonal communication, interpersonal communication involves other human beings in the process of communication. It can be both formal and informal in nature. As there are can be two or more than two persons involved in communication, factors such as the physical proximity, sensory channels affect this mode of communication. These factors help deciding whether the situation is formal or informal. Immediate feedback is possible as it often involves face-to-face exchange of information.

In this form of communication, the role of sender and receiver keeps on changing in the exchange of information. Effective interpersonal communication in the workplace adds to the employee satisfaction, motivation, collaboration and business success.

### 4.4.3 Small Group/Organizational Oral Communication

Small group or organizational communication is different from the other forms of oral communication as it takes place in a hierarchical way. Here, the members of an organization interact with oneanother or the people outside their organizations. Types of organizational communication can be explained as:
- Superior to subordinate
- Co-worker to co-worker
- Frontline to customer/client/guest

As organizational communication involves a number of people in a small or large group with several activities to be carried out, the need of effective communication becomes greater in organization. With proper networking and the directed flow of communication, sharing of information and data is possible between the employees and the employer and with other organization.

### 4.4.4 Public Oral Communication

Public communication is the imparting of information on a large scale to a wide range of people or collection of information from a wide

range of people. This process of exchanging information takes place through mass media like journalism, books, TV, radio, newspaper or advertising. It differs from other forms of oral communication as it particularly focuses on transmitting information to numerous receivers.

Public or mass communication has the advantage of approaching the scattered audience all over the globe irrespective of geographical distance. This mode of communication tends to be impersonal as the sender and all the receivers are unknown to oneanother. Mass communication needs a third person or object to reach out receivers. For example, the publishing house of a book makes the book accessible to its readers. Thus, the publishing house plays the role of a mediator between the author and the reader. In public or mass communication, the presence of mediator is a must for communication to take place successfully and effectively.

## 4.5 WRITTEN COMMUNICATION

When the message is transmitted through written or printed sign and symbols, it is called written communication. Written communication is also the oldest known form of communication as oral communication is. Various forms of written communication are letters, memos, research papers, emails, technical reports, technical proposal and description, etc.

Written communication is considered to be a reliable mode of communication as the information does not change from person to person. Thus, accuracy of information is maintained across the audience. It is a highly preferred mode in the business world for its formal and sophisticated features. You must follow completeness, clarity and correctness in your written documents for written communication to be effective. As immediate feedback is not possible in written communication, you must ensure that your message is detailed, accurate and without any errors.

Written communication has its limitations such as lack of feedback, absence of modulations to convey message clearly, etc. These limitations can be overcome by selecting proper form of oral communication by eliminating disadvantages of both the forms of communication. There are several advantages of written communication:
- Useful for future reference
- Possible to be revised before sending
- Chances of misinterpretation are less as the words are chosen carefully.
- The communication is planned
- Admissible as a legal document
    Though there are many advantages, written communication has its limitations too. Written communication is time consuming and a slowprocess. The sender has to wait for the response from the receiver. It requires a lot of paperwork.

## 4.6 TYPES OF WRITTEN COMMUNICATION

To address work related different issues, quite a few modes of written communication exist. Let's consider them in brief.

### 4.6.1 Transactional Written Communication

In transactional written communication, a message is sent to get a response from the receiver. It is used for requesting a meeting, asking a favour or a quick decision. It is the fastest mode used in the written mode of communication. Online medium is used for the transactional written communication. It is a two-way communication. This communication can take place when both the parties are present and can be conducted in real time. For example, conversation through Skype. The active participation of the sender and the receiver is required for this modal to exist.

### 4.6.2 Informational Written Communication

In informational written communication, the sender shares the information for the benefit of the receiver. This mode is more of a sender-centric and less dependent on the receiver. Here, the response is not expected unless the receiver has some questions or doubts to be answered to. Both online and offline mediumsare used for the informational written communication. For example, an email or memo sent to an individual or a group of people. Here, the sender takes the active participation while the same is not required for the receiver.

### 4.6.3 Instructional Written Communication

The instructional written communication requires a message to be detailed and easy to understand for the receiver as the sender here instructs or directs the receiver for a specific task to be done. The sender needs to provide a clear and thorough understanding of the topic to the receiver. The format of the message is more important than the method in this mode of communication. Step-by-step instructions by the use of the bullet points or numbering phrases is the advisable format to use while making use of instructional written communication.

There are certain things that should be implemented when we communicate in the business world through printed words. They are:

- The sentences and paragraphs should be complete in their meaning
- The sentences and paragraphs should have clarity and coherence of thought and ideas
- The written text should be concise and self-explanatory
- The tone of the written document should sound courteous
- All the ideas and information provided in the written document should have unity of thought
- Important data should be emphasized with proper words and punctuation marks
- Sequence of information should be maintained in the sense of priority
- Unnecessary data and wordplay should be avoided
- Brevity and accuracy of information should be maintained

1. Which distinct features could you identify of oral and written communication?
2. Rephrase in your words Intrapersonal, Interpersonal and Organizational communication
3. Which are noted qualities of mass communication?
4. Why do you think written communication is more important for administrative purposes?

## 4.7 VALUE OF EFFECTIVE ORAL AND WRITTEN COMMUNICATION

In business world, communication is not limited to sending and receiving of messages only. The positive directness and clarity in oral and written communication gets the message delivered effectively. Such elements can be beneficial to:
- Clarify misunderstanding
- Avoid misunderstanding
- Improve productivity
- Reduce mistakes and errors
- Resolve tension and conflict
- Build relationships and trust

A strong and well-structured network of communication can help improve employee's engagement and can increase the level of job satisfaction throughout the organization. If the management is honest and keeps their employees in the loop, the employees will feel more invested in their jobs. Transparency of communication creates a sense of responsibility and builds trust in personal and business worlds.

The success of oral and written communication depends on the understanding of the needs and wants of your audience. You must ponder over the questions such as: who is your audience? What do they need to know? How much do they already know about the topic at hand? What are the things they are missing about the given information? etc. After a careful examination of all such questions, you should craft your answers.

Along with the understanding of the audience, the selection of the right medium for communication demands sender's attention. Right selection of media makes communication successful. It helps sender achieve the goal. For example, if you want to implement a new policy in your organization, one-to-one meeting is not required. You can send email in bulk explaining why the new policy is introduced in the company. Here, are some examples of written and oral communication. Written communication includes:
- Instant messages   Emails
- Reports                Meeting agendas and minutes of meeting

Oral communication includes:
- Telephonic conversation
- Video conferences (VC)
- Group Discussion
- Seminars, Conferences

## 4.8    ESSENTIAL ELEMENTS OF ORAL AND WRITTEN   COMMUNICATION

Oral and Written Communication are similar in many ways. Both share the same essential elements for the conversation to take place. These essential elements are as below:

| Sr No | Element | Definition |
|---|---|---|
| 1 | Sender (Source) | A source creates and communicates a message |
| 2 | Receiver | A receiver receives the message |
| 3 | Message | A content produced by the source for the receiver |
| 4 | Channel | The medium through which message travels between source and receiver |
| 5 | Feedback | Receiver's response to the source |
| 6 | Environment | Atmosphere where the communication takes place (online/offline) |
| 7 | Context | The psychological expectations of sender and receiver |
| 8 | Inference | Disturbance that blocks communication process |

Another similar element of oral and written communication is that of verbal and non-verbal communication. Verbal communication deals with the words used for communication and non-verbal communication deals with the way these words are used for communication. In Oral communication the tone of voice, facial expressions, eye-contact and over all body language play an important part. In the same way, in written communication, punctuation marks, structure of sentences, grammar and the words used play an important part.

## 4.9    COMPARISON CHART

Following is the comparison chart to understand the basic context of both the modes of communication:

| Context of Communication | Oral Communication | Written Communication |
|---|---|---|
| Meaning | Exchange of Information through oral mode | Exchange of Information through written mode |
| Mode | Communication takes place through spoken words | Communication takes place through written words |
| Literacy | Required (not in all the context) | Literacy is must for this mode |
| Transmission of Message | Fast and speedy | Slow and time consuming |
| Legitimacy | Often considered less authentic unless recorded | If properly preserved, it can be used for future references |
| Feedback | Immediate feedback is possible | Feedback takes time |
| Scope of revision and modification | Not possible | Possible |
| Non-verbal clues | Paralinguistic features are significant | Para-textual elements are significant |
| Probability of misunderstanding | Possibility of misunderstanding is there. However, it can be solved on the spot with right attitude | Greater chances of misunderstandings lie in this mode. Sometimes it takes long to resolve them |

## 4.10 DIFFERENCES OF ORAL AND WRITTEN COMMUNICATION

The following are the major differences between oral and written communication:

| OralCommunication | WrittenCommunication |
|---|---|
| It takes the least time to modulate the message and transmit it | It is a time-consuming process to modulate and transmit the message |
| Sometimes it turns out to be informal even in formal context | It maintains formality in most occasions |
| It does not act as a permanent record unless recorded | It acts as a permanent record |
| It is less costly | It is relatively costly |
| Immediate feedback can be received in this mode as sender and receiver are present on the same platform | Immediate feedback is not possible as receiver has to read the message and then respond |
| It is highly flexible and last-minutemodifications can be made | It is a rigid process and last-minute changes are difficult to introduce |
| There is a high possibility of distortion in this mode | There is no scope of distortion in this mode |
| Though considered less reliable, it is highly effective mode to spread the message | It is treated as a reliable source but it takes time to get the message across |

### Conclusion

Communication is technically defined as the process in which information is enclosed in a package and imparted from the sender to the receiver through a medium.Communication can be of many types,*i.e.*,formal, informal, oral, written electronic. Oral and written forms of communication are the most common and frequently used forms of communication.People normally use the oral mode of communication because it is convenient and less time-consuming. However, people normally believe in the written text more than what they hear that is why written communication is considered as the reliable method of communication.

- **Check Your Progress**

**Long Questions**
1. What communication? Discuss the goals of communication
2. What is Oral Communication? Explain in detail
3. What is Written Communication? Explain in detail

**Short Questions**
What is Intrapersonal Communication?
What is Public Communication?
What is Transactional Written Communication?

**MCQs**

1. The two most important people in the process of communication are_____
A – Channel and Media
**B – Sender and Receiver**
C – Encoding and Decoding
D – Feedback and Response

2. Mass communication requires the presence a_____
    A – Mass                        **B – Mediator**
    C – Module                   D – Loudness of voice
3. _____ Communication takes place within the individual.
    A – Organizational           B – Extrapersonal
    C – Interpersonal             **D – Intrapersonal**
4. Impersonality is a characteristic of _____ communication
    **A – Mass**                    B – Organizational
    C – Interpersonal             D – Intrapersonal
5. Well-defined set-up of Communication is called_____.
    A – Communication Process
    B – Communication Cycle
    **C – Communication Environment**
    D – Communication Weather

| UNIT: 5 | INTERVIEW |
|---|---|

**5.1    Introduction**

**5.2    The Essential Job Interview Tips**

**5.3    Most Common Interview Questions, Advice for Answering Them, and their SampleAnswers**

❖ **Check Your Progress**

## 5.1    INTRODUCTION

Interviewing is a skill like any other, and there are lots of ways to practice and improve yourskill. The key to rocking your interview is preparation. The dos and don'ts of answering the most common interview questions along with real sample responses to guide your thinking are discussed in this unit.

Here are the best strategies for getting ready for a job interview and making an excellentimpression on the hiring manager.

## 5.2   ESSENTIALJOBINTERVIEWTIPSTOHELPYOU GETHIRED

Here are the essential tips on what you should do before, during, and after your interview toland your target job.

**Before the Interview…**

**1. Map Your Route**

The last thing you want to happen on the day of your job interview is to be late.

To prevent this from happening, you should plan how and when to get to your interview beforehand. Map out the route and get a sense of traffic conditions or train schedule on that day. Then write down a schedule for that morning - when you need towake up, meal prep, getting dressed - or whatever else you can do to take control of timing. A good rule of thumb is to plan to arrive near the building 25% of your total time early. If the commute takes two hours, try to be there 30 minutes early.

If you're late on the day of your interview, you'll get stressed out and start out on the wrong foot. If you walk in way too early, you'll probably make the other employees feel awkward as you lurk in the entrance hall.

**2. Dress the Part**

You should think about what you're going to wear for your interview. Business casualclothes tend to be best, otherwise known as "corporate classics."

Pick out your outfit and do any ironing or dry cleaning in advance. By picking out your clothes, you can make your morning easier, look great, and feel more confident.

### 3. Print Your Materials

Unless instructed otherwise, it's a good idea to bring a few copies of your resume. You might print out five or so, especially if you're interviewing with more than one person.

In addition to the interview, you could bring a list of references with contact information or perhaps recommendation letters themselves. You might also have supplemental materials, like a portfolio of work, your sales record, or even a two-month plan you drew up to show the hiring manager what steps you'd take in the new position.

Print everything out a day or two beforehand. Gather everything in a folder or binder so that it's organized and accessible. You wouldn't want to go shuffling through your bag, taking out old receipts and gum wrappers, in search of your resume right after you just finished telling the interviewer how organized you are!

### 4. Do Your Research

Before the interview is your time to dig deeply into the organization and job. Learn everything you can about the job description and company, like its mission, workplace values, and overall culture. If applicable, you might consider ways the company could improve and how you could contribute to those positive changes.

During the interview, you want to show that you're knowledgeable about the organization and enthusiastic to join it.

Overall, your goal in the interview is to show that you're qualified and that you have a clear understanding of the job. By doing your research, you can be strategic about what you
say and make sure all your answers match up to the opportunity at hand.

### 5. Investigate Your Interviewer

If you can, do some investigating about your interviewer. Thanks to LinkedIn, Twitter, and the internet in general, you may be able to get some intel on your interviewer before meeting him/her in person.

You might uncover common ground, like you both went to the same college or love to play ultimate Frisbee, and work it into the conversation. You might be able to spark a connection that you otherwise wouldn't have known about.

Finally, doing some research on your interviewer is also one other way to help you feel prepared. You can gain a sense of his/her professional and educational background. This knowledge can help you feel less nervous than you might walking into an interview with a completely anonymous person.

### 6. Prepare for Questioning

The main part of your interview preparation should be thinking about your responses to common interview questions. Your interviewer will likely also ask follow-up questions aimed to dig even deeper into what you have to say.

Some common questions include, "Tell me about yourself," "Why do you want this job?" and "What would you contribute in this role?" The hiring manager might also ask you to share specific experiences of times that you achieved something, failed, managed conflict, or demonstrated leadership. In preparing your responses, you should think of ways that you can show that you possess the core competencies that the interviewer's looking for.

Once you come up with your responses, you might also practice by doing mock

interviews with a friend - or a mirror! Practice what you would say, aiming to sound natural rather than rehearsed. You may not have a word-for-word script, but you should make sure to hit salient points.

### During the Interview...

### 7. Be Clear and Concise

A lot of interview questions are open-ended (for instance, tell me about yourself), but that doesn't mean you should tell your whole life story. Instead, produce concise answers that make an impact.

Aim to speak for about one to two minutes in response to most interview questions. Try to structure and conclude your answers in a clear way. Without preparation, it's all too easy to trail off at the end with a vague, "So, yeah…"

### 8. Ace Behavioural Questions

A lot of interviewers ask behavioural questions that call for specific examples. "Describe a time you demonstrated leadership," is one example.

These can be some of the hardest questions to answer. If you're caught off guard, then it's easy for your mind to go blank. Or you might have a lot of situations pop into your mind, but you're not sure which one you should choose.

Ideally, you can choose a success story that illustrates you possess one of the major qualities the hiring manager is looking for. Similarly, if you're asked to talk about a failure, don't mention a time you failed because you lack one of the job's core competencies. As with all your answers, aim to be strategic. Ideally, everything you say will go on the hiring manager's list of reasons to hire you.

Again, be strategic about the examples you choose. Your stories should show that you've taken actions in the past that point to your success in the future.

## 9. Embrace the Culture

Beyond showing that you're qualified, you also want to show that you'd make a strong cultural fit. Here's where all the research you did before comes in handy. Learn about the company's values and show that you share those same commitments in your answers.

## 10. Ask Questions

Don't be fooled into thinking that an interview is a one-sided interrogation. You should feel free, even obliged, to ask your interviewer questions throughout your time together. The meeting is not just a chance for the hiring manager to get to know you, but it's also an

opportunity for you to learn more about the job and organization and pick the brain of someone who works there.

In addition to getting you more information, asking questions is one more way to show your enthusiasm and readiness to learn. It demonstrates your active interest in the organization.

You should save at least two or three good questions for the end of the interview.

## 11. Show Enthusiasm

You can show your excitement through how prepared you are, how much you know about the job and company, and any specific plans you have for what you'd bring to the

role. Avoid saying anything that could indicate you're not very interested; for instance, don't ask about how soon you can move up in the company or suggest that the job is just a steppingstone for you. Instead, express your enthusiasm and show how you'll channel that positive energy to bring value to the company.

## 12. Be Aware of Your Body Language

Beyond what you say, your body language also communicates a great deal. If you're nervous, it can feel like your hands and arms are doing their own thing independent of your body. Try to be aware of any physical tension and rein it back in.

Slouching, crossing both your arms and legs, or perching on the edge of your seat could indicate discomfort, nervousness, or a sense of being closed off.
Similarly, facing your interviewer directly can show that you're engaged and actively listening.

### After the Interview...
## 13. Send a Thank You Note and Follow Up
You may have heard that it's a best practice to follow up with your interviewer after the meeting.
In most cases, it's fine to send an email. Depending on the manager and company, a handwritten note might also add a creative, personalized touch.
As for the content of your follow-up, you should make sure to thank

the interviewer for her time. You should also restate your interest in the position. By adding these kinds of extra details is one more way to make a connection with your interviewer and make sure s/he remembers you.

**Check Your Progress**
**State true or false for q1 to q4:**
1. Body language is not a matter of importance in an interview.
2. Send a thank you note to leave an impression on your interviewer.
3. Interview is a one-sided interrogation.
4. Investigating about an interviewer or the about the company is a wrong practice.
5. "be clear and concise" is a tip for
a) Before the interview
b) After the interview
c) During the interview
d) None of these
6. Research and investigation are the parts of
a) Before the interview
b) After the interview
c) During the interview
d) None of these'

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## 5.3 COMMON INTERVIEW QUESTIONS AND ANSWERS

**Question 1: Tell me about yourselfDo:**
Tailor your answer to the job and organization: You should highlight your skills and experiences as they relate to the job description and organization. Stick to what is professionally relevant, and consider what qualities are essential for the new role.

To help you do this, you might rephrase the prompt as, "Tell me about yourself as I consider you for this role." Your aim is to show the interviewer that you have the desired skill set and would bring value to the position.

Structure your answer in a clear way: You could describe what you're doing now and then go into what you did in your work history and education to get there. Then you could

discuss where you're aspiring to go and why.

You might bring in a specific example here if you feel it illustrates your skills.

**Don't:**
You shouldn't be overly personal in your response. While you can share some insight into your personality, be professionally relevant.
  Don't talk about your whole life story. Keep your answer concise, clear, and structured, and consider what main qualities, or "core competencies," the job description calls for.

**Sample Answer to Question 1**

In this sample response, the applicant's applying for a customer service job in a retail company. The job she seeks calls for strong interpersonal skills and an upbeat, optimistic attitude.

I've always loved interacting with people and feel I have strong interpersonal skills. I studied Communications at University X, and that gave me a whole new set of skills to work with people and help them get the information and support they need.

After graduating, I sought out a position on the customer experience team at Dub spot, where I've been working since. In this position, I communicate with dozens of customers everyday over the phone, by email, and through instant chat. I help resolve any issues with the software and lead trainings for new clients.

I enjoy helping people resolve issues and aim to continue on in a customer-centric role.

Since I'm passionate about the fashion industry, I'm looking to move into a customer

experience in a retail, rather than software, company. I'm a huge fan of your products and am a long-time customer. I find helping people to be very gratifying, and I'm really excited to contribute my interpersonal skills and positive attitude in this role.

**Question 2: What do you think are your greatest strengths?**

If you only prepare one talking point for your interview, it should be the strengths you'd bring to the role. In essence, s/he wants to know why you think you're qualified for the job.

Some variations are:

What are you good at?

What skills would you bring to this role?

What would you contribute here?

What would your manager or co-workers say are your greatest strengths?

**Do:**

Consider what strengths the new hire should have to succeed in this role, based on the job description and your research into the company. Consider how your own skills align, and choose to discuss the ones that match up. This way, you're still being accurate and authentic while targeting the job description.

Bring a specific example. If you're talking about your skill in sales, you may talk about a particular client acquisition or your numbers from last quarter.

Choose your words carefully and avoid clichés. Rather than talking about your people skills, talk about a strength like clear communication or productive collaboration. Aim for specific language and ideas that will help you stand out.

**Don't:**

While you should tailor your answers to the job description, you

Should not claim competencies if you can't back your statement up with specifics. The hiring manager may well ask you to elaborate on a strength or give an example.

Don't highlight too many strengths and dilute your message. Picking out two to three of the most important and relevant ones is a good approach.

While lots of people might shy away from talking about their strengths, others run the risk of appearing too overconfident. Make sure you talk about your qualities in a meaningful, assured way without sounding braggy or arrogant!

**Sample Answer to Question 2**

Here's a sample answer from someone applying for a managerial position in a restaurant. The new job wants someone who's willing to take on a number of responsibilities.

I'd say my greatest strength is a willingness to take on a wide range of responsibilities. While I was technically a server at Sonnet Restaurant, I also helped plan large events, do event set-up, process payments, and bus tables. I work hard and try to contribute where I can, especially when things get busy or people seem overwhelmed. Not only does this help ease the burden on others, but I get to learn about different aspects of the industry first-hand. I support my fellow workers and get the chance to expand my skills at the same time.

This response targets the job description by highlighting the applicant's willingness to wear a lot of professional hats. He proves that he has his strength by talking about his duties in his last restaurant position and desire to help his co-workers.

**Question 3: What do you think are your greatest weaknesses?**
Some variations are:
What are some areas that you need to develop? What are some skills areas that you could grow?
What would your manager or co-workers say are your greatest weaknesses?
**Do:**
Be honest! But also, strategic. Choose a weakness that wouldn't impact your performance very much in the new job.
You should prepare a specific example. You should focus not just on your weakness, but on the steps, you've taken to overcome it. You can acknowledge the weakness, talk about what you learned from it, and expound on the steps you took the overcome it.

**Don't:**
First off, don't evade the question. The interviewer wants to see how you self-reflect and are honest about your weaknesses, so don't respond with, "I don't have any." Similarly, don't go with an obvious cop-out answer like, "I work too hard" or "I care too much."
Don't choose a weakness that would seriously inhibit your ability to

succeed in the position.

Avoid playing the blame game by attributing your weakness to external factors. The interviewer wants to see that you can own your weakness and show a proactive approach to improving your skills.

**Sample Answer to Question 3**

I've struggled for a long time with public speaking. This weakness was a big challenge in college, where presentations were a major part of several of my classes. I realized early on that I needed to improve in this area, so I started by meeting with my advisor about resources for improving public speaking. We talked about techniques like challenging myself to participate at least once in every class and calming nerves with breathing. I also took a public speaking class recently that helped me improve a great deal. A couple months ago, I gave a presentation in front of about 60 students and parents, and it went really well. My nerves are still there, but I feel like I've come miles from where I was freshman year of college. Working on my public speaking is a skill that I actively continue to work on and try to improve.

Assuming that public speaking isn't a major part of the new job description, this answer is a strong one to the "Tell me about your weaknesses" prompt. Notice how the applicant focuses on the proactive steps she's taken to improve her public speaking skills. Your answer will probably look quite different, but you can similarly choose a strategic weakness and talk about what you're doing to improve.

**Question 4: Why do you want this Job?**

This question wants you to explain why you're pursuing the position and why you think the organization should hire you.

**Do:**

This question is the perfect opportunity to showcase your enthusiasm for the new job and show why you'd excel in the role. Make sure to give specific reasons for wanting the job. Show that you don't just want any job; you want that specific job. If you have any particular connections to the company - maybe you use its products or know someone who works there - then you could bring that up here.

Don't just talk about your aspirations. Talk about what you could do for the organization. Demonstrate a thorough understanding of the organization's mission, and show that it aligns with your own professional goals.

**Don't:**

You don't want to be too practical in your answer here. "Because I need money for rent, food, and Netflix," while true, it isn't an ideal response.

You also don't want to be too generic or vague by saying something like, "I heard this company's an awesome place to work." Aim to be

much more specific than that.

The sample response below is specific, shows enthusiasm, and incorporates both the speaker's goals and the organization's mission.

**Sample Answer to Question 4**

This applicant is applying to a programming position in a start-up in the environmental sphere. The job description wants someone who's willing to take on a range of responsibilities, cares about its environmental mission, and knows CSS, Java, and Ruby.

I'm drawn to start-ups because I'd love to be part of building a company from the ground up. I really appreciate its culture of a small, close-knit team of passionate people who are ready and willing to wear many hats. With my versatile skill set in computer programming and experience building websites, I feel my interests and skills are perfectly aligned with this position of web developer. I would use my knowledge of CSS, Java, and Ruby to build out the company website and grow our online presence. I also share this company's

commitment to sustainability. I'm extremely motivated by your environmental mission and could immediately start taking steps to meet your short-term and long-term goals.

This sample response sounds honest and authentic, while also bringing in some core skills of the jobs.

**Question 5: Describe a Time That You Failed**

This question is a behavioural one, because it asks you to talk about a specific example that illustrates something meaningful about you as a professional.
Some variations are: talk about a conflict at work, a challenge, or a behaviour that negatively impacted your team.

Describe a failure while still leaving a positive impression of your skills and abilities.

**Do:**
You should focus on the failure as an opportunity for growth. Be honest about your past mistake, but then shift focus to talk about what you learned from it, how you changed, and what you would do differently next time. This not only shows that you're willing to acknowledge when you mess up, but it also shows that you're continuously seeking to improve.
Again, you should probably avoid choosing a failure or conflict that arose because you lacked a core competency of the job. You can be strategic about what you choose to talk about here.
**Don't:**
While talking about failures can be uncomfortable, you shouldn't evade the question. Nor should you speak in vague language about lacking a certain skill or knowledge. This behavioural question wants you to share a specific example, so make sure you have one to fall back on.
You also shouldn't focus too much on the negative aspects of your example.

**Sample Answer to Question 5**

Here, a teacher talks about a mistake she made with a summer course she taught. Notice how she talks just as much about what she learned as about the failure itself.

The first class I taught was a four-week essay writing course for high schoolers over the summer. Due to the short-term nature of the course, I jumped right into the material without setting aside time to talk about behavioural expectations. Issues later arose, like students showing up late, talking over each other, and using cell phones in class, which could have been prevented, or at least reduced, if I'd taken the time to lay the groundwork.

That course was a huge learning experience for me, and since then I always take time on the first day to discuss classroom norms. To make students feel more invested and accountable, I also elicit ideas from them on what they need from me and from each other in their ideal learning environment. That mistake in my summer class taught me a lot about the importance of proactive behavioural management. I can always loosen the reins as I go, but it's much harder to rein them back in once they're out.

### Question 6: Do You Have Any Questions for Me?

Even if you've asked questions throughout, you should have two or more good ones saved for the end.

**Do:**
Ask questions that show you want to know more about what you can do for the organization and are genuinely interested in learning more about the workplace and its values.

**Don't:**

Don't say, "No, I'm all set. All my questions have been answered." You should absolutely ask questions at the end of your interview.

Don't ask about schedule, benefits, and salary.

**Sample Questions to Ask:**

Could you tell me about a typical day here at the company? What sort of training could I expect for the position?

How do you evaluate performance here? Do the expectations change at all over time? What directions do you see the company going in next five years? Ten years?

How would you describe the work environment here?

### Q7. What are your salary expectations?

As a fresh graduate, talking about your first salary is exciting, but a difficult job. The best way to answer this question is to do some research in advance so that you can confidently take a reasonable range.

**Do:**

In case you still do not have any idea about a reasonable salary for the job role, you can simply answer to accept the package as per industry standards. This leaves much scope for the negotiation at the time of final offer letter.

**Don't:**

Never ask for either a too less or too high salary package as this might cost you the job at both the ends.

**Q8. Where do you see yourself 5 years from now?**

The idea of asking this question is to check two things mainly. Firstly, your willingness to stay longer with the company, and secondly, how well planned you are about your career goals.

**Do:**

Keep your answer aligned with the current job role to show your interest in the company.

**Don't:**

Never give an impression that you want this job just to gain experience and then you wish for something bigger in near future.

**Q9. Have you ever led a project team, and have you ever addressed a dysfunction within a team?**

The interviewer wants to see how creative you are in providing solutions to problems that come up in the course of working on a project.

Example: "Usually, I try to find a solution by going to the source of the problem. The first thing I do is go back to the original project execution plan and try to see how we deviated from it. If it is an issue of a malfunctioning program, I ensure I get the required professionals to fix it immediately so it will not affect the project timing and schedule."

**Q10. How do you ensure members of a team you are leading work together as a unit and also cooperate with you on the project?**

This type of interview question is meant to see how you are able to successfully lead a team of different people with different skills to complete the project.

Example: "I ensure members work as a team by clearly specifying each member's role in the team and the relevance of each member to another in the team. I also ensure there are regular meetings to address issues that are coming up in executing the project.

I ensure team members cooperate with me by motivating and inspiring them to put in their best. I also ensure to give adequate commendation to the group as a team."

**Check Your Progress**
1. The example of a customer service executive is given in

which question?
- a) Experience of failure
- b) Describe weakness
- c) Describe yourself
- d) None of these

2. "Describe a time that you failed." The example given here is of a
   - a) Teacher
   - b) Doctor
   - c) Customer service executive
   - d) None of these

3. What is the example used for answering about "weakness"?
   - a) Customer service executive
   - b) Public speaking
   - c) Teacher
   - d) None of these

4. "What was the opinion of your c0-workers?" this question is a variation of
   - a) Strength
   - b) Weakness
   - c) Tell me about yourself
   - d) None of these

5. You should tailor your answer for describing:
   - a) Strength
   - b) Yourself
   - c) All of these
   - d) None of these

**Exercise**

1. What are the measures that you can take to prepare yourself before the interview?
2. How will you answer to the question, "tell me about your weakness?" Give example.
3. How will you prove that you can unite a team and motivate them to work as a unit?Give example.
4. Answer the question, "Introduce yourself" for the post of customer serviceexecutive.
5. Answer the question "Where do you see yourself in 5 years?" in a restaurantbusiness.
6. What should you not do when asked, "Do you have any questions for me?" by the interviewer? Give some examples of the questions that you can ask?
7. Why would an interviewer would ask you about your past failure?
8. What are the dos of, "Why do you want this job?"
9. Why should you not evade the question about your weakness?
10. What are the alternative questions of "what are your strengths?"

**Let's Sum Up**

In this unit, you have learnt about

The tips are about what to do before, during and after an

interview. The do's and don'ts of answering the most common interview questions along with real sample responses to help you to crack the interview and the best strategies for getting ready for a job interview.

### Key Words

- Rule of thumb: an accurate guide or principle, based on practice.
- Resume: a document that lists your work experiences, education, skills and achievements.
- Reference in resume/interview: a third person talking about your work experience, workhabits, character and skills.
- Interviewer: one who ask the questions in interview Anonymous: unknown
- Follow up: related or based on the answer of previous question Specific: exact
- Open ended: questions that ask for personal experience/ ideas. They cannot be answeredas "yes" or "no".
- Behavioural questions: questions based on the past behaviour and performance of acandidate to determine whether they are suitable for the job or not.
- Overwhelmed: to be so powerful/big that somebody can't deal with it.Professional hats: professional responsibilities

### Answers of Check Your Progress

#### Check Your Progress

1. False
2. True
3. False
4. False
5. C
6. A

#### Check Your Progress

1. C
2. A
3. B
4. A
5. C

# MBA

# SEMESTER-1

# BUSINESS COMMUNICATION

# BLOCK: 2

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## UNIT: 6   GROUP COMMUNICATION

**Objective**
In this Unit, the students will learn about the concept of Group Communication, its various theoretical aspects and application-based tips to perform in a situation involving Group Communication.

## 6.1 INTRODUCTION

**What is Group Communication?**
As the words suggest, it is an interpersonal exchange of ideas and information among the members of a group. S. McLean states,

'Group communication is a dynamic process where a small number of people engage in a conversation.' This involves two basic factors: understanding the group dynamics and a personal knack for communication. In a certain sense, the latter tunes to the necessities of the former. A group may be convened for any formal or casual occasions such as meetings for office work, boards or advisory committees, client meetings, juridical settlements, social-cultural-religious-political occasions, or it could be simply an informal gathering among friends or family members. However, group communication usually takes place within a small group of people. One may say that group communication is an extension of interpersonal communication. A typical interpersonal communication involves two persons whereas group communication typically includes 3 to 8 members. In a certain respect, group communication is also public communication. Public communication is a broad category where the message could be relayed in a one-way or two-way channel through oral or written means. Group communication in that sense is a sub-part of public communication where the group members discuss in person.

Like any other instance of effective communication, group communication involves mastering fundamental communication skills and preparation. Communication skills involve language proficiency, appropriate speech habit or international intelligibility in certain cases, proper body language, paralinguistics, media-friendliness, and rhetorical abilities. By preparation, it is intended here to know the subject of discussion well in advance, structured arguments, factual correctness, and problem-solving abilities. Between these two poles, namely, communication skills and preparatory requisites, an important aspect that often gets glossed over is one's personality. One's attitude, ability to establish interpersonal rapport, trustworthiness or dependability, etc. play a silent but decisive role in making one's participation effective and memorable.

An employee with good communications often becomes an asset for the company or institute. Such a person is preferred to do presentations who can convey the message unambiguously, precisely and effectively. Effective communicability then becomes an added quality of the employee and makes him or her important at the professional workplace.

## 6.2 FUNCTIONS OF GROUP COMMUNICATION

The overarching question is, why is there a need for group communication? The simple explanation is that every organization involves teamwork at one or the other level. To execute team work, group communication is required be it in the form of a meeting, conference, online gathering, a task force, committee, advisory board, project work, etc. The select members are part of the group either by virtue of their official position, expertise or professional experience. In such a case, the members likely know one another and

a certain level of informality or formality is pre-defined. Group communication is then instrumental in serving any of the following fundamental purposes:

- Discussing the nitty-gritty of a subject
- Brainstorming
- Event management
- Reviewing
- Call to action or designating jobs
- Problem-solving and decision making
- Chalking out a future course of action

## 6.3  SOME BASICS OF GROUP COMMUNICATION

Group communication characteristically differs from interpersonal and intrapersonal communication, group discussion (GD), interview, telephonic talk or a mass-media presentation. Typical group communication necessarily involves four outcomes and the advantages or disadvantages of which depend on the skills and knowledge of the participating members. They are as follows:

1) Members cannot speak simultaneously: unlike interpersonal communication where a frequent interjection, cutting-in, half-statements, etc. are understood and accepted, in group communication, the members have to one after another to convey and receive the idea. The members might have to decide how to take turns or seek permission to interject.

2) All the discussants have to share time: the average time taken by each participant depends on the size of the group and they have to hold a conversation for a definite time to make a case. The members are sometimes required to decide beforehand how much time each person is going to have.

3) Discussion tends to be impersonal: with a greater number of discussants, the conversation tends to be less intimate. The tone of speech tends to be impersonal and formal. People in groups tend to avoid sharing their personal details and views on controversial matters.

4) Group work requires a certain amount of time: in comparison to interpersonal communication, group work consumes more time. The More diverse views and opinions being forwarded, the more time required to reach a consensus or general understanding among the members.

5) Establishing interpersonal rapport, candid sharing of views, resolution of conflict, peer support, leadership, factual deliberations on the subject, and being committed to goal attainment are crucial for successful group communication.

A brief note must be made here on the distinction of group communication from group discussion. A group discussion is a supervised and controlled activity, especially for pre- screening before shortlisting the candidates for the interview. The purpose of group discussion (GD) is to single out the candidates based on their linguistic and behavioural proficiency. On the other hand, group

communication is held among the peers and experts or the people who are well-informed about a given subject. The focus of group communication is not the participants, but the subject matter at hand. A good individual performance, however, subserves the overall purpose of group communication.

**Check Your Progress**
1. How do you explain group communication?
2. Enlist the basic functions that group communication serve
3. Mention some basic characteristics of group communication

## 6.4 BACKGROUND OF THE STUDY OF GROUP COMMUNICATION

Group communication as a professional and social phenomenon has been formally studied and researched in the fields of social psychology, organizational behaviour and communication studies. The study of group communication reveals the fact that it is substantially influenced by the principles of social psychology, Rhetoric and communication theories. Social psychology is concerned with understanding human behaviour in the group and its impact on other allied aspects such as the formation of groups, type and nature of groups, conflict management, leadership and reception of the message among others. Rhetoric is a fairly ancient discourse that examines the art of persuasion and ethical means to do so. Rhetorical principles have helped in developing standards for logical arguments, conviction and effective delivery of the message. Researchers have banked on these principles to formulate norms for critical thinking, setting agendas, and protocols for the quality of group discussion. Communication theories have been useful in understanding the communication cycle, contextuality of the message, and feedback mechanism.

## 6.5 GROUP DEVELOPMENT THEORIES

Group development theories have emerged from the scholars who primarily worked in the fields of social psychology, pragmatic studies, and embedded discourses from social science. Some noted scholars who worked on the subject of group communication include Kurt Lewin, Marshall Scott, Bruce Tuckman, McGrath, Solomon Asch, B Aubrey Fisher, M Scott Poole, William McDougall, Stewart Tubb, and Gersick among others. They have contributed by coining useful terminologies and models for studying group communication. Let us look into some of their important propositions.

### 6.5.1 Lewin's Model of Change
Kurt Lewin (1890-1947) was a German-American psychologist, who worked in the domains of social, organizational and applied psychology. He is famed for coining the terms such as *Group Dynamics*, *Action Research*, *Leadership Climates*, *Force Field Analysis*, and Change Management Model among others.

Group Dynamics as a broad conceptual category was employed to understand the overall function of the group. What takes place in a group is an active and lively exchange of ideas and is often beyond the purview of larger social and historical forces. This explores both positive and negative forces active within a group. Lewin employed his group interaction formula known as Lewin's equation. Lewin's equation $B=f(P, E)$ is proposed to fathom the mechanism by which a group operates. B stands for behaviour; E for 'environmental factors of the group'; P for 'personal characteristics'. The formula suggests that **B**ehaviour is the **F**oundation of **P**ersonality and **E**nvironment. Lewin's work on group dynamics led him to examine the factors that influence people to change. This constitutes his Change Management Model. In this model, the concept of *Force Field Analysis* theorizes that people consider and evaluate pros and cons and weigh them against each other before deciding to change their behaviour. The habituated or frozen behaviour of a person undergoes a process. The change of behaviour passes through three stages: freeze, unfreeze, and refreeze. However, if the factors for change do not outweigh the factors against the change, the person is not motivated enough and his behavioural patterns do not 'unfreeze'. In this sense, group communication becomes an instrument of affecting human behaviour where, according to Lewin, his interaction equation and force field analysis come to explain the group dynamics and contingent human behaviour.

### 6.5.2  Tuckman's Model of Group Development

Bruce Tuckman first proposed this model in 1965. He hypothesized that a group or a team necessarily undergoes certain stages to face the problem, planning, solve the problem and grow. His linear model proposed five stages: Forming, Storming, Norming, Performing and Adjourning.

Forming is an initial stage where the group identify the problems and opportunities and the members begin to align their individual behaviour to the collective character of the group that is oriented toward the achievement of the goal. In the second stage of Storming, the group members start to know one another and adjust with every person's line of thought and temperament. This adjusting might as well cause intragroup conflicts and the resolution of which depends on how well the group members accommodate the differences. Norming brings in greater intimacy if and when the differences and personality clashes are resolved and the feeling of teamwork grows stronger among the members. Once the norms and roles are sorted out, the members reach the fourth stage of Performing where they are focused on problem- solving. By this time, they are sufficiently motivated and well-informed. Dissent is not viewed as disharmonious so long as it is properly channeled towards seeking the goal. Tuckman later introduced the fifth stage called Adjourning in 1977 which suggests completion of the task and dissolving the team.

### 6.5.3  Fisher's Theory of Decision Emergence in Groups

B. Aubrey Fisher proposed a linear theory of decision emergence in

groups. His model is also called Small Group Communication. Linear models of communication, unlike interactive or transactional models, do not involve feedback or two-way communication. The linear models were popularly studied in the 20$^{th}$ century in the West. He proposed the theory of Decision Emergence that involves four stages of decision making in a group. To him, the allocation of different tasks and the process of decision-making influence the bond of the group members. His four phases are: *Orientation*, *Conflict*, *Emergence*, and *Reinforcement*. The first phase of orientation represents certain uneasiness among the members as they have just begun to know one another with eagerness and apprehension. Effective communication is crucial in this phase as that is the only point of contact with the other members. The second phase marks conflict. New ideas are floated in the discussion that might prove counterproductive. Following the contesting second phase, the third phase presents the emergence of the outcome of the conflict. The group members accommodate one another, adjust with differences or compromise with personal insistence leading to a broad agreement channelized toward the fulfilment of the goal. In the final phase of reinforcement, the group members collectively agree to act in the interest of goal achievement and plan accordingly regardless of their personal beliefs and opinions.

Fisher's theory seems to be aligning with Tuckman's model of group development.

### 6.5.4  Poole's Multiple Sequence Model

Marshall Scott developed the Multiple Sequence Model in the 1980s. It is a communication theory that is primarily on the process of decision making. His model offers three basic tenets: developing strands, task accomplishment, and tracks of group activities. In his view, different groups make decisions using different sequences. His theory rejects the claim that all types of groups undergo a similar process of decision making. According to this theory, decision making is not readily accomplished at successive stages of group communication, it is rather a result of various connected activities and instances of communication. These connected activities are multiple contingency variables comprising 36 clusters determining group communication and 4 cluster-sets, namely, proposal growth, conflict, social-emotional interests, and expressions of ambiguity. Besides, it is difficult for the members to clearly predict stages of progression in group communication. Therefore, Poole in his model proposed three tracks and a point of note called 'break point' in group communication that can occur at any moment in group communication. A group may follow various communication styles and to identify them, Poole proposed the mechanism of tracks to interpret those communicative styles. These tracks are: *Task Track*, *Relation Track*, *Topic Track*, and *Breakpoint*.

The Task Track marks the phase of familiarizing with the communication patterns of the members, goals to be achieved and the procedures to accomplish the goals. This track indicates how the

members understand the problem at hand and the methods they are going to use for

solving it. The Relation Track identifies the interpersonal relations among the group members. This helps demarcate everyone's mode of being formal or informal while sharing information towards fulfilling the goal. The Topic Track focuses on the issues that are going to be raised during group communication. The topics may be pursued with logic, counterargument, and an appeal to human sentiments, evidence-based analysis or other rhetorical tactics. A breakpoint indicates a shift in group communication from one track to another. During the entire course of group communication, the members continuously shift across the given tracks so as to arrive at a consensus for problem-solving.

### 6.5.5  Hackman's Multi-Level Perspective (MLP) Model
Richard Hackman proposed a synthetic model of group behaviour that unified diverse and often contesting tenets of group dynamics. His theory of Multi-Level Perspective (MLP) suggests that the development and success of a group could be understood by considering components that exist at all the levels of group communication. To understand the group dynamics, Hackman categorized group behaviour into three levels: *Micro-Level* or individual level; *Meso-Level* or group level, and *Macro-Level* or organizational or societal level.

Micro-level deals with behavioural and personality traits of the group members. Meso- level suggests the traits or qualities of a group as a whole, for example, the size, structure, professional decorum and cohesion among others of the group. Macro-level indicates the qualities and functionality of the larger units of which the group is a part, for example, a corporate institute or society. His MLP theory maintains that a highly complex phenomenon such as group dynamics cannot be truly explained by isolating attributes and qualities of the individuals in a group but rather it calls for understanding larger and often abstract frameworks within which any group communication takes place. The study of group development and dynamics requires to include all the components at all the levels; hence the term: multi-level perspective.

### 6.5.6  McGrath's Time, Interaction, and Performance (TIP) Theory
McGrath found that different groups might adopt different strategies and lines of action to reach the same outcome. He observed that the groups happen to deal with four kinds of group activities: *Inception*, *Technical Problem Solving*, *Conflict Resolution*, and *Execution*. Each of these four represents 'modes'. They could be enlisted as follows:
Mode 1 (Inception): Beginning and acceptance of a certain task
(choice of the goal) Mode 2 (Technical Problem Solving): Finding solutions to technical matters (choice of means)
Mode 3 (Conflict): Redressal of conflict (choice of policy)
Mode 4 (Execution): Action required for the project (attainment of the

goal)

The groups adopt these four modes based on the three functions of the group, namely, production, well-being, and member-support. He proposed that all sorts of groups necessarily act in one of the four modes in relation to the three functions, but they are not necessarily acting in the same mode for all the functions.

### 6.5.7   Team Evolution and Maturation (TEAM) Model

B. B. Morgan Jr., E Salas, Bruce Tuckman combined different theories and developmental models and proposed the Team Evolution and Maturation (TEAM) Model in the 1990s. This model offers seven chief stages and two supporting stages, thus nine stages in total: *Pre-forming*, *Forming*, *Storming*, *Norming*, *Performing-I*, *Reforming*, *Performing-II*, *Conforming*, and *De- forming*. This developmental model attempts to describe the emergence of new, task-oriented teams. This model was fairly theoretical and was not empirically examined by its researchers. However, it was claimed that this was both team-centric and task-centric in its approach to perceive and examine the performance of the members.

### 6.5.8   Tubb's Systems Model

Stewart L. Tubb upheld the 'systems' approach to study small group communication. His theory Systems Model is a linear model of communication. It includes four phases of group development: *Orientation*, *Conflict*, *Consensus*, and *Closure*. In the first phase of orientation, the members strike acquaintance with one another, broach up the topic of discussion and explore the limitations and opportunities of the task. The second stage of conflict is an invariable part of the group dynamics. Conflict is necessary for exploring various ideas on and aspects of the topic and may lead to general conformity. The third stage is consensus whereby the members reach an agreement after their conflicting deliberations. The group members may compromise, prefer certain alternatives to others and reach an agreement. The final stage of closure brings the group to a conclusion and reaffirmation of the decision made.

### 6.5.9   Wheelan's Integrated Model of Group Development

Susan A. Wheelan was a prolific researcher and writer in the field of psychological studies and group development. Her model is called the Integrated Model of Group Development. She proposed that group development could be viewed as five main stages and each of them has bearing on behavioural development. These five stages are: *Dependency and Inclusion* (akin to childhood), *Counter-dependency and Fight* (akin to adolescence), *Trust and Structure* (akin to youth), *Work and Productivity* (akin to adulthood), and *Termination* (akin to cessation) unified model of group development). In the first stage, when the group is newly formed, the members depend on the leading member. In the second stage, the members feel free to open up and begin to evaluate, disagree and challenge other views. The third stage is marked by the acceptance of the differences and the feeling of trust seems to develop among the members. Once trust and structure are brought in, the fourth stage witnesses the most

productive participation of the group members. The final stage is post-goal attainment as the team might dissolve after its function and purpose are served.

This model led her to formulate Group Development Observation System (GDOS) and a Group Development Questionnaire (GDQ) which were used to validate her theoretical propositions. Wheelan's model has earned a broader acceptance in various empirical psychological studies. However, it is a fairly generalized theorization and it need not apply to all the groups in different situations.

### 6.5.10   Chaos Theory
Chaos Theory is co-opted from mathematics in the context of group dynamics. Chaos Theory has been variously applied to environmental science, computer science, anthropology, social science, economics, and so on. It is a non-linear approach. This theory holds that going through a set, pre-determined and repeated stages is an unrealistic scenario for any natural system. Bud A. McClure in his book *Putting A New Spin on Groups: The Science of Chaos* (2005) challenged the staple and static ideas of group dynamics by introducing chaos theory to group communication. He held that the groups never repeat themselves in their functioning. The teams go through various phases of chaos wherein the course of progress is determined by conflict, confusion, disorder and uncertainty.

**Check Your Progress**
- Explain in your language Lewin's Model of Change
- Why do you think Wheelan's Integrated Model is linked to the stages of human growth?
- What is the gist of Chaos Theory?
- What is Poole's Multi-Sequence Model?
- Which are the four stages in Fisher's Theory of Decision Emergence? Give a brief note on them.

### 6.6   TYPES OF GROUPS
Categorizing the types of groups is as such an open-ended pursuit. One can always add a new category of a group or rename the type of group depending on the context of group dynamics. There can be groups like formal, informal, friendship group, interest group, managed group, problem-solving group, and goal group and so on. The groups may be identified based on their size, function, mode of working, the nature of the gathering, and the purpose they serve. However, researchers in psychology and sociology have devised broader theoretical frameworks for classifying various types of groups. They are as follows.
- Primary and Secondary Groups
- Formal and Informal Groups

- Membership and Reference Groups
- Open and Closed Groups
- Temporary and Permanent Groups
- Nominal and Non-performing Groups

## 6.7 PRIMARY GROUP / SECONDARY GROUP

Charles Horton Cooley (1864-1929), a sociologist, suggested that groups can be majorly categorized into two: Primary Group and Secondary Group. According to him, the primary group plays an important part in our lives. It is generally small and it includes people who mostly engage in direct interpersonal communication for a long time. They also influence emotionally. This group primarily caters to our emotional needs; it serves expressive functions instead of objective and pragmatic ones. The primary group members remarkably influence one another in terms of socialization. Family is the classic example of the primary group.

The secondary groups are normally larger and impersonal. Such groups are focused on certain tasks and have a pre-defined time limit. The secondary group serves an instrumental function rather than expressive. For example, a classroom or an office would characterize the secondary group.

The primary group provides with general requirements of an individual whereas the secondary group caters to specific and objective purposes of its members. In that sense, the secondary group chiefly includes professionals or workgroups. Their objective is to complete a task. For example, the purpose of a member of the Board of Studies is to determine the content of the syllabus.

## 6.8 IN-GROUP AND OUT-GROUP

A sociologist called William G Sumner (1840-1910) developed the concept of In-group and Out- group. It proposes the idea of group affiliation. In-group is the category with which a member feels affinity and belongingness. The members in this group are socially active and acquire a strong value system or set of beliefs from one another. The members of the group may identify themselves based on gender, race, nationality, ideology, religion, and geography among others. In-group is, therefore, homogeneous in its mode of perception. Those who do not belong to a given In-group are identified as others, outsiders, guests or adversaries. The members of in- group may nourish partisanship or favouritism for those who subscribe to their codes of group dynamism. This is called 'In-group bias' which shows a preference for one's In-group over an Out-group.

An Out-group, on the other hand, is one to which one does not feel such bonding. Here, intergroup exchange of ideas is not as strongly carried out as it is in the case of any In-group. Out-group, in this sense, is the opposite of In-group and it is referred to by the members with reference to their In-group.

## Membership and Reference Group

A Membership Group is a formal body that requires enlisting and registration to be part of the group. It is usually a formal setup with pre-defined codes of behaviour and participation.

A Reference Group, on the other hand, is more like a virtual gathering where no formal group entity is made. It is a group that people compare to; it provides a measure or benchmark of progress to the members. The members in this group look up to the peer members for guidance, counselling, self-evaluation, peer-comparison, approval and so on. An individual can be part of a reference group because of one's association, affinity, knowledge, expertise, experience, professional position, credibility, influence, etc. However, certain reference groups with formal procedures may allow membership. Alumni associations, certain professional or social clubs can be included in this category.

## Open and Closed Groups

An Open Group puts no restrictions on the entry of its members. Anybody can walk in to be part of it or an old member can leave the group any time one wishes. A Closed group is governed by the accommodation capacity, ideological affinity, recommendation or approval. It usually allows a specific number of members to be part of it.

## Nominal and Non-Functioning Groups

The Nominal Group is task-oriented. Its members are goal-oriented. Problem-solving, completion of a task, and specific exploring among others are some of its general characteristics. On the contrary, the members in the Non-Functioning groups are there for formal compulsions such as registration or bureaucratic norms. The members are not required to carry out a task but their presence adds to the reputation of the organization. A supervisory board for an academic journal or magazine is often of this nature.

## Intercultural and international Groups

Intercultural and international groups involve group members from diverse backgrounds such as cultural, linguistic, educational, age, gender, ethnicity, social and political among others. It requires a subtle understanding of invisible background contexts within which the members' thoughts and feelings arise. Knowing about common markers of expressions of given linguistic and cultural groups can help one avoid miscommunication and misunderstanding. Each ethnic community has distinctive modes of expression, informal greetings, body language, and socio- political correctness. The group members who are not aware of such subtleties might not be effective in their communication process.

Intercultural and international group communication tends to be formal as the members are not always in the knowledge of others' speech habits, cognitive and emotive frameworks. It is considered ideal that the group members possess international intelligibility of

their articulation and accent along with a cohesive presentation of thoughts so that they are properly understood by the others. With greater exposure to such groups, the members grow into an appropriate mode of group communication.

**Check Your Progress**
1. What is meant by Primary and Secondary Groups?
2. What is the idea behind In-Group and Out-Group?
3. Differentiate between an Open and a Closed Group
4. Which are the detrimental factors for Intercultural and International Groups?

## Important Aspects of Group Communication

There are some significant aspects of group communication that the members need to be aware of. Some of the key aspects are as follows.

### Group Norms
Group norms are general rules or standards to which a group explicitly or inexplicitly subscribes. These norms could be customs, standards, code of conduct, use of language, etc. Group norms help determine the nature of the group and how the members are going to deliver. For formal groups, such norms are often documented, published and publicly made available. Informal groups too would have group norms and they are either understood by the members or orally informed. It is expected of the members to subscribe to the group norms.

### Group Membership

Group membership may be earned by a good track record of work, subject expertise, skill, affinity or affiliation. It could also be a paid, honorary or timed membership. Group membership involves conformity to the group norms. The fact of sharing group membership could bring about a sense of togetherness, belongingness, shared purpose and a general bonhomie among the members.

### Group Motivation

The motivation of a group is affected by a number of factors. The reasons could be personal, professional, technical, kinds of members involved, or the reasons external to the group dynamism. It was observed by the researchers that convincing people to act in a certain way requires persuasion and influence. In an undefined group, it is observed that one of the members rises to the occasion and leads the group by one's impressive hold on communicative abilities, knowledge of the subject matter, interpersonal skills and a knack for solving the problem under discussion. The leading member can thus influence the others if they are receptive and sensitive to these cues. In the moments of conflict, misunderstanding, lack of resources, the role of the leader of the group becomes crucial in ensuring a high level of motivation among the members. For the groups of peers, experts, or those sharing common interests and goals, it is possible that the

members perform being self-motivated as they have a greater degree of clarity about the process and goal attainment.

**Groupthink**

The term groupthink was first used in the 1970s by Irving J Lenis, a social psychologist. Groupthink has been accepted as a terminological category in communication theories. It has a negative implication of bad decision making. When the group communication progresses through the stages of brainstorming, diverse facts, views, opinions, perspectives are natural to surface. The members might withhold their ideas from sharing for the fear of being singled out, criticized, or diverging from the majority view. Out of fear, shyness, lack of confidence, insecurity or for other such reasons, the members with a difference of opinion do not share what they think could be right and align themselves with the views of the rest. The other reasons could be a strong association with ideology or group identity, the influence of the leader, low level of knowledge, and performance anxiety or stress. This situation may lead to the error of judgement and cause the group to make a bad decision.

**Social Loafing**

This term also originates in the background of social psychology. Social loafing is examined under Collective Effort Model (CEM) that was proposed by Steven Karau and Kipling Williams in psychology. Social loafing refers to a general tendency of people being less careful or proactive while working collectively as in a group compared to acting alone. When the efforts of the individual in a group are seen collectively or as a combined outcome, the individual feels less responsible for the group performance. This tendency prevents such members from making their full contribution. The onus of task performance is shifted to other actively engaged group members. The reasons for social loafing are presumed to be the low expectancy on the part of an individual that his or her efforts could lead to the attainment of the goal; lesser value attached to the collective goal by an individual or the feeling of non-acknowledgement of personal efforts in a group. Social loafing thus proves detrimental to the productivity of the group.

**Group Leadership**

Group leadership is a complex phenomenon. A person may be prenominated as a leader or he or she rises as the leader of the group through the internal forces of group dynamics. Being a leader is a dynamic process of constant personal evolution. A group leader is supposed to be knowledgeable, a good communicator, self-motivated, inclusive of the concerns of all the members, impartial, adaptable, flexible, proactive, willing to face challenges, and oriented toward goal attainment. These qualities help the group leader earn trust and support of the members. If the group reaches a dead-end in the course of decision making and the members feel out of clues, the group leader can rejuvenate the involvement of all members by resorting to newer tactics, resources, ideas and options that may come from any avenue. The leader remains open to exploring all the possibilities for pursuing the goal by ethical means.

**Managing Conflict**

Conflict management is an important aspect of group developmental theories. The performative tendency of workgroups shows that the more a group communicates, the more it tends to polarize into various extreme views and opinions. If the conflict persists, the group either tends to be too cautious in decision making or ends up taking risky decisions. Some of the known factors for causing conflicts are

- Dogmatic assertion and subscription to one point of view or ideology
- Racial, gender, ethnic or cultural bias
- 'Holier than thou' approach wherein one thinks one is more correct, important, and just compared to others.

- Misinterpretation of a verbal or nonverbal message.
- Belittling or dismissing views that do not comply.
- Lack of trust
- Problem-Solving

The group leader or the members may arbiter in this situation by harping on the positive note of the discussion. Once the conflict is identified, the group could be asked to focus again on the points of general agreement. Ensuring a polite and disarming demeanour, the dissenters should be heard fully and responded to on the merits of their arguments within the purview of group communication. What is beyond the purview or rights of the group should be expressed categorically so as to avoid unwarranted decision making. As for the intended message, the group has to ensure that no ambiguity prevails and that the communication takes place in clear terms. No offensive modes of behaviour should be encouraged. Once mutual trust, respect and rapport are ensured, the group can overcome the conflicts.

These aspects play a crucial role in determining the group dynamics. Each instance of group communication is, therefore, unique where one or the other aspect dominates differently.

**Check Your Progress**
- What is meant by group norms?
- How will you explain groupthink?
- Which are probable reasons for the rise of conflicts in group communication?
- How could conflicts be addressed in the groups?
- How should a group leader be in your view?

**Advantages and Disadvantages of Group Communication**

Group communication is often a social or professional obligation. The groups may be formed out of interest or socio-professional requirements. In each case, the structure and the process of group communication remain distinctive. Thus, the members should be aware of the pros and cons of group communication. The following table enlists in brief both advantages and disadvantages.

| Advantages | Disadvantages |
|---|---|
| Group communication allows diverse views and opinions | It is time-consuming to reach a general understanding |
| It provides a comfortable public platform to share information | People tend to hold back personal views on critical or controversial matters |
| It is helpful in problem-solving. A more balanced approach can be acquired. | The level of candid participation of each member is uncertain. Besides, problem-solving become a lengthy process. |
| Prepared and structured outline of group communication becomes helpful to remain on the subject | The outburst of creative thought or out-of-box thinking becomes less likely |
| A group collectively has more information on a subject than an individual | Sharing of information is often controlled and edited by ideologies, policies, affiliations, etc. |
| Group communication may consequently influence the behaviour of the members | The people who are not part of given groups might not be directly affected or influenced |
| Group communication helps bring about a more informed and enriched decision making | It is possible that some members do not vent their feelings and reasons or a too dominant leadership allowing groupthink to impose a bad decision making |
| Group communication brings to the table a collective effort of the involved members | Unmotivated members might lapse into social loafing |
| More involvement of the members translates into more ideas | More communication may lead to possibilities of miscommunication and misunderstanding |
| More synergistic learning, cultural understanding, and creativity | More chances of conflicts and rescheduling |
| Help from the veteran member; guidance from the group leader or an experienced member | Over-dominance of one person on the group; the likelihood of baby-duck syndrome for the new and unexperienced members |

**Check Your Progress**

- Analyze advantages and disadvantages of group communication in your words.
- Which are the significant advantages of group communication in your view?
- Mention some disadvantages of group communication that you notice

1) The purpose of Group Communication and Group Discussion is the same
    a) True
    **b) False**

2) Along with social psychology and communication theories, which of the following is a domainfrom where Group Communication derives its principles?
    a) Poetics
    b) Linguistics
    **c) Rhetorics**
    d) Logic

3) Brainstorming, call to action, and reviewing are some of the.............. of Group Communication.
    a) aspects
    **b) functions**
    c) attributes
    d) constituents

4) Lewin's equation $B = f(P, E)$ suggests that …….
    a) Behaviour and personality are crucial to group communication
    **b) Behaviour is the foundation of personality and environment**
    c) Personality precedes behaviour and communication environment
    d) Behaviour is contingent on personality traits and environmental factors

5) Forming, Storming, Norming, Performing and Adjourning represent ……
    a) Fisher's Theory of Decision Emergence in Groups
    b) Poole' Multiple Sequence Model
    c) McGrath's Time, Interaction, and Performance (TIP) Theory
    **d) Tuckman's Model of Group Development**

6) Hackma's MLP Model stands for
    a) Manifest Limited Postulates
    b) Measured Level Programming
    **c) Multi-Level Perspective**
    d) Macro Leverage Preference

7) Tubb's Systems Model is concerned with
    **a) Orientation, Conflict, Consensus, and Closure**
    b) Pre-forming, Forming, Storming, Norming, Performing-I, Reforming, Performing-II,Conforming, and De-forming.
    c) Inception, Technical Problem Solving, Conflict Resolution, and Execution
    d) Dependency and Inclusion, Counter-dependency and Fight, Trust and Structure, Workand Productivity, and Termination

8) Who theorized the classification of Primary Groups and
   Secondary Groups?
       a) William McDougall
       b) Susan Wheelan
       **c) <u>Charles H Cooley</u>**
       d) Émile Durkheim
9) Group dynamics refers to……
       a) psycho-emotive complex of the group members
       b) non-linear communication transaction of the group
          members
       c) Group's internal conflicts and rationalized approach to
          deal with it
       **d) <u>all of the above</u>**
10) The recognition of collective group performance causing
diminished individual zeal to worktowards goal fulfilment is
known as
       a) groupthink
       **b) <u>social loafing</u>**
       c) grapevine
       d) internal channel noise

| UNIT : 7 | NEGOTIATION SKILLS |
|----------|---------------------|

## 7.1    INTRODUCTION

Negotiation skill is considered as one of the main activities in speech situation and generally people use this set of skill for making a business deal, collaboration, adjustment and compromise in professional or personal environment. It is one of the most required skills in our day-to-day communication. However, the result of negotiation relies on ethics, values, attitudes, personal and professional beliefs, morals and emotions of the human beings involved in it.

**Negotiation is a set of skills or qualities that enables two or more parties to reach a common goal by shared interests and compromises at both the ends.**

Negotiation generally takes place between companies, groups or individual as both of them have common and conflicting goals to achieve by possible agreement. Human beings use negotiation skills not only in business deals but also in personal matters every day at work place, home or the nearby locale. For example, to decide time and date for a business deals/projects, a planning to meet project deadline, a meeting to decide which TV to purchase in family, etc. However, whatever may be the situation, the final aim of negotiation is to reach a conclusion that is beneficial and acceptable to people involved in the negotiation as it is a two-way process.

## 7.2    NEGOTIATION STYLES

Depending on the situation and the context, people adopt the negotiation style. For example, formal and informal situation. Everyone negotiates for something every day. As a result, people develop or adopt different negotiation styles as per the need of the situation. However, sometimes it happens that the individual tend to rely on a preferred style of negotiation that has worked in some situations but relying on the same negotiation style can result in an unsuccessful outcome. That's why one should always try using various negotiation styles to fit each situation. There are various styles of negotiations and they can be identified as collaboration, control, compromise, accommodate and avoid.

A professional negotiator knows how and when to use the various negotiation styles. There are two important factors that need to be considered to opt for the right negotiation style:
1. The outcome – what you might lose or gain
2. The relationship – what impact the negotiation will leave on you and your relationship with the other party.
With these two factors in mind, one can examine the characteristics, strengths and weakness of the different negotiation styles.

### 7.2.1    Collaborating Negotiation

The approach of collaborating negotiation is of cooperation. Here, the emphasis is on a win-win situation. This win-win model focuses on making sure that all the parties involved in the negotiation have their ends meet. It requires a creative problem-solving stance. Collaborative negotiation is used for long-term goals. Commitment from the parties is necessary to achieve these goals. In collaborative negotiation, both relationship and outcome are important as the purpose is to maximize the outcome and preserve the relationship.

Collaborative negotiation is often the most difficult style to employ as it demands investing time and energy in finding innovative solutions. This style of negotiation turns out to be the most effective and successful in situations where the goals of both the partiesare compatible such as within the organization or family.

**7.2.2 Controlling/Competitive Negotiation (win-lose model):**

This style of negotiation is power-oriented. The only aim or approach of this negotiation is to win and get control of the issues. Here, the person focuses on personal goals and benefits whatever be the consequences of it. This negotiation style is the classic model of "I win, you lose" stance. Both the parties have a common goal which is to win at all costs even at the expense of the other party. Controlling negotiator uses hardball tactics to achieve his/her needs as the focus is on the outcome and not on sustaining the relationship. The goal of this style of negotiation is short term and incompatible.

This style of negotiation is very risky as it can lead to a deadlock. Unexperienced negotiators use this style who believe it to be a viable style. However, this negotiation style can be used as an effective counter balance when you know the other party to be controlling or competitive else this style should be avoided.

**7.2.3   Compromise Negotiation (split the difference model):**
This style of negotiation focuses on win-win and lose-lose situation. Both parties involved and up for negotiation are ready to accept some amount of win and lose as the objective is to find an acceptable solution of an issue or matter. Often described as splitting the differences, this negotiation style results in an agreement between both parties' opening positions. The attitude of compromising negotiation is focused on maintaining the relationship which may result in satisfying some of the goals of each party but this style does not maximize the outcome like collaboration negotiation can.

**7.2.4   Accommodating Negotiation (lose-win model):**
The objective of accommodating negotiation is to avoid the situation of conflict. Harmony and stability are more important than winning over the other party involved in negotiation. The approach adopted in accommodating negotiation is lose-lose or lose-win. The aim of accommodating negotiation is to minimize the loss. This negotiation style is in direct opposition to controlling negotiation as in this style the relationship means everything and the outcome is not important. This style is used when either of the party has caused damage to the other party. Additionally, this style might be preferred to increase the support of the other party. It can build trust, show respect and enhance relationship.

**7.2.5   Avoidance Negotiation (lose-lose model)**:
This style of negotiation is based on the "I lose, you lose" model. In this negotiation the focus is more of evasiveness and withdrawal from the issues at hand. This style of negotiation is used when one of the parties is trying to buy time to mend the problem created on their side or there are other important issues at their end. People use this style of negotiation when neither the outcome nor the relationship is important. This method is implemented by withdrawing from active negotiations or by avoiding the negotiations entirely. The model of Avoidance negotiation is used by the parties when the matter of negotiation is trivial to both the parties. However, one should

remember that it is better not to negotiate than opt for avoidance negotiation.

The following graph explains the importance of relationship and outcome. The vertical axis represents the degree of concern for the relationship and the horizontal axis represents the degree of concern for the outcome.
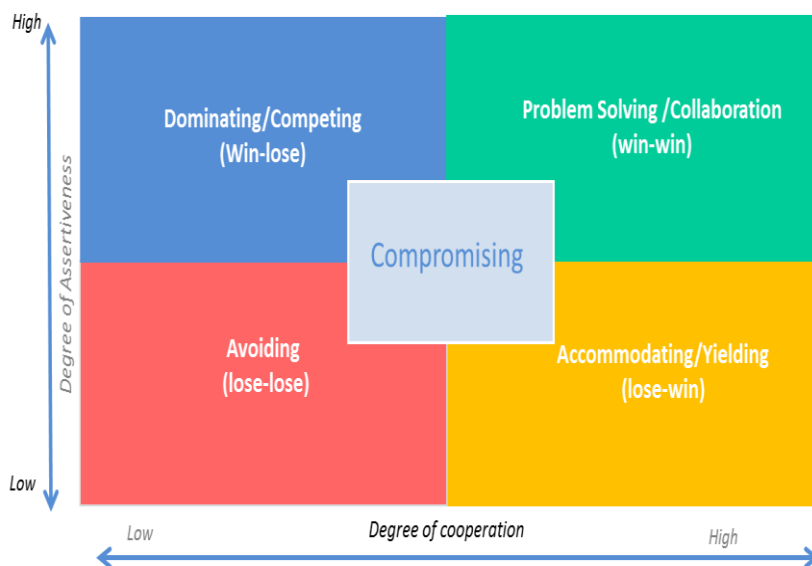


- **Check Your Progress**
1. What is meant by a negotiation style? Which are the general methods of engaging a negotiation?
2. If you are looking for a mutual benefit and agreement with some minor adjustments in a negotiation, which style of negotiation you are going to adopt?
3. Which model of negotiation suggests the least cooperation and assertiveness among the members?

## 7.3    STEPS OF NEGOTIATION

A good negotiator is one who always thinks ahead and prepares well for the successful negotiation. Taking care of certain steps for negotiation help overcome challenges of it.

### 7.3.1    Do your research

It is always better to have the basic knowledge of the other party involved in negotiation as it paves the way to successful outcome. To know each other, both the parties should begin with observation, listening and learning as it guides in levelling the matter of negotiation. One should negotiate on a friendly note that has a business purpose. Before entering negotiation, evaluate all sides and consider their goals.

### 7.3.2 Know your priorities

Negotiations often demand each side to compromise at certain level. One must determine what is most important and what and how much one is willing to settle for when it comes to compromise or adjust in the deal. Setting the priorities ahead of time can help one evaluate what one can refuse to give up and where one is willing to budge. Along with this, also try to understand the limitations of the negotiator as it helps strategize and set our priorities right.

### 7.3.3 Consider the opposition

Consider the potential opposition to your negotiation. Before directly jumping for the final negotiation deal, it is better to think of all the sides and ponder over the potential oppositions or questions to your negotiation deal. You should see to it that you are capable to answer all the questions raised during the negotiation. Make a note of all the potential opposition and then gather information related to it to defend your case.

### 7.3.4 Know when to walk away

One of the toughest stages of negotiation is to know when to walk away and how to walk away from the deal. It is important to initiate all negotiations recognizing that you may not be able to agree with certain conditions and modifications in the negotiation. However, once you realize that no further collaboration can be made and the other party is not willing to accept the terms, it is probably time to walk away from the negotiation and the deal.

## 7.4 STAGES OF NEGOTIATION

Negotiation is not a random process. It can be analyzed and understood and thus, it can be controlled. Negotiation skill can be controlled through various tactics to meet the objectives and reach out a goal successfully.

### 7.4.1 Preparation

Negotiation skills require proper planning and preparation. The negotiator spares time to assess the situation and the relationship with the other party. Preparation requires to define your needs and objective and your minimum expectations. Along with this, you need to anticipate the expectations of the other party. With this information, you need to map out the negotiation process. What do you want to achieve? What are the issues and their priority? What is your initial position? At this point, it is important to define your limits and determine available alternatives. You should be clear with your best alternative to a negotiated agreement. In other words, you should be ready with other options if you are not able to reach a mutually acceptable agreement. By considering these factors, you have essentially developed your negotiation strategy.

### 7.4.2 Opening and Exchanging Information

In this stage, both the parties exchange the information gathered during the preparation stage. The process begins with each party laying and explaining their opening positions. Once the initial

information is exchanged, the parties will explain and justify their stand and deal in detail. It is important to ascertain the objective and goal of the other party. Try to explain and discuss underlying interests, issues and perceptions. Identify the points of differences and conflict and try to resolve them in a positive note.

### 7.4.3 Bargaining

Bargaining is the essence of negotiation process which makes the negotiation skill a classic game of some win-some lose. Each involved party will utilize various negotiation strategies to achieve the objectives established during the preparation process. A natural part of the bargaining process is making concessions, in simple words, giving up and letting go of one thing to gain something else in return. Simply, both the parties will expect concessions to move from the opening position and reach out the goal of interest.

### 7.4.4 Closing and Implementation

In closing and implementation stage of negotiation, final and common agreement is established. Both the parties should review terms of the agreement to avoid any misunderstanding. It is important to clarify anything that seem ambiguous or incomplete. The course of action needs to be developed to implement and monitor the terms of the agreement. Implementation of the agreement is the critical part of negotiation process as the parties often feel that the agreement was misunderstood, incomplete or flawed. Good negotiators are those who include opportunity to reopen the discussion if the problems occur in the implementation of the agreement.

- **Check Your Progress**
1. Why do you think an advance preparation for negotiation is preferable?
2. Which stage of negotiation in your view particularly requires fair command over communication skills?

## Negotiation Tips

1. The time required to negotiate some issues is not worth the resulting agreement. Dodgers should seek out and be assigned to these situations where their inclination to sidestep is beneficial.
2. Be careful that the other party is not offering you a concession which they cannot afford and vice versa just to please each other.
3. Avoid competitive negotiation unless you are forced to opt for controlling negotiation as you can still lose, even when you win.
4. Don't let 'splitting the differences' become a habit.
5. Problem-Solvers should not assume that the other side will be as enthusiastic or capable of pursuing a principled negotiation.

### Qualities of a Good Negotiator
1. The negotiator must possess excellent communication skills of listening and speaking.
2. The negotiator employs comprehensive and critical listening skills.

3. The negotiator should speak clearly without grammatical errors, confusing words or ambiguous meaning.
4. The negotiator goes to the negotiation fully prepared. He or she carries out the background check of the other party; their requirements and breakpoints where they might let go of their interests.
5. The negotiator pays close attention to the body language of the other party. Body language reveals hidden clues which can be much helpful.
6. The negotiator gives much importance to the EQ or Emotional Quotient. It is often seen that people respond to the emotive call more positively than the rational one.
7. The negotiator does not over-communicate. He/she puts forward only that much of information as is required. A good negotiator tactfully times the points that need to be put across the table.

- **Check Your Progress**
1. What more tips do you think of to improve your negotiation skills at personal level?

2. Can you identify qualities of a good negotiator in people you have known or heard about?

## Conclusion

People are often fearful or unaware of their ability to negotiate effectively. Sometimes they lack confidence in their skills and ability to communicate effectively. This makes them doubt their ability to attain the best deal. In some cases, the reason of an unsuccessful negotiation is the use of the same method to negotiate every time in every situation. People just simply decide what they want and then they increase it by ten-fold for their opening position of the negotiation. Changing the way of perceiving and understanding the strategies is the first step to become a successful negotiator. It is important to recognize various styles and approaches of negotiation process that can be used in different circumstances. Moreover, one must focus on the outcome and the relationship to be maintained in the professional world as they play a vital role in making negotiation successful.

**Long Questions**
1. What is the importance of negotiation in personal and professional life? Explain in detail by providing examples
2. Explain the stages of Negotiation Skill
3. Discuss the steps of Negotiation Skill

**Short Questions**
1. What is Negotiation?
2. What is Collaborative Negotiation?
3. What is Accommodating Negotiation?

**MCQs**

1. Win-win model of Negotiation represents_____
   A. Avoiding Negotiation
   B. Competitive Negotiation
   C. Adjustment
   **D. Collaborative**
2. "Win-win or lose-lose" situation occurs in_____
   A. Bargaining
   B. Preparation
   **C. Compromise**
   D. Collaborate
3. The essence of Negotiation Skill is_____
   A. Closing
   B. Implementation
   **C. Bargain**
   D. Timeline
4. "Split the difference" is related to_____
   A. Accommodation
   B. Collaboration
   **C. Compromise**
   D. Competitive
5. _____ Negotiation is assertive in nature
   A. Avoidance
   **B. Controlling**
   C. Compromise
   D. Collaborative

## 8.1  INTRODUCTION

Though considered a traditional method of communication in the age of e-mails and  online chatting, business letters and memos are still considered a formal way of communication. However, the formats of business letter have changed and modified with the changing time and demand. Hence, one should be aware of and familiar with different business letter formats and their style that are used in different business contexts with different purposes.

Along with business letters, one should also be aware of e-mail etiquettes, its benefits and limits in order to make effective communication through e-mail writing.

## 8.2 ELEMENTS OF BUSINESS LETTER

Elements of business letter are divided into two parts: 1) Standard Elements, and 2) Optional Elements. Let us discuss them one by one.

### 8.2.1 Standard Elements

Standard Elements of business letter are those elements that are essential without which a business letter cannot be formalized.

### 8.2.2 Heading (Letterhead)

Heading or Letterhead includes name of the organization and full address with phone and fax numbers along with e-mail address. When letterhead is not used, the heading includes the sender's complete mailing address and it is aligned either on left or right margin.

### Date

The date provides information about the day, month and the year when the letter was written. Generally, people use either British style, *i.e*., DD/MM/YYYY or American style, *i.e*., MM/DD/YYYY. However, one should always check the accepted format for international correspondence.

### Recipient's Address

It is the inside address of the letter. It includes receiver's name, title, department, company name, street address, city and zip code. A courtesy title should always precede the receiver's name. Inside address should always be placed after one blank space from date.

### Salutation (Greeting)

Salutation is a kind of greeting to the receiver. It is placed after an inside address with a gap of one line. The most common greeting is to use the word 'Dear' that is followed by a formal name or designation of a person. However, there are different styles of salutation such as:
1. Formal letter addressed to a company: Ladies and Gentlemen or Gentlemen and Ladies
2. Formal letter addressed to a company only of women or men: Dear Ladies or Dear Sirs
3. Gender of the receiver cannot be defined from name: Dear Kiran Sharma or Dear K. Sharma

In salutation, one can follow either the British style where greeting is followed by comma or the American style where greeting is followed by colon. Salutation is aligned on the left side of the letter.

### Message (Main Body)

Main body of the letter is separated by a gap of one line from the salutation. The main body of the letter is divided into three paragraphs: 1) First paragraph is dedicated to state the purpose of the letter, 2) Second paragraph is dedicated to the information related to the purpose, and 3) Final paragraph is dedicated to the proper formal closing of the purpose.

### Closing (Complimentary Close)

Complimentary close is a courteous way of ending the letter. Closing is separated by one line from the main message of the letter. In modern times, complimentary close is a single word or phrase such as *Faithfully*, *Sincerely*, *Obediently*, etc. Closing aligned left or right margin as per the format of the letter.

**Signature**
Signature is placed four lines below the complimentary close. It includes signature of the sender, name and title. Signature is a must for every business letter as it authenticates it. A letter without signature holds no ground in the formal correspondence.

**Optional Elements**

Optional elements of business letter are the elements that are used in a letter as when needed. Let us discuss them one by one.

**Subject Line**

The subject line states the purpose of the letter. It can be placed above or below the salutation. The subject line is generally used to get the prompt reply and attention of the receiver.

**Attention Line**

The attention line helps one identify a particular person or department for the quick response to the letter. Attention line is placed below the inside address separated by two lines. It is included as following in the case letter addressed to the person or the department.

Attention: Dr Kalpesh Modi

Attention: Mechanical Department

**Addressee Notation**

Addressee Notation is placed when the letter is written with some sensitive or confidential content. It is placed above the inside address separated by two lines in all capital letters. *Confidential*, *Personal*, *ThroughProperChannel*, etc. are examples of addressee notation.

**Enclosure**
Enclosure is a list of documents that are enclosed with the letter. It is placed at the bottom of the letter with the title of all the attachments in sequence. In e-mails, it is known as attachment. For example:
Encl:
1) Copy of ……
2) Copy of ……

## 8.3 FORMATS OF BUSINESS LETTER

### 8. 3.1 Traditional Format (Indented Format)
In the traditional format of letter heading, complimentary close and signature are aligned vertically with the right margin. In the main body of the message first line of each paragraph is indented. In modern times, block format is more popular with people. However,

traditional format is still considered to be the balanced format in the appearance. Example of traditional format of business letter:

**Figure 1**

<table>
<tr><td></td><td>From</td></tr>
<tr><td></td><td>……………………</td></tr>
<tr><td></td><td>……………………</td></tr>
<tr><td colspan="2">To</td></tr>
<tr><td colspan="2">……………..</td></tr>
<tr><td colspan="2">……………..</td></tr>
<tr><td colspan="2">Sub:……………………………………………………..</td></tr>
<tr><td colspan="2">Salutation………….</td></tr>
<tr><td colspan="2">Message………………………………………………………………………………………………………………………………………</td></tr>
<tr><td colspan="2">…………………………………………………………………………………………………………………………… .</td></tr>
<tr><td colspan="2">Complimentary close…………….</td></tr>
<tr><td></td><td>Signature</td></tr>
<tr><td colspan="2">Encl:</td></tr>
<tr><td colspan="2">1) Copy of …………</td></tr>
</table>

**Block Format**

In modern times, block format is more popular compared to other formats of business letter. Some people think that it gives an elegant look to the overall appearance of the letter. In the block format of the letter, all the elements are aligned to the left margin except the letterhead if used. In this format punctuation marks are used only in salutation, complimentary close and the main message. Example of block letter format:

**Figure 2**

## 8.3.2 Block Format (Modern Format)

In modern times, block format is more popular compared to other formats of business letter. Some people think that it gives an elegant look to the overall appearance of the letter. In the block format of the letter, all the elements are aligned to the left margin except the letterhead if used. In this format punctuation marks are used only in salutation, complimentary close and the main message. Example of block letter format:

**Figure 2**

```
                                                                From

                                                                ………….

                                                                …………

To

…………

…………

Sub:…………..

Salutation…………

Message………………………………………………………………………………………………………………………………………

………………………………………………………………………………………………………………………………………………….

Complimentary close…………………………….

Signature…………


Encl:

1) Copy to………..

2) Copy to ……….
```

### 3.3 Semi-block Format

Semi-block format is not much in use as it makes letter look ungainly. It is somewhat similar to the traditional format of the letter writing. The only difference between the two is that in this format each paragraph is indented. Example of semi-block format:

### 8.3.3 Semi-block Format

Semi-block format is not much in use as it makes letter look ungainly. It is somewhat similar to the traditional format of the letter writing. The only difference between the two is that in this format each paragraph is indented. Example of semi-block format:

**Figure 3**

```
                                                    From

                                                    ………………………

                                                    ………………………

To

…………….

……………

                         Sub:…………………………………………………………….

Salutation……………

    Message………………………………………………………………………………………………………………………

    ………………………………………………………………………………………………………………………………….

    Complimentary close………………………………………

                                                    Signature

Encl:

1) Copy to…………

2) Copy to…………
```

### 8.3.4 Simplified Format

Though similar to the block format of letter, this format of letter
differs from block format as it does not include salutation and
complimentary close and if the subject line is used in this format then
it is always in capital letters only. This layout of business letter is
generally used when the receiver's name is not available with the
sender. However, this format is avoided in the formal conversation as
it makes the correspondence impersonal. Example of simplified
format:

**Figure 4**

```
From
……………..

…………….

To

…………….

…………….

Sub: (In Capital Letters)…………………………

Message……………………………………………………………………………………………………………………………

……………………………………………………………………………………………………………………………………………



Signature…………..



Encl:

1) Copy of…………….

2) Copy of…………….
```

## 8.4 FEATURES OF GOOD BUSINESS LETTER

1. A good business letter should be courteous and considerate as it helps in earning respect from the receivers and sustaining a long term relationship with them.

2. A good business letter should be clear and concise without cluttered sentences and unnecessary wordiness. The sentences should not reveal over-enthusiasm.

3. It should be complete and correct. Letter should have factual words, not abstract phrases or ambiguous words.
4. A good business letter should be free of grammatical and spelling mistakes.
5. The tone of the letter should be focused on the positive note as it helps achieve the goal of correspondence.
6. A good business letter should have the 'You' approach which focuses on the receiver's purpose, needs and interest.

**Check Your Progress**
- Which are the known format types of a business letter?
- Enlist the elements of business letter writing?
- Mention a few characteristics of a good business letter writing

## 8.5 E-MAIL WRITING

With the advent of technology along with business letters, e-mail has also gained a reputation of reliable communication method in the business world. It has changed the scenario of communication in terms of written communication as it is very convenient and saves time. Moreover, it provides facility to the receiver that s/he can read it at their own pace and respond after due reflection. Up to 1970s e-mail was called computer based messaging system. It was in 1974 when Western Union registered the trademark 'Electronic Mail' as written communication through computers.

## 8.6 E-MAIL: LEGAL ASPECTS

In present scenario, e-mail is accepted as official correspondence in the following matters:
1. A legal notice sent over email by the government recognized offices
2. A general correspondence of inquiry, complaint, sales, adjustment, etc.
3. An e-mail of appointment and admission or interview
4. An e-mail of dismissal confirmed with a signature of appropriate authority
5. An e-mail of intimation on public interest authenticated by the honorable Chief Justice of the Supreme/High Court.

## 8.7 E-MAIL: NETIQUETTES

There are certain guidelines for e-mail writing in the formal communication. To make the communication effective and to the point, one must be aware of some basic netiquettes of e-mail writing. Let us discuss them.

**Timely Response**

One must understand that the sender is using e-mail as a mode of communication because a quick response is expected. So, it is courteous to answer the e-mail within the working hours or within the twenty four hours. In case, a quick reply is not possible then a courtesy mail should be sent to the sender informing him/her when their e-mail will be addressed.

**Introduce yourself and the purpose**

When sending the mail for the first, one must introduce himself/herself with full name and designation. If an e-mail is drafted on someone's behalf, then one must clearly state on whose behalf the e-mail is sent. Along with this, one must clearly define the purpose of

the mail. It is likely that the receiver would respond quickly as s/he identifies the sender and the purpose of the communication.

### Structure and Layout

Reading something on a screen is always more effortful compared to reading pages. While using e-mail for communication, one should use short paragraphs that are properly separated from one another. All the important points should be numbered properly to clarify the idea and important data should be highlighted.

### Address all queries

Whenever writing an e-mail as a reply, one must check that the queries put by the sender are addressed and answered properly. This helps in avoiding unnecessary conversation. It also builds understanding between the sender and the receiver.

### Be Clear and Concise

Always avoid unnecessary detailing of the information while writing an e-mail. Avoid complex and verbose sentences. Make use of short sentences and unambiguous words and phrases. Remember, long e-mail can be very discouraging to read.

### Maintain track of e-mail

When replying to an e-mail, always reply in the same e-mail instead of sending a new e-mail. Maintaining this thread of e-mail helps the sender and the receiver to find out the context of the conversation in order to deal with it.

### Proofread

It is a good habit to proofread the e-mail before sending it. Proofreading helps one remove spelling and grammatical errors, along with punctuation marks as improper punctuations not only make e-mail difficult to read but also alter the whole meaning of the text. Thus, proofreading provides an overview to understand a receiver's perspective to avoid misunderstanding.

## 8.8  E-MAIL: ADVANTAGES AND DISADVANTAGES

### Advantages

1. E-mail makes communication quick as the message can be sent in a fraction of a minute.

2. Message can be sent to more than one receiver at the same time. Thus, it saves the sender repetition and monotony of postal mail.
3. One can access e-mails from any digital device as they are stored and saved electronically.
4. Audio, visual (textual/images) files can be sent as an attachment through e-mail in various formats.
5. Though it is possible to send an e-mail to anyone with an e-mail address, e-mails cannot be anonymous as it carries sender's e-mail address.

**Disadvantages**

1. E-mails are insecure as without proper security, they can be easily hacked.

2. Once an e-mail is sent, it cannot be reversed.

3. E-mails are not private as they pass through several connections; there is a possibility of someone intercepting our e-mail.

4. Because of the security issues, confidential matters cannot be sent through an e-mail.

5. There is a huge problem of junk mails. One has to keep on cleaning the junk mail time to time.

## 8.9 MEMO WRITING

Memo is an acronym of the word 'memorandum', which has its root in the Latin word *memorandus*which means 'to be remembered'. Memo is a commonly used written form for inter-departmental communication within the institute and that is why it is often referred to as inter-office memorandum. Generally, memo is used to convey routine information. Memo is never used for the correspondence taking place outside the organization. Memo is an example of 'downward' communication, for it is usually sent by the authority to the subordinates/employees.

## 8.10 PURPOSE OF MEMO WRITING

Following are a few purposes for which memos are used for internal communication.

1. To inform about the meeting schedules
2. To instruct employee(s)
3. To introduce new policies in the organization
4. To send reminder to the employee(s)
5. To ask for explanations
6. To make announcement or to issue warning
7. To grant certain permission or to cancel certain permission

## 8.11 MEMO: STYLE AND STRUCTURE

Memos are less formal compared to business letter. Mostly, memos are written on the printed formats only. The structure of the memo is divided into two parts:

**Header**

Header includes number of memo, name and designation of the sender, name and designation of every receiver to whom memo is addressed, date and the subject.

**Message**

Message is the main body of the memo which is divided into four parts:

1. Introduction – statement of general idea

2. Facts – discussion of facts, problems or issues

3. Reasoning – discussion about solution

4. Conclusion – suggesting or requesting an action or calling for the action.

## 8.12  TIPS OF MEMO WRITING

1. Memos should be clear and easy to read

2. It should be logically organized.

3. It should have more of action verbs to convey confidence and enthusiasm

4. Use of unnecessary technical jargons and abbreviations should be avoided

5. Though used for the internal communication, memos must have formal tone and structure

6. Important should be highlighted

7. It should be free of spelling, grammatical and punctuation mistakes

### Conclusion

To be successful in one's professional career, one should have knowledge offormal communication. A good business letter and e-mail help in making our ideas clear to the other person when dealing with the person outside the organization. In the same manner, a good memo imparts and collects the given information within the organization.

### Long Questions

14.1 As the Sales Director of Fitness Plus Centre, Chennai, draft a sales letter to Business  Professions selling them on your 3 Wellness Packages: 1. The 3-day Fitness Weekend, 2.  The 7-day Total Fitness Program and 3. The Individualized Corporate Well-being Program.

14.2 As the Personnel Manager of a multinational firm, draft an email to be sent to those candidates who are not selected for the job in the interview conducted few days before.

### Short Questions

15.1 Write a short note on the structure of memos

15.2 Write a short note on e-mail netiquettes

**MCQs**

1. The thread of e-mails helpsone find the context of the conversation:
   a) True                                    b) False
2. Memos are for the internal communication of organization:
   a) True                                    b) False
3. ___ is the optional element in business letter
   a) Heading                                 b) Date
   c) Subject                                 d) Salutation
4. ___ is used after formal salutation in business letter.
   a) Comma                                   b) Semi-colon
   c) Full Point                              d) Colon
5. Improper punctuations can alter the meaning of the sentence.
   a) True                                    b) False

- **Answer Key**
  1. A
  2. A
  3. C
  4. D
  5. A

|

## 9.1  INTRODUCTION

What is resume? A resume is a formal document that an applicant creates to itemize their qualifications for a position. In this document the applicant expresses an interest in a specific job or position of a company or institution and draws attention to the most relevant specifics on the resume. It is different from a C.V. that includes a complete history of a person and from a bio-data which very simple and detail oriented.

## 9.2  PURPOSE

The main purpose of resume is to show an employer that you have the necessary qualitiesand qualifications to do the job.

- To demonstrate those skills which the employer wants.
- To elaborate personal qualities and strengths.
- To understand the specific requirements of the job.

## 9.3  THE 3MAIN RESUME FORMATS

The 3 main resume formats are:

1. Reverse-chronological - This one's the most common and practical resume format. A reverse-chronological resume lists your work experiences and skills in reverse- chronological order.
2. Functional - The functional resume, also known as the skills-based resume, is the least popular resume format in 2021. What differentiates this format from the othertwo is that it focuses more on your skills rather than your work experience.
3. Combination (or, hybrid) - As you probably already guessed, this one's a combination of the other two formats. It focuses on both skills and experiences.

**Resume Format #1 - Reverse-Chronological**

As we mentioned before, the reverse-chronological resume format is the most popularformat in 2021.

And here's what you'd include in a reverse-chronological resume:

1. Contact Information - Your name, phone number, location, and email address. Insome cases, you can include useful links, such as a LinkedIn or GitHub profile.
2. Resume Summary or Objective - A brief 2-4 sentence summary of your work experience, or your objective for applying for a given position.
3. Professional Title - Your title. This should mirror the exact position you're applying for.
4. Work Experience - Your work experience in reverse-chronological order. Whenpossible, talk about achievements over responsibilities.
5. Skills Section - Skills relevant for the position you're applying for.
6. Education - Your educational history. Pro tip - if you have a B.A., feel free to skip onyour high school education.
7. Optional Sections - Sections like volunteering, projects, portfolio, hobbies, etc. While they're not a game-changer, they can help fill up some space on your resume.

**Pros:**

- Recruiters and HR managers prefer this format.
- Very easy to skim.
- Provides an easy-to-read chronological history of your work experience.
- The most popular resume format in 2021.Cons:

- Hard to fill in for a recent graduate with no work experience.
- Makes career gaps very obvious. If you're a career changer, you might want to try one of the other formats.

**Resume Format #2 - Functional**

This resume format has also been called a skills-based resume format.

Here's what it looks
like:

As the name suggests, a functional resume focuses more on skills rather than work experience.

It's mainly useful for recent graduates or [career changers](#) since your work experience is not the main focus of the resume.

What to include a functional resume:

1. Contact Information
2. Resume Summary or Objective
3. Professional Title
4. Skills Summary
5. Additional Skills
6. Work Experience
7. Education

As you can see, the main difference from a reverse-chronological resume is that the focus of the functional resume is the Skill Summary (or Areas of Strengths in the example above) section.

Example of Skills Summary (Areas of Strengths):

- Over 10 years of experience in the service of sweet shop as a supervisor, and [manager](#)
- Extensive knowledge of food factory.
- Experience managing a team of 10 labourers.
- Ensuring that the shop is stocked at all times.

The point of a skill summary is to sell your skill-set rather than your work experience. The above summary, for example, could be that of a shop keeper looking to apply for the position of a restaurant manager.

While it's clear that the person does not have experience as a restaurant manager, the skill
summary shows how his skills would make him a great candidate.

**Pros:**

- Good for highlighting specific skills.
- Useful if you're [switching careers](#) since you can explain how your skills transfer to the new job.
- Also, useful if you're a recent graduate with practical skills, but not much work

**experience.**
**Cons:**

- The functional resume format is not very popular in 2021, and most recruiters and hiring managers aren't familiar with it.
- Applicant tracking systems (ATS) have difficulties reading functional resumes.

**Resume Format #3 - Combination (Or, Hybrid)**

The combination resume format, also known as the "hybrid," is a mixture between thefunctional and reverse-chronological formats.

It also comes with a skill summary section, but there's a greater focus on the work experience.

The typical sections you'd find on a combination resume are the same as that of a functional resume, the main difference being the focus on work experience.What to include in a combination resume:
1. Contact Information
2. Skill Summary
3. Additional Skills
4. Work Experience
5. Education

A functional resume can have zero to minimal work history, while a combinationresume puts equal emphasis on both.

Usually, the combination resume is for candidates with extensive work experience, whoneed a way to emphasize more work experience and skills with less space.

Pros:

- Allows you to show off more of your experience and skills using less space.
- Useful for very senior professionals or executives who need to highlight more thanjust their work experience.

Cons:

- As with the functional resume format, applicant tracking systems have difficultiesreading combination resumes.
- If you're a recent graduate or don't have much work experience, this resume formatis not for you.

**Examples for different sections of resume**

**Personal details:**
Name
Date of Birth Gender Marital Status Nationality Mother tongue

E-mail ID

**Career history**

Two years' experience in sales of xxx product with extensive knowledge.

Ten years of training and experience as a production manager with deep understanding oftools and required equipment.

**Academic achievements**

Arrange the details in chronological order, i.e., from the most recent educationalqualifications.

Ph.D. from XYZ

University passed in

November-2020M.Phil.

from XYZ University

passed in July-2015

M. Com from ABC University passed in April-2012

B. Com from ABC University passed in May-2010

H.S.C.E from XYZ CDE board passed in April-2007
* Mention your respective percentage at every level.
**Declaration:**

I, here by, declare that all the above information are true to the best of my knowledge andbelief.

1. **Check your progress**

   1. _____is the most useful resume format in 2021.
   2. _____is the combination of two resume formats.
   3. _____ and_are common components in all the three resume formats.
   4. Languages known should be mentioned under___section of resume.
   5. Educational qualifications should be mentioned in_____order.

## 9.4  DO SAND DON'TS OF RESUME WRITING

<u>**Dos**</u>

- Make sure that everything is supposed to be included in enclosed.
- Check the resume after typing to avoid crucial errors.
- Start with simple resume format.
- Describe how the company will benefit if they hire you. What/how can youcontribute in its success.
- Use bold/CAPS to make section headings.
- Start every skill statement with a strong verb.
- Revise your resume for each position.
- Use quality paper to print your resume.
- Send it in a cover letter.

- Use current phone no, address and e-mail id.

**Don'ts**

- Don't leave big gaps/ spaces in your employment history.
- Don't use too many different fonts or font sizes.
- Don't give personal profile.
- Don't include references of third party as a part of resume itself.
- Don't include salary information in resume.
- Don't use theme fonts other than Calibri, Arial and Times New Roman.

## 2. Check your progress
### State true or false

1. We should use bold and Caps for writing section headings.
2. We should add reference in our resume.
3. We should not start a bullet point with verb.
4. We can use any theme font to make resume.

## 9.5 WORDS AND PHRASES TO BE USED WHILE WRITING RESUME

To choose the appropriate words while creating your resume is the most important task to do. It would leave your first impression on your interviewer.

To describe **positive characteristic** use words, like:

Able, accurate, ambitious, alert, adaptable, capable, component, consistent, dedicated, determined, diligent, effective, efficient, experienced, flexible, focused, goal oriented, hardworking, helpful, honest, keen, proactive, proficient, qualified, resourceful, successful, thorough, trustworthy, valued, versatile, willing etc.

To describe **responsibility and achievements** use words, like:

Achieved, communicated, coordinated, distributed, ensured, checked, facilitated, interacted, liaised, maintained, participated, networked, performed, planned, presented, programmed, promoted, reacted, represented, responded, specialized, undertook, unsupervised etc.

To describe **qualities,** use words like:

Reliable, punctual, trustworthy, friendly, willing to learn, enthusiastic, accurate, leader etc.

**Use phrases like:**

- Extensive academic/ practical background in…

- Proven track record in…
- Demonstrated skills in…
- Accurately checked…
- Efficiently organised…
- Efficiently managed…
- Worked closely with…
- Initiated financial savings by…
- Professionally handled…
- Demonstrated skills in…
- Experienced in all facets/ phases/ aspects of…

How to Choose the Best Resume Format

Now that we've covered all 3 of the common resume formats, you're probably wondering which one's the right for you.

Here's what I recommend:

In 99% of the cases, I'd recommend going with a reverse-chronological resume format.

In 2021, it's the most common and useful format:

- Applicant tracking systems can read it without any problems.
- All recruiters and hiring managers are familiar with this format.
- Whether you're a recent graduate or a senior professional, it's the easiest format to work with.

The only case I'd recommend going with a functional or combination resume is if you're a career changer, and even then, it's still quite risky.

It's true that a combination or hybrid resume will help you emphasize your skills over work experience. However, both of these resume formats are not really that popular in 2021.

There's a good chance that the applicant tracking system won't be able to read your resume
and automatically discard it - after all the time you put into creating the resume!

At the same time, recruiters might just not be familiar with these resume formats, or think that you're just trying to hide the fact that you're not experienced, and disqualify you based on that.

So, rule of thumb - when in doubt, go for the reverse-chronological resume.

**3. Check your progress**

**Choose the correct option**

1. **Reliable** word explains your:
   a. Responsibility
   b. Achievement
   c. Quality
   d. Positive characteristics
2. **Accurate** words explain your:
   a. Responsibility
   b. Achievement
   c. Quality
   d. Positive characteristics

## 9.6   7 ESSENTIAL RESUME FORMATTING TIPS

3. Want to avoid all the hassles of formatting your resume? Just use an online resumebuilder. The software will help structure your resume, and all you have to worry about are the contents!
4. Don't go over one page. The resume should be a summary of your work experience,not your entire life story.
5. Use standard section headers. E.g.: your work experience should be called just that -"Work Experience," and not "work history." The reason for this is that applicant tracking systems look for these headings to pull information from.
6. Pick a resume font that's going to help you stand out. We recommend Ubuntu,Roboto, or Overpass.
7. Structure your work experience section as follows: Company Name, Location, JobTitle, Start and End Dates, Responsibilities and Achievements.
8. Speaking of responsibilities and achievements, list those in bullets. Prioritize achievements over responsibilities, and don't go over 6-8 bullets per position.
9. Save your resume as a PDF or a Docx. Both formats can be read by applicant tracking systems. Whatever you do, don't submit a JPEG of your resume!

 **4. Check your progress**

1. Online resume builders are:
   a. Difficult to use
   b. Hassel free
   c. None of these
2. Roboto is an example of:
   a. Software
   b. Hardware
   c. Resume front
   d. None of these

## 9.7 EXAMPLE OF SOME RESUME TEMPLATES YOU CAN EASILY CREATE

If you have already selected your resume format then, Now, the next thing you need is an easy-to-read, [professional resume template.](#)Here are some of the best templates (you can use!):

**Example of Reverse Chorological Resume Format**

| Photo | **Name with Personal details**Steve Smith Senior Web Developer<br><br>• Innovative, task-driven professional with 8+ year of experience in webdesign and development across diverse industries.<br>• Equipped with a record of success in consistently identifying and providing the technological needs of companies through ingeniousinnovation.<br>• Proficient in developing databases, creating user interfaces, writing andtesting codes, troubleshooting simple/ complex issues, and implementing new features based on user feedback. |
|---|---|
| | |
| **E-mail ID**<br><br>**Contact**<br><br>**Address** | **Work experience**<br><br>**Web Developer At XYZ technology co.08/2016- present**<br>   • Design and establish user-friendly websites, including optimized check-out page, resulting in a 25% increase in user clicks and subsequently 33% in customer purchase.<br>   • Provide adequate training to 60+ staff members and 20+ junior web developers in internal web functions, including steps on how to makeminor updates/changes independently.<br>   • Establish an interactive and dynamic website that guarantees high traffic, page views, and maximum user experience, generating a 45% increase in the company's sales revenue.<br>   • Administer the full lifecycle of software development for 15 critical projects of the company with 100% on-time delivery while staying 7% under budget.<br>   • Conceptualize and enforce a server that accelerated document generation as well as the search functionality of current websites by15%, garnering consistent commendation and award |

| | |
|---|---|
| **Technical skills**<br>HTML5CSS3 JavaScript Ado PHP SQL XML WordPress | from the top management.<br>**Web Developer ABP Solutions International Company 04/2011 – 08/2015**<br>• Formulated and implemented improvements on clean-up processes andperformance, minimizing downtime with 10%.<br>• Devised various custom responsive WordPress site from design compsthat included advanced WordPress features, such as Custom Post Types, Advanced Custom Fields, and WordPress Customize API.<br>• Diagnosed and troubleshoot different websites of the company's critical clients by deploying updated knowledge of the modern technologies and techniques in the industry.<br>• Proactively liaised with the design team and project manager to ensure efficient and timely delivery of significant projects. |
| **Interests**<br>Machine learning Chess Video games Robotics | **Courses & training**<br>• Web design for everybody specialization courseHJU University<br>• Web developer bootcampUdemy.com<br>• The complete JavaScript courseUdemy.com<br>• Front end web developer learning pathLynda.com |
| | **Education**<br>BS in Web DevelopmentXYZ State University 07/2007 – 06/2011 |

**Resume for Fresh Graduates**

| | |
|---|---|
| RENZ JAN V. PANGAN<br>Address: #404 Miranda Street, Angeles City, Pampanga<br>Contact No.: +63 917-782-6556<br>E-mail: renzpangan@gmail.com | **Photo** |

**OBJECTIVE:**
Seeking a challenging opportunity where I will be able to utilize my strong organizational skills, educational background, and ability to work well with people, which will allow me to grow personally and professionally.

**ACADEMIC BACKGROUND:**
- Hotel & Restaurant Services
  Systems Plus College Foundation - Extension Miranda St., Angeles City, Pampanga(S.Y. 2012-2014)

- Holy Angel University
  Sto. Rosario St., Angeles City, Pampanga(S.Y. 2005-2009)

- Cecilio Apostol Elementary School Samson Rd., Caloocan City, Manila(S.Y. 1999 - 2005)

**WORK EXPERIENCE:**
• Dining Crew
Jollibee
Axis Mall, Angeles City,
Pampanga (March 28, 2009 -
August 27, 2009)

**SKILLS:**
- Language: Fluency in English
- Communication. Comfortable writing and speaking
- Computer Literacy. Proficient at MS Excel, MS Word and MS PowerPoint

**Simple Resume Template**

It is something Simple yet professional. It's well-designed, skimmable, and an all-timerecruiter favourite.

**College Resume Template**

College is the perfect resume format for a recent graduate.

It has a bit more emphasis on skills than work experience, but it doesn't overdo it, like the functional resume format.
**Professional Resume Template**

It's easy to read and skim, and recruiters can find whatever information they're looking for in a snap.

## 9.8  10INGREDIENTSOFSTRONGRESUME

Experts say a resume should be short and show leadership.
**How to write an excellent resume**

3. Provide examples.
4. Show leadership.
5. Offer specifics.
6. Keep it short.
7. Tell the truth.
8. Describe extracurricular activities.
9. Avoid technical jargon.
10. Highlight soft skills.
11. Focus on career advancement.
12. Add value to the application.

**Demonstrate potential on a resume.**

Painting an attractive self-portrait is hard, but that's the key to crafting an MBA resume. A powerful resume grabs attention, which may bring applicants closer to an acceptance letter. Some business school admissions experts note that having an important-sounding job title at an influential company isn't mandatory for a compelling MBA resume, but two things that do matter are the amount and quality of work experience. Here are 10 tips on how to create an intriguing MBA resume.

**1. Provide examples.**

Expert says, the best resumes tell applicants' success stories, showing how they achieved results for clients and advanced in their careers. Applicants should give admissions officers a reason to say "yes" by demonstrating strong character on their resume, say admissions officers and consultants. They say they enjoy applicants' stories about overcoming obstacles and learning from adversity.

## 2. Show leadership.

Proof of leadership ability is a necessity on an MBA resume. Companies want to see applicants who already have strong leadership skills. You'll further groom your management abilities during your internship program, but the interview committee wants to know that the foundation is already there.

## 3. Offer specifics.

A resume should describe accomplishments in detail using concrete language, experts say. Interviewers are rarely swayed by unproven assertions about strong performance. Blackman wrote in a blog post that being able to quantify results adds heft to resumes. "Admissions committees like to see results-oriented phrases in resumes, so for every bullet point, try to quantify results in dollar amounts or percentages whenever possible."

## 4. Keep it short.

Some experts say a resume should ideally fit on a single page and not exceed two pages. More than a few misguided applicants submit exceptionally long resumes, which can overwhelm readers in HR departments, experts say.

## 5. Tell the truth.

Experts say a big part of an Interviewer's job involves judging applicants' credibility. It is foolish to inflate credentials on your resume. Experts say that deceitful applicants who are caught during the application process are automatically rejected, and those who are mistakenly admitted are typically expelled if their lies are discovered.

## 6. Describe extracurricular activities.

Experts say admissions officers don't care how many activities you've participated in – what matters is whether you made a meaningful impact on the organization or community. Don't list a large number of activities without explaining your accomplishments, or interviewer will suspect that you're either padding your resume or stretching yourself too thin.

## 7. Avoid Technical jargon.

Eliminate industry jargon from your resume and translate the information into terms commoners can understand, experts say. MBA candidates come from all walks of life such as engineering, medicine, and finance, etc. However, the Ad Com members may not have experience in your field or understand industry-specific acronyms or jargon. Thus, it is important to avoid such jargon and convert any it into easily understandable business language.

Example: Convert this: Built a data import API for the Rich Media Database Module (RMDM)

To this: Created a new product to automate and scale rich media importing, reducing theprocessing time by 40%.

## 8. Highlight soft skills.

According to experts, the best resumes are focused on soft skills – also called power skills – that are essential to business leadership and critical in the workplace. Teamwork skills are also worth highlighting. Think of examples of when and how you united people behind a common goal, capitalized on others' talents and skills, instilled a vision, identified a new problem or prioritized the project's needs above personal ones.

## 9. Focus on career advancement.

Keep a resume streamlined. Experts say applicants with significant work experience should focus on positions that were most critical to their professional success. When applying to a top-tier company, you'll need to show the higher-ups committee a clear path of professional growth. Avoid looking stagnant, as the interviewers wants to recruit those who continually seek to learn and advance their skills and leadership abilities.

## 10. Add value to the application.

Your resume for job should add new information but maintain the consistent impression you've given throughout the application. "It's the applicant's job to make sure each part of their application demonstrates value," Linda Abraham, founder of Accepted, a California- based admissions consulting group, told U.S News in an article.

## 5. Check Your Progress

State true or false:

1. Soft skills are also known as power skills.
2. In resume we should not focus on our career advancement as it can create negativeimpact on the interviewer.
3. We should not list a large number of activities.
4. A resume should be of more than 2 pages.

## 9.9  TIPS TO IMPROVE RESUME

### Tip #1 - Make your resume Skimmable

Typically, business school applications are initially read by 2 independent readers, and on average, they take 15-20 minutes to go through each application. Once they are done with the initial read-through, the readers provide a recommendation about an applicant's candidacy.

- Use proper margins and spacing between bullet points to make reading easy on the eye.
- Consolidate repetitive information into concise bullet points wherever possible.
- If you've held multiple roles or have been promoted at the organizations you work in, make sure you stack your job titles. This clearly illustrates your career progression and saves valuable resume real estate.

### Tip #2 - Quantify your Business and Professional Impact

It is important to quantify and illustrate your business and professional impact through your resume. It shows what role your work played in the organization, and why was it important?

Offering specific numbers and figures such as an increase in revenue or successfully managing a large team to execute projects demonstrate an understanding of the bigger picture. It also shows that you can transition into a management role post.

### Tip #3 - Emphasize your leadership skills and achievements rather than roles and responsibilities

a. Business men are looking for candidates that have demonstrated leadership skills in their professional or extracurricular activities. Thus, rather than emphasizing your responsibilities in your professional role provide evidence of how you united people behind a common goal, identified and solved a problem in the organization, etc.

If you formally manage people within the organization, make sure to provide figures such as the size of the team or size of the budget you manage. In general, emphasize those instances that show how you identified an opportunity and took the initiative.

### Tip #4 - Invest some time in the personal interest's section and distinguish yourself

Your resume should highlight your personal, volunteer work and extra-curricular activities more than a traditional resume. The personal interest section is one place where you can set yourself apart and distinguish yourself in the eyes of the reader. Even one outstanding achievement is better than a generic list of hobbies.

You can also highlight your leadership positions based on selectivity and any academic honours or awards.

**Tip #5 - Become informed before you apply.**

Read more and identify your target institutions. Using search engines like Google follow news various news channels as well as on Twitter and Facebook.

Tip #6 - Provide Evidence and Quantify your Professional Impact

Your resume is perhaps the best place to provide evidence of your professional impact on the organizations in which you have worked. Thus, wherever possible, provide quantifiable metrics that you have positively affected. Some examples of impactful metrics that you should include are:

- Increased revenue by 'X%' or '$Y' thousands/millions
- Pitched a new product that increased revenue
- Led a team of 'X' professionals to develop and release a product that increased revenue by 'Y%' and expanded the customer base by 'Z%.'

### 6. Check Your Progress:

1. Your resume should highlight your personal, volunteer work and extra-curricular activities more than a traditional resume. In which section will you add this information?
   a. Personal interest
   b. Leadership skill
   c. Achievements
   d. None of the above
2. One should make a resume
   a. Long
   b. Short
   c. Skimmable
   d. None of the above

### Summary & Key Takeaways

- Understand the purpose of each application component and plan your application strategy.
- The purpose of your resume is to highlight your leadership and other soft skills rather than your technical skills.
- Consider the resume as valuable real estate. Accordingly, allocate space on your resume to highlight the most important points that you want to get across to the interviewer committee.
- Provide evidence in terms of quantifiable numbers that demonstrate your professional and business impact.
- Consolidate bullet points to avoid repetition and make judicious use of white space to make the resume more readable.

- List your most recent experiences and achievements first. Thus, your resume should preferably be in reverse chronological order.
- Keep your resume to one page: Your resume is usually one of the first things that is reviewed by the agencies which reviews thousands of applications every year.
- Thus, keeping your resume to one page ensures that it provides all the relevant details about your professional achievements and qualities in a crisp and concise manner. Another advantage of having a one-page resume is that it forces you to eliminate all the extra fluff and showcase only your best hits to the interviewer committee to create a lasting positive impression.
- **Emphasize your achievements not your responsibilities:** The interviewer committee pours through thousands of resumes every year and is well aware of different roles in different industries. Thus, focus on the impact you have had in your role at the organizations you've worked in rather than plainly listing your responsibilities.
- **Use verbs to start bullet points:** Verbs are action-oriented. Using verbs such as led, managed, developed, etc. put focus on your leadership and teamwork skills. Both of these are highly desired by business schools.
- **Include a qualifications summary:** This is one of the first things that the admission officer will read and thus, it makes sense to highlight your most remarkable experiences and achievements. Use an easy-to-read format like bullet points or short paragraphs for this section. A few things that you should include in your summary are:
- **Brief personal and career record:** For e.g., highlight receiving more than expected promotions in a given time frame.
- **Highlights of your accomplishments:** Details of a project you successfully initiated and led to completion.
- **Personal experiences and qualities:** Things that highlight you're fit for a particular position.
- Interesting is a relative word. One thing could be interesting for you and might not be for someone else. However, from an interviewer's perspective, information on who you are, what you want to be, how 'their' business will help you achieve your goal and how they will benefit from you is interesting information for them. Therefore, it is important for you to make your profile interesting.

### 7. Check Your Progress
State true or false:

1. We should use verbs to start a bullet point.
2. We should not include a qualification summary in our resume.
3. The purpose of resume is to highlight technical skills.

4. We should provide evidence in our resume.

**Exercises**

**Questions**

1. Define resume.
2. Define are the 3 main formats of resume.
3. Which is the most preferred format of resume? Give reasons.
4. What are the pros and cons of resume formats?
5. Which is your favourite format of resume? Give reasons.
6. Explain Reverse Chronological resume format.
7. Mention some of the ingredients of strong resume.
8. What is technical jargon? Give example.
9. Write any 3 tips to improve your resume with proper examples.
10. Why should we emphasize our achievements and not responsibility in our resume?

**Section wise Answers of Check Your Progress Questions**
**1. Check Your Progress Questions**
1. Reverse chronological
2. Combination or Hybrid
3. Contact and skill
4. Personal details
5. Chronological
**2. Check Your Progress Questions**
1. True
2. False
3. False
4. False
**3. Check Your Progress Questions**
1. C
2. D
**4. Check Your Progress Questions**
1. B
2. C
**5. Check Your Progress Questions**
1. True
2. False
3. True
4. False
**6. Check Your Progress Questions**
1. A
2. C

**6. Check Your Progress Questions**

1. True
2. False
3. False
4. True

## Let Us Sum Up

In this unit you have learned about:

- What is resume and the purpose of creating it.
- About the 3 main resume formats, how to create them and their pros and cons.
- About the do's and don'ts of resume writing.
- About the words and phrases to be used while creating resume.
- About the essential resume formatting tips.
- Learnt the example of some resume templates you can easily create.
- About the tips and ingredients of a strong resume writing.

### New Words

1. Resume: a short formal document showing a list of an applicant's work experience,education and skills.

2. Bio-data: full form- biographical data, it's an old fashion word for both resume and C.V.

3. Embellished Phrases: make something more attractive by using decorative details orfeatures.

4. Enclosure: a document or object placed in an envelope together with a letter.Crucial: important.

5. Cover letter: it provides information to the employer about who the candidate is as aprofessional and as a person.

| UNIT: 10 | REPORT WRITING |
|---|---|

## 10.1 INTRODUCTION

Report is a document written with a specific purpose with proper evidence for a particular audience. The need of a skilled report writer is

increasing in this age of technology, vis-à-vis age of Artificial Intelligence.

Report is one of the most common types of written communication as they are part of human interaction from grade card in schools to the news report or writing a report on a market survey of any product for a particular firm or company. Reports are meant to be read just like any other written communication. As such there are no absolute rules for writing a report, there are, however, certain steps to be followed while writing a report.

## 10.2  WHAT IS REPORT?

Like all other English words, the word 'Report' also has its roots in the Latin word *Reportare*that means 'to bring something back'. However, with the passage of time, it came to mean 'collected evidence-based information or data presented in a proper structure'. That is to say, one can define report as '**a written document that carries fact-based data'.** It is a very valuable form of communication in business or professional world as it carries the details that are very informative with evidence to prove it. That is why on many occasions reports are considered as a legal document and they carry responsibilities as well.

## 10.3  OBJECTIVES OF REPORT WRITING

The objective of writing a report can be enlisted as follows:
1. Inform about development in the market or company or product and services
2. Present achievement of a project work
3. Record progress and development of an ongoing project or work
4. Document planned schedules, current status, milestones or timetables
5. Provide information to a larger audience
6. Address problems and suggest potential solutions
7. Persuade management or employees on policies and procedures
8. Seek expert guidance, opinion, recommendation, or a studied view on matters of importance

## 10.4  IMPORTANCE OF REPORT

Following points can be enumerated for underscoring the significance of report writing in professional communication.
1. A report is a tangible/verifiable product of a professional
2. Reports enable decision-making and problem solving in an organization
3. Reports help the authorities in planning new ventures and in evaluating men and material

4.  Reports are a useful means to disseminate information within and outside the organization
5.  Reports serve as a measure of growth, progress or success of an organization
6.  Reports serve as a valuable repository of information
7.  Reports reveal gaps in thinking, especially when there are many stakeholders involved for a long-term project
8.  Reports develop evidence-based writing skills in the author

## 10.5  ELEMENTS OF REPORT

There are certain elements that are decided for an easy transmission of information in report writing. Broadly speaking, these elements are divided into two segments: 1) Standard Elements, and 2) Optional Elements.

| Standard Elements | Optional Elements |
|---|---|
| Title Page | Cover Page/Frontispiece |
| Certificate | Letter of Transmittal/Copyrights |
| Acknowledgement | Table of Contents |
| Introduction | List of Abbreviations/Legends |
| Main Content | Abstract |
| Conclusion | Preface |
| Bibliography | Appendices/Indices/Maps |
|  | Glossary |
|  | Summary |

### 10.5.1 Standard Elements

Standard elements are the primary elements of a report. Let us discuss them:

### Title Page

Title page is the identity of any report. It is somewhat similar to the cover page of a report. It includes the title of the report, the name and designation of the author(s), the name and designation of the person to whom the report is submitted or the name of the organization to whom the report is submitted, the month and year of the submission of the report.

### Certificate

Certificate is a document that testifies and vouches the originality of the content and the author of the report. It includes the statement vouching

for the originality of the work, place and date. It also includes the signature of the supervisor.

**Acknowledgements**

Acknowledgements is a courtesy gesture in formal writing by the author(s).In report writing, the author(s) acknowledge(s) and thank(s) all those people, Institutes and Resources that helped him/her/them in the completion of the report. It is a courtesy and professional attitude to acknowledge even the tiniest help that one received in the process and completion of work.

**Introduction**

Introduction is a window of a report as it provides background details and clarification about the context of a report. Introduction includes information such as purpose and scope of the reports, objectives, sources and references used for collecting the data, theories or methods used for analysis and evaluation of the data, outline and structure of the report. In short, introduction is a short version or brief version of the whole report that provides neat opening to the report.

**Main Body**

Main body or main text of the report is an expanded and detailed version of the introduction in the report. Information provided in the introduction is logically analyzed, interpreted and presented with factual data in detail. Here, the rapporteur of the report has to draw a line between important data to be presented in the main body of the report and the supportive data to be appended in the report. To explain the content to the readers, the rapporteur makes use of tables, charts, images and other illustrative methods and media for the presentation of the data.

**Conclusion**

Conclusion signifies the outcome of the report and the essential points of the main body. It refers to the findings of the work, logical inferences and the judgment drawn on the basis of evaluation and examination of the content. Conclusion drives home the main points of the main body in a nutshell to the readers.

**Bibliography**

Bibliography is an alphabetically ordered list of all the sources that are cited, quoted and referred to in the report. These sources can be books, interviews, news, online platforms, documentaries, other reports, etc. It is a courtesy act to acknowledge and give credit to the original sources of the data or information used in the work.

**10.5.2 Optional Elements**

Optional elements can be used as and when needed. Let us discuss them.

**Cover Page/Frontispiece**

Cover page of the report not only provides elegant professional look but also furnishes the information of what and who of the report, what is the title of the report and who is/are the author(s) of the report. It also helps classify the report and find its number that appear on the top left and right corner of the report respectively. Many organizations have their pre-printed cover page, imprinted with the name and logo of the organization. However, if your organization does not have a pre-designed cover page, you can prepare one as said earlier. A frontispiece is an image or illustration facing the title page.

**Letter of Transmittal/Copyrights**

Letter of transmittal, if and when used, is generally placed before the table of contents in a report. If the report is meant to be distributed to a wide range of audience, the author(s) can decide to add the letter of transmittal in selected copies meant for the specific audience. If the report is directly submitted to the authorized person, the author(s) can use personal pronouns in the letter. It can also have a tone less formal in nature. The letter of transmittal includes objectives, importance and scope of the study, methodology, results and conclusion.

**Table of Contents**

Table of contents is an optional part as it is not included—rather not required, in the short reports. Table of contents includes the title of the content presented in the report with page numbers. The table of content is required when the report is long including numerous sections/chapters and other critical apparatus such as appendix, maps, annexures glossary, etc. Table of contents makes it easy for the readers to find out which information is available on which page in the report. Though it is an optional element, it is very reader friendly as it helps in locating the specific topic easily.

**List of Illustration/Legends**

List of illustration, even as an optional element, is used only when the report is having more than five illustrations in it. It provides titles and page numbers of all visual aids used in the report except tables.

**Abstract**

An abstract is an essence of the whole report. It is used in the report when the report is prepared for the experts of their fields. Generally, an abstract is given only five percentage of space in the whole report. It must inform the readers about the objectives and importance of the report, chief findings, etc. of the report. However, short reports that have less than ten to twelve pages do not require abstract.

**Preface**

Preface is somewhat similar to the letter of transmittal. It is actually a message of the author(s) for the audience wherein the author(s) shares the key highlights of the report.

### Appendices (Appendix-singular)/Index (Indices)

Appendices contain such additional information or data that are related to the main content of the report but they are not made part of the main content. Readers can decide whether to study and examine the information of appendices or to skip and omit it. However, this does not mean that information put in the appendices is less important. They are just not the main argument or research of the report but a supplementary material.

### Glossary

Glossary is a list of technical terms used in the report. It explains their meaning in detail. It includes all those technical or specific terms which the rapporteur thinks readers might be unfamiliar with. However, a glossary is added in the report only if these technical terms are greater in number and used frequently. Otherwise, they may well be explained with the help of parenthesis or footnotes.

### Summary

Generally, people treat abstract and summary to be similar. However, one must know the difference between the two. Summary, though treated as an optional element, is an important piece of writing from the readers' point of view. It informs and provides ideas to the audience about the depth and range of the content presented in the report. Summaries contain headings, the entire content of the report in nutshell, and media that is used in the main body to explain the concept. In business communication, summary is also referred to as 'executive summary'.

- **Check Your Progress**
- What are the objectives of writing a report?
- Mention the parts of Report Writing
- What is meant by the letter of transmittal in a report?
- How is Report writing an evidence-based act of presenting information?

## 10.6  FORMATS OF REPORT

### 10.6.1 Standard Format

This format is generally used for long and formal reports, the length of which can run in to several pages. It is commonly used for reports that are analytical and informational in nature. In this format the standard elements remain the same. Optional elements are used as the length of the report increases.

### 10.6.2 Letter Format

This format is quite similar to a business letter except a few things. It carries all the qualities of a standard business letter. This format may include headings, illustrations, tables, and footnotes as per the requirement which makes it a bit different from business letter.

### 10.6.3 Memo Format

It is a memorandum format. It is used as a short report where standard formal report is not required. It is generally sent within the organization.

### 10.6.4 Pre-printed Format

Pre-printed format is a set design with set pattern of information required from the audience. This format is prescribed by the organization, the recipients have to fill the blanks or select the answer in this format. Institute may have their unique pre-printed format.

## 10.7  TYPES OF REPORTS

### 10.7.1 Project Report

Project reports are about an assigned work that has a specific timeframe to accomplish with required specifications and allotted budget. Project reports are submitted when the work is completed. Project reports explain the details of the planned work and work done, problems encountered in the process and discussion about the action.

### 10.7.2 Incident Report

Incident report is also called an occurrence report and it is more like an article. It describes an event or the incident that has happened and the how and why of that event or incident to the people who could not witness it. Here, the occurrence of the event is presented and explained in its sequence of happening with accuracy and precision.

### 10.7.3 Feasibility Report

Feasibility report can be called a preliminary report as well. It studies the preliminary stages of undertaking a new project or starting a new establishment. The report examines and evaluates the possible problems, pros and cons, gains, etc. before starting a new project or establishment. It plays a crucial role in decision-making as it depends on the conclusion of the feasibility report weather or not to start a new project or establishment.

### 10.7.4 Laboratory Report

Laboratory report deals with various laboratory experiments. Accuracy and precision must be maintained while presenting the observations and results of the experiment or test as even a tiniest mistake in it can lead to a greater damage.

### 10.7.5 Progress Report

Progress report presets the routine and regular updates of the ongoing work. It talks about the deadline of the work and the completed work to the point of submitting the progress report. It could be prepared on daily basis, monthly or yearly depending upon the duration of the work. Sometimes pre-printed format is used for a progress report.

### 10.7.6 Status Report

Status report is used for a long term project. Status reports are periodically sought that helps bring clarity about required documentations for technical procedures, schedules, timetables, deadlines, etc.

### 10.7.7 Market Report

Market report is a broad category that reflects the economic status and trends of a certain market with regard to its immediate past and present time and may offer a tentative speculation. Often the performance of a certain product and service of a company is evaluated and discussed.

### 10.7.8 Annual Report

In the corporate sector, large and mid-scale industries publicly declare their professional standing for people in general who have invested with them. Annual report discusses the economic activities, profits and loss incurred, and an overall performance of the company.

### 10.7.9 Recommendatory Report

This type of report recommends actions that can be considered in solving certain issues or problems.

**Check Your Progress**
- Do you think the format of Report writing involves possibility to draft it according to the purpose and occasion?
- Which are some of the known formats of Report?

**Conclusion**

In commercial world, a well-structured business report adds to the credibility of the author(s) and the institute. The content presented with accuracy and proofs makes the report stand apart in the professional world. Writing a good report is not an overnight process. A good report takes space and time along with practice to meet the objectives.

**Checklist**

A good report should have following features:

1. Precise title

2. Logically developed abstract and summary

3. Meaningful formal structure

4. Logically drawn conclusion

5. A well developed and informative main content

6. Error free spellings, grammar with formal language

7. Reader friendly

8. All the original sources should be referenced and acknowledged

9. Chapters, sections and appendices should have consistency

10. Proper use of tables, illustrations and charts should be made for explaining the content

## 10. Long Questions

1. You are an assistant manager in a company. There has been a fire in your factory and two of your workers are injured and hospitalized. You are asked to send a report to the manager.

Write the report using memorandum form.

2. Tata motors wants to establish a production house in your city. You have been given the task to write a report on the suitability of the place for the establishment of this production house.

Submit your report.

### Short Questions

1. Write a short note on the formats of the report.

2. Write a short note on the standard elements of the report.

### MCQs
1. Which of the following deals with preliminary study of a project?
a) Laboratory report                b) Incident report
c) Progress report                d) Feasibility report
2. _____ is list of technical terms used in the report.
a) Glossary                b) References
c) List of Abbreviations         d) Bibliography
3. Appendices contain the main content of the report.
a) True                b) False
4. A good report should be reader oriented.
a) True                b) False
5. Certificate of the report vouches the originality of the content of the report.
a) True                b) False

## युनिवर्सिटी गीत

स्वाध्यायः परमं तपः
स्वाध्यायः परमं तपः
स्वाध्यायः परमं तपः

શિક્ષણ, સંસ્કૃતિ, સદ્‌ભાવ, દિવ્યબોધનું ધામ
ડૉ. બાબાસાહેબ આંબેડકર ઓપન યુનિવર્સિટી નામ;
સૌને સૌની પાંખ મળે, ને સૌને સૌનું આભ,
દશે દિશામાં સ્મિત વહે હો દશે દિશે શુભ-લાભ.

અભણ રહી અજ્ઞાનના શાને, અંધકારને પીવો ?
કહે બુદ્ધ આંબેડકર કહે, તું થા તારો દીવો;
શારદીય અજવાળા પહોંચ્યાં ગુર્જર ગામે ગામ
ધ્રુવ તારકની જેમ ઝળહળે એકલવ્યની શાન.

સરસ્વતીના મયૂર તમારે ફળિયે આવી ગહેકે
અંધકારને હડસેલીને ઉજાસના ફૂલ મહેંકે;
બંધન નહીં કો સ્થાન સમયના જવું ન ઘરથી દૂર
ઘર આવી મા હરે શારદા દૈન્ય તિમિરના પૂર.

સંસ્કારોની સુગંધ મહેંકે, મન મંદિરને ધામે
સુખની ટપાલ પહોંચે સૌને પોતાને સરનામે;
સમાજ કેરે દરિયે હાંકી શિક્ષણ કેરું વહાણ,
આવો કરીયે આપણ સૌ
ભવ્ય રાષ્ટ્ર નિર્માણ...
દિવ્ય રાષ્ટ્ર નિર્માણ...
ભવ્ય રાષ્ટ્ર નિર્માણ