
NEW AGE

# BUSINESS COMMUNICATION

Vikram Bisen • Priya

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# PREFACE

Communication is one of the basic functions of management in any organization and its importance can hardly be overemphasized. It is a process of transmitting information, ideas, thoughts, opinions and plans between various parts of an organization. Good and effective communication is required not only for good human relation but also for good and successful business. Effective communication of information and decision is an essential component for management-employee relations.

Communication is also a basic tool for motivation, which can improve morale of the employees in an organization. Inappropriate or faulty communication among employees or between manager and his subordinates is the major cause of conflict and low morale at work. With effective communication, you can maintain a good human relation in the organization and by encouraging ideas or suggestions from employees or workers and implementing them whenever possible, you can also increase production at low cost.

Communication may be made through oral or written. In oral communication, listeners can make out what speakers is trying to say, but in written communication, text matter in the message is a reflection of your thinking. So, written communication or message should be clear, purposeful and concise with correct words, to avoid any misinterpretation of your message. Written communication provides a permanent record for future use and it also gives an opportunity to employees to suggest their comments in writing. So, effective communication is very important for successful working of an organization.

We, sincerely, hope that this book will be helpful to all management students in developing effective communication skills.

**Authors**

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# 1

# BUSINESS COMMUNICATION: AN INTRODUCTION



## 1.1 INTRODUCTION

The word “communication” derived from the Latin word ‘communicare’ that means to impart, to participate, to share or to make common. It is a process of exchange of facts, ideas, opinions and as a means that individual or organization share meaning and understanding with one another. In other words, it is a transmission and interacting the facts, ideas, opinion, feeling and attitudes.

It is the ability of mankind to communicate across barriers and beyond boundaries that has ushered the progress of mankind. It is the ability of fostering speedy and effective communication around the world that has shrunk the world and made ‘globalization’ a reality. Communication had a vital role to play in ensuring that people belonging to a particular country or a culture or linguistic group interact with and relate to people belonging to other countries or culture or linguistic group. Communication adds meaning to human life. It helps to build relationship and fosters love and understanding. It enriches our knowledge of the universe and makes living worthwhile.

## 1.2 ROLE OF COMMUNICATION IN BUSINESS

The term business communication is used for all messages that we send and receive for official purpose like running a business, managing an organization, conducting the formal affairs of a voluntary organization and so on. Business communication is marked by formality as against personal and social communication.

The success of any business to a large extent depends on efficient and effective communication. It takes place among business entities, in market and market places, within organizations and between various group of employees, owners and employees, buyers and sellers, service providers and customers, sales persons and prospects and also between people within the organization and the press persons. All such communication impacts business. Done with care, such communication can promote business interests. Otherwise, it will portray the organization in poor light and may adversely affect the business interest.

Communication is the life blood of any organization and its main purpose is to effect change to influence action. In any organization the main problem is of maintaining effective communication process. The management problem generally results in poor communication. Serious mistakes are made because orders are misunderstood. The basic problem in communication is that the meaning which is actually understood may not be what the other intended to send. It must be realised that the speaker and the listener are two separate individuals having their own limitations and number of things may happen to distort the message that pass between them.

When people within the organization communicate with each other, it is internal communication. They do so to work as a team and realise the common goals. It could be official or unofficial. Modes of internal communication include face-to-face and written communication. Memos, reports, office order, circular, fax, video conferencing, meeting etc. are the examples of internal communication.

When people in the organization communicate with anyone outside the organization it is called external communication. These people may be clients or customers, dealers or distributors, media, government, general public etc. are the examples of external communication.

- Communication is the life blood of the business. No business can develop in the absence of effective communication system.
- Communication is the mortar that holds an organization together, whatever its business or its size.
- When people within the organization communicate with each other, it is internal communication and when people in the organization communicate with anyone outside the organization it is called external communication.
- Ability to work well in teams, to manage your subordinates and your relationship with seniors, customers and colleagues depends on your communication skill.

***Exhibit: 1***

## 1.3 DEFINITIONS OF COMMUNICATION

Communication may be defined as interchange of thought or information between two or more persons to bring about mutual understanding and desired action. It is the information exchange by words or symbols. It is the exchange of facts, ideas and viewpoints which bring about commonness of interest, purpose and efforts.

*American Management Association defines,* ‘Communication is any behaviour that results in an exchange of meaning’.

*Peter Little* defines communication as, ‘Communication is the process by which information is transmitted between individuals and/or organizations so that an understanding response result’.

*Newman and Summer Jr.* state that, ‘Communication is an exchange of facts, ideas, opinions or emotions by two or more persons’.

According to *Keith Davis*, ‘The process of passing the information and understanding from one person to another. It is essentially a bridge of meaning between the people. By using the bridge a person can safely across the river of misunderstanding’.

*Louis A. Allen* defines, 'Communication is the sum total of all the things that a person does, when he wants to create an understanding in the mind of another. It involves a systematic and continuous process of telling, listening and understanding'.

Therefore, the main purpose of communication is to inform, or to bring around to a certain point of view or to elicit action.

## 1.4 PURPOSE OF COMMUNICATION

1. **For instruction:** The instructive function unvarying and importantly deals with the commanding nature. It is more or less of directive nature. Under this, the communicator transmits with necessary directives and guidance to the next level, so as to enable them to accomplish his particular tasks. In this, instructions basically flow from top to the lower level.
2. **For integration:** It is consolidated function under which integration of activities is endeavoured. The integration function of communication mainly involves to bring about inter-relationship among the various functions of the business organization. It helps in the unification of different management functions.
3. **For information:** The purposes or function of communication in an organization is to inform the individual or group about the particular task or company policies and procedures etc. Top management informs policies to the lower level through the middle level. In turn, the lower level informs the top level the reaction through the middle level. Information can flow vertically, horizontally and diagonally across the organization. Becoming informed or inform others is the main purpose of communication.
4. **For evaluation:** Examination of activities to form an idea or judgement of the worth of task is achieved through communication. Communication is a tool to appraise the individual or team, their contribution to the organization. Evaluating one's own inputs or other's outputs or some ideological scheme demands an adequate and effective communication process.
5. **For direction:** Communication is necessary to issue directions by the top management or manager to the lower level. Employee can perform better when he is directed by his senior. Directing others may be communicated either orally or in writing. An order may be common order, request order or implied order.
6. **For teaching:** The importance of personal safety on the job has been greatly recognized. A complete communication process is required to teach and educate workers about personal safety on the jobs. This communication helps the workers to avert accidents, risk etc. and avoid cost, procedures etc.
7. **For influencing:** A complete communication process is necessary in influencing others or being influenced. The individual having potential to influence others can easily persuade others. It implies the provision of feedback which tells the effect of communication.
8. **For image building:** A business enterprise cannot isolate from the rest of the society. There is interrelationship and interdependence between the society and an enterprise operating in the society. Goodwill and confidence are necessarily created among the public. It can be done by the communication with the different media, which has to project the image of the

firm in the society. Through an effective external communication system, an enterprise has to inform the society about its goals, activities, progress and social responsibility.

9. **For employees orientation:** When a new employee enter into the organization at that time he or she will be unknown to the organization programs, policies, culture etc. Communication helps to make people acquainted with the co-employees, superior and with the policies, objectives, rules and regulations of the organization.

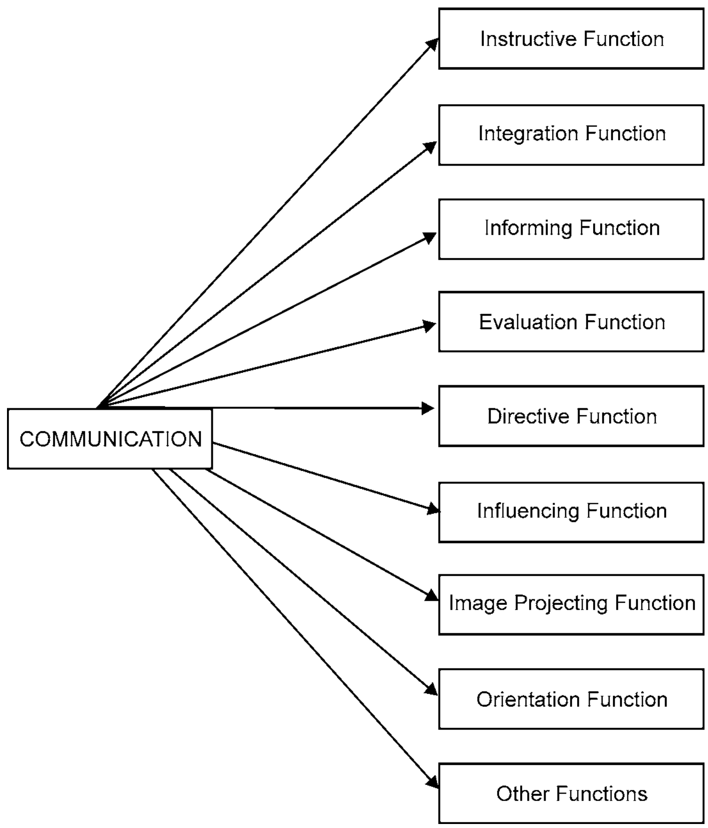



**Fig. 1.1:** Purpose of Communication

10. **Other:** Effective decision-making is possible when required and adequate information is supplied to the decision-maker. Effective communication helps the process of decision-making. In general, everyone in the organization has to provide with necessary information so as to enable to discharge tasks effectively and efficiently.

## 1.5 THE COMMUNICATION SITUATION

The communication situation is said to exist when

- There is a person (sender/transmitter) who wants to pass some information;
- There is another person (receiver) to whom the information is to be passed on;

- The receiver partly or wholly understands the message or information passed on to him;
- The receiver responds to the message or gives feedback.

These four components are essential for communication.

## 1.6 THE COMMUNICATION PROCESS/CYCLE

The transmission of sender's ideas to the receiver and the receiver's feedback or reaction to the sender constitute the communication cycle. The process of communication begins when one person (the sender) wants to transmit a fact, idea, opinion or other information to someone else (the receiver). This facts, idea or opinion has meaning to the sender. The next step is translating or converting the message into a language which reflects the idea. That is the message must be encoded. The encoding process is influenced by content of the message, the familiarity of sender and receiver and other situation of factors.

After the message has been encoded, it is transmitted through the appropriate channel or medium. Common channel in organization includes meetings, reports, memorandums, letters, e-mail, fax and telephone calls. When the message is received, it is decoded, by the receiver and gives feedback to the sender as the conformation about the particular message has been carefully understand or not.

### Elements of Communication

The process of communication involves the following elements:

1. **Sender or transmitter:** The person who desires to convey the message is known as sender. Sender initiates the message and changes the behaviour of the receiver.
2. **Message:** It is a subject matter of any communication. It may involve any fact, idea, opinion or information. It must exist in the mind of the sender if communication is to take place.
3. **Encoding:** The communicator of the information organises his idea into series of symbols (words, signs, etc.) which, he feels will communicate to the intended receiver or receivers.
4. **Communication channel:** The sender has to select the channel for sending the information. Communication channel is the media through which the message passes. It is the link that connects the sender and the receiver.
5. **Receiver:** The person who receives the message is called receiver or receiver is the person to whom the particular message is sent by the transmitter. The communication process is incomplete without the existence of receiver of the message. It is a receiver who receives and tries to understand the message.

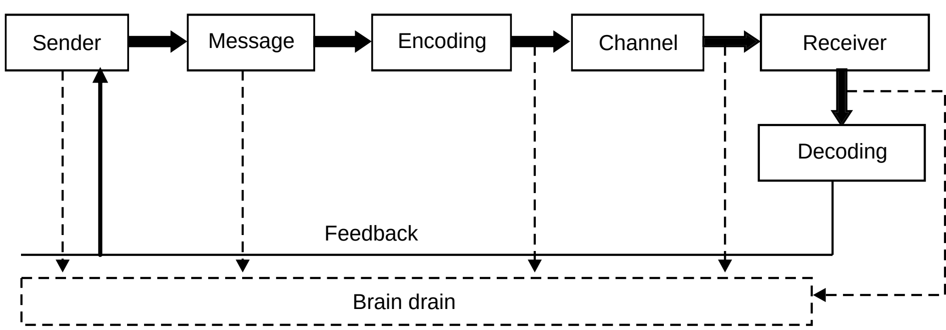



**Fig. 1.2:** The Communication Process

6. **Decoding:** Decoding is the process of interpretation of an encoded message into the understandable meaning. Decoding helps the receiver to drive meaning from the message.
7. **Feedback:** Communication is an exchange process. For the exchange to be complete the information must go back to whom from where it started (or sender), so that he can know the reaction of the receiver. The reaction or response of the receiver is known as feedback.
8. **Brain drain:** On whole process there is a possibility of misunderstandings at any level and is called brain drain. It may arise on sender side if they do not choose the adequate medium for delivery of message, by using default channel and it may also arise when receiver does not properly decode the message. In other words, we can say that it is breakdown of cycle at any level.

## Exercise–1

1. How do you define communication?
2. What is the role of communication in management of business?
3. What are the different purposes of communication? Briefly explain any five of them.
4. Discuss the different situations when the communication exists.
5. "Communication is an exchange of facts, ideas, opinions and emotions by two or more persons." Explain the statement and discuss the role of feedback in communication.
6. "Communication is the two way process." Explain.
7. Discuss the elements of communication process.
8. Give three examples of brain drain in communication process.

# 2

# COMMUNICATION AND ORGANIZATION STRUCTURE



## 2.1 FORMS OF COMMUNICATION

Communication is divided into external and internal communication. External communications are those communications which are occurring outside the organization like communication with other companies, with government, general public etc. Internal communications are those which are inside the organization. Internal communications are further divided into two parts, formal or official and informal.

- **Formal:** Formal communication flows along prescribed channels which all members desirous of communicating with one another are obliged to follow.
- **Informal:** Along with the formal channel of communication every organization has an equally effective channel of communication that is the informal channel often called grapevine, because it runs in all directions—Horizontal, Vertical, Diagonal. It flows around water cooler, down hallways, through lunch rooms and wherever people get together in groups.

### 2.1.1 Formal Communication

**ADVANTAGES**

1. It passes through line and authority and consequently ensures the maintenance of authority as well as accountability of the executives' in-charge.
2. It helps to develop intimate relations between immediate boss and his subordinates.
3. It keeps uniformity in the dissemination of information.

4. It flows systematically and the information is trustworthy.
5. Source of information is known which creates harmony amongst the employees.

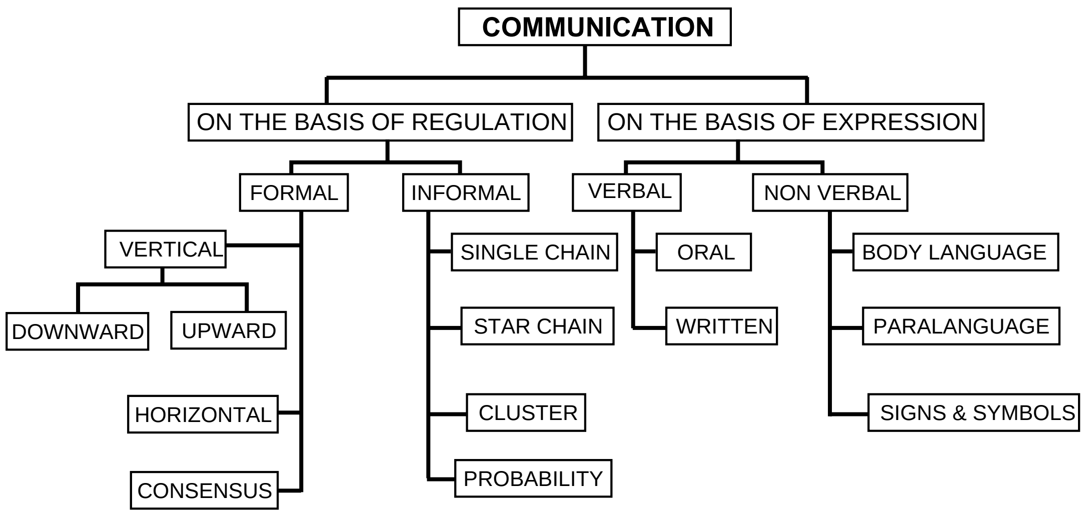



**Fig. 2.1:** Forms of Communications

**DISADVANTAGES**

1. Increases the workload of various managers as communication is to be transmitted through them.
2. Widens the communication gap between the executives and employees at the lower level.
3. It is time consuming because it follows the scalar chain of authority. The communication flows from one authority level to another and it takes too much time.

### 2.1.1.1 Downward communication

When the communication flows from higher level to lower level, it is called downward communication. Order, individual instructions, policy statements, circulars etc. fall under downward communication.

**BENEFITS**

1. Helps to explain to subordinates the organizational plans, policies program and procedures, work methodology etc. necessary information for performing the job.
2. Helps to convey to the subordinates the expectations of management from them.
3. Acts as a mean to control the activities of the subordinates with active feedback.
4. Provides motivation to the subordinates.

**PROBLEMS**

1. Sometimes the message may be distorted in the transmission from one level to another level.
2. If a particular authority is not present on the time of passing information it may leads to delay in transmission of the message.
3. Sometimes when the workload is unevenly distributed among the employees it creates overload or unload of work which causes dissatisfaction among the employees.

**How to make effective**

1. Managers should be adequately informed.
2. Managers should be clear about how much to communicate.
3. Some authority should delegate to lower levels to shorten the line of communication.
4. Information should be passed on to the correct person.

### 2.1.1.2 Upward communication

This communication flows the message from subordinates to superiors. It is reverse of the downward communication or communication flows from lower level to upper level.

**BENEFITS**

1. Provides feedback to the superiors.
2. Introduction of new schemes without unduly opposition from the employees.
3. Helps in to promote harmony between the management and the employees.
4. Problems and grievances are redressed.

**PROBLEMS**

1. Employees fear that their criticism may be interpreted as a sign of their personal weakness.
2. Bypassed superiors feel insulted which leads differences between the relationship of the superiors and employees.
3. Great possibility of message distortion.

**Methods/Channels of upward communication**

1. Subordinates tell their problem and through discussion find out the solution for a particular problem with the help of superiors.
2. If employees having any complaint and suggestion about working environment, policy and procedure, peer group etc., then they write to management without giving identification of themselves and drop into the box. And the management frequently checks these grip boxes and find out the solution of problem.
3. It is very effective method of upward communication. Organization celebrates their anniversary, arrange sports meets for their employees, doing some kind of social welfare activities like plantation, providing food for flood affected areas etc. are the mode of social gathering where superiors and subordinates are at the same platform and share their emotions, feeling and thought more comfortably.
4. It is just opposite to grip box system. Here, identification of employee is not hidden. Any employee can write directly to the higher level about the problem which he/she had.
5. It emphasizes in the psychological aspect of human being. A superior act as counselor and he counsels the problem facing employees. Counseling does not mean that treating only problem facing employees but also for the better prospect or how employees do better in their workplace.

**How to make effective**

1. Superior should take initiative to get close to the subordinate staff.
2. Keeping the line of communication short as much as possible.
3. Timely redress the grievances of the employees.

### 2.1.1.3 Horizontal/Lateral communication

This communication flows between persons at the same hierarchy level either of the same or other department or division of the organization.

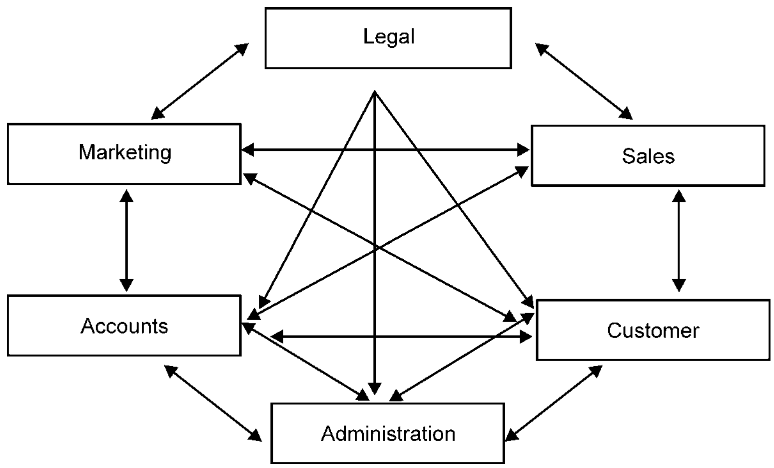



**Fig. 2.2:** Horizontal/Lateral Communication

**Benefits**

1. It develops mutual trust and confidence amongst employees of same level which help in maintaining or promote understanding between similar position holders of different departments.
2. If employees at similar position communicate to each other for a given task it will create or develop the feeling of co-ordination among various departments.

**Problems**

1. Sometimes it creates rivalry among employees of various departments.
2. Proximity shows the liking and disliking of an employee who is near by another in respect of space. Like in any organization HR department and Marketing department are near to each other then Manufacturing department. So proximity exists between HR and Marketing department and they favour each other as compared to Manufacturing department.
3. Biasing shows the liking and disliking of an employee due to religion, caste, family background, personality etc.

**Methods of horizontal communication**

1. **Face-to-face discussion:** When individual communicate directly to another. Face-to-face communication minimises the problem of misinterpretation and quick feedback makes the communication more effectively.
2. **Telephonic conversation:** When the employees are busy with their work or they are sited far from each other then telephonic conversation become more relevant against face to face conversation. It saves time but sometimes congestion or disturbance and any other obstacles create delay and distort the message.

3. **Periodical meeting:** Periodical meeting means meeting between employees on weekly, monthly, quarterly, annually basis where all the members are assembled and discuss on pre-determined issues.
4. **Memorandum:** Memorandum is a written form of communication which transmits between different departments in the same organisation. It is also called inter office letter.

#### 2.1.1.4 Consensus

When a number of people irrespective of their status, sit down and confer with one another to arrive at a decision acceptable to all, it is called consensus. The format of these communications is predetermined and can not be altered.

**Consensus involves consultation**

1. Chief executive takes up the problem and analysis it to understand.
2. Collect additional facts and information.
3. Try to find out various means to solve it.
4. Find alternatives.
5. He contacts the members individually or invites them to a meeting.
6. Problem is spelled out to the members.
7. To carefully listen all members view.
8. Arrived at solution.

**ADVANTAGES**

1. Decisions are taken after consultation among various members; they find it easy to accept them.
2. It promotes harmony among the members of the group. If any conflict and split exits between members it will be carefully find out and try to solve it.

**DISADVANTAGES**

1. Member is forced to subscribe to a view he doesn't hold.
2. Sometimes it may project the false image of management because members think that management may not be able to handle their problem efficiently.

### 2.1.2 Grapevine/Informal Communication

Factor responsible for the grapevine phenomenon

1. Feeling of certainty or lack of direction when the organization is passing through a difficult period.
2. Feeling of inadequacy or lack of self confidence on the part of employee, leading to the formation of gaps.
3. Formation of a clique or favoured group by the managers, giving other employees a feeling of insecurity or isolation.

#### 2.1.2.1 Forms of grapevine communication

1. **Single chain:** In this type of chain 'A' tells something to 'B' who tells it to 'C' and so on it goes down the line. This type of communication flows from one person to another person through single chain or communication flows one by one. When 'A' tells something to 'B' who tells it to 'C' and so on. One interesting fact comes out from this type of communication that when one person passes certain information to other and they treat the message as

confidential or secret which further communicated by another with same feeling of confidentiality and secrecy.

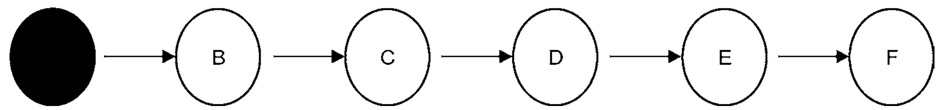



**Fig. 2.3a:** Single Chain

2. **Star chain:** In this type of chain person speaks out and tells everyone the information he/she has obtained. This chain is often used when information or a message regarding an interesting but non job related nature is being conveyed. Sometimes it also called gossip chain.

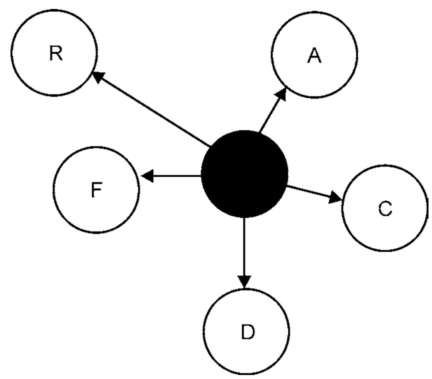



**Fig. 2.3b:** Star Chain

3. **Cluster chain:** In this type of chain 'A' tells something to a few selected individuals who again inform a few selected individuals. And the information flows in similar manner to other individual.

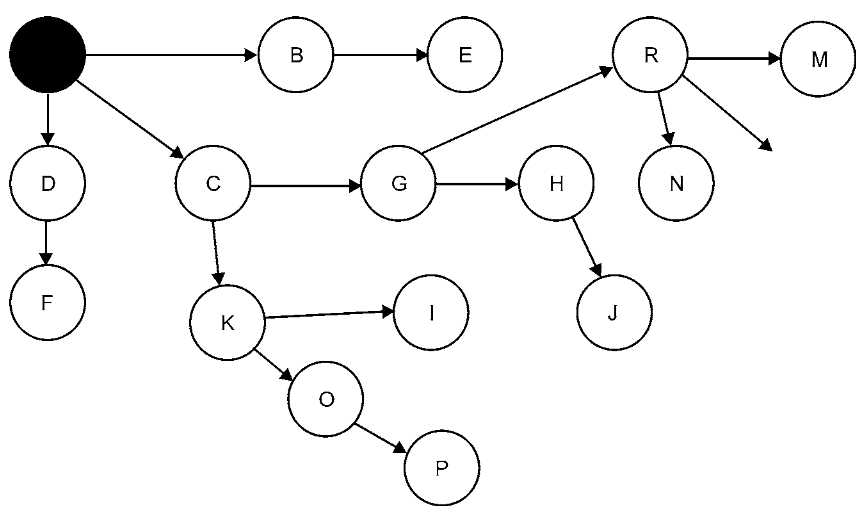



**Fig. 2.3c:** Cluster Chain

4. **Probability chain:** The probability chain is a random process in which a transmission of the information to other in accordance with the laws of probability and then these tell still others in a similar manner. The chain may also be called random.

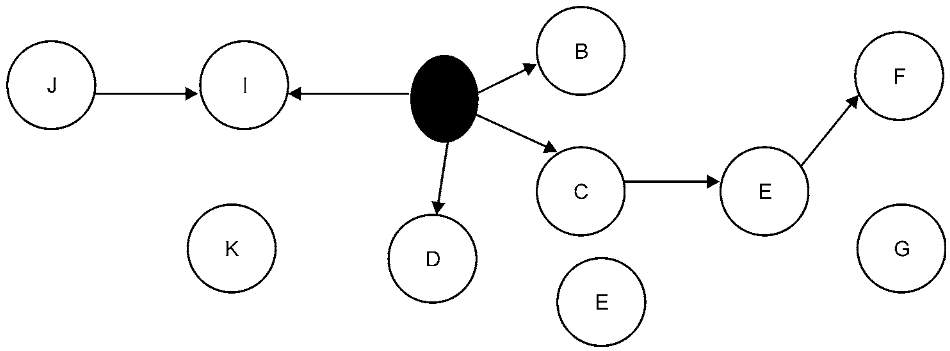



**Fig. 2.3d:** Probability Chain

**MERITS**

1. Under grapevine message travel or transmitted faster than any other form of communication because group formation is based on individual's own liking and disliking.
2. It supports other channels of communication.
3. Feedbacks are quickly comes out from this type of communication.
4. When an individual communicates with other individual through grapevine it will develop the cohesiveness and maintain or promote harmony between members of group.
5. By using grapevine communication, employees feel emotional relief. Because they can communicate with other without the feeling of inadequacy and without threat of higher authority.

**DEMERITS**

1. There is a great possibility of distortion of message between members of group.
2. Transmission of message depends upon willingness of sender and what method they used in grapevine which causes sometimes transmission of incomplete information.

**How to make effective**

1. The managers should try to spot the leaders. So the harmful rumours do not reach the employees.
2. Involve the workers in the decision making process.
3. The management should immediately use the official channels to contradict the rumours.

### 2.1.2.2 Verbal communication

Verbal communication is when we communicate our message verbally to whoever is receiving the message. It is of two types oral and written which had their own advantages and disadvantages.

**Oral communication:** Oral communication is the communication where the message or information exchanges by spoken words. It can be done by both face to face and also through mechanical devices. For more details please refer to chapter 5.

**Written communication:** Written communication is the communication where the message or information exchanges by written words. Letter, telegraph, fax, e-mail are examples of written communication. Written communication guarantees that everyone concerned has the same information. It provides a longlasting record of communication for future. Written instructions are essential when the action called for is crucial and complex. To be effectual, written communication should be understandable, brief, truthful and comprehensive. For more detail please refer to chapter no. 6.

#### 2.1.2.3 Non-verbal communication

Non-verbal communication is usually understood as the process of communication through sending and receiving wordless messages. Such messages can be communicated through gesture; body language or posture; facial expression and eye contact; object communication such as clothing, hair styles or even architecture; symbols and infographics. Speech may also contain non-verbal elements known as paralanguage, including voice quality, emotion and speaking style, as well as prosodic features such as rhythm, intonation and stress. Likewise, written texts have non-verbal elements such as handwriting style, spatial arrangement of words, or the use of emotions. For more details please refer chapter no. 6.

## 2.2 BARRIERS OF COMMUNICATION

**1. Wrong Choice of Medium**

Each communication must be transmitted through an appropriate medium. An unsuitable medium is one of the biggest barriers to communication.

Examples: When communication takes place in big organisation and departments or division are far from each other. If any manager wants to communicate with others for confidential matter than they opt written communication as compared to other medium of communication. So, it is required that medium should be accurate and if wrong or unsuitable medium is selected than it leads to the biggest barrier to communication.

**2. Physical Barriers**

- Noise—In factory, oral communication is rendered difficult by the loud noise of machines.
- Electronic noise interferes in communication by telephone or loud speaker system.
- The word noise is also used to refer to all kind of physical interference like illegible hand writing, bad photo-copies etc.
- Time and distance.
  - — Congestion in telephone and network facilities.
  - — People working in different shifts.
  - — Faulty seating arrangement in a hall.

**3. Semantic Barriers**

- Interpretation of words

  A person interprets same word in a different meaning and this will cause barrier between the communications. Murphy and Peck in their book 'Effective Business Communication' mentioned, the little word 'run' has

  71 meanings as a verb
  35 as noun
  4 more as an adjective.

- Bypassed instructions

  Bypassing is said to have occurred if the sender and the receiver of the message attribute different meanings to the same word or use different words for the same meaning.

  "Take it to be our stockroom and burn it"

  In official language burn it means to make more copies of the same document.

- Denotation & Connotations

  Words have two types of meanings denotative and connotative.

  Denotative—The literal meaning of a word is called its denotative meaning.

  It must inform and names objects without indicating any positive or negative.

  Connotative—It allows qualitative judgments and personal reactions.

  Like—Honest, cheap, sincere etc.

**Ex**:—"He gave us cheap material".

"At this shop, they sell things cheap".

First one is favourable connotation and second is unfavourable.

To avoid this problem (By passed instruction and connotative meaning of words) the followings can be used:

❖ Prefer words which are familiar to the receiver.

❖ If words are unfamiliar to the receiver, we should make meanings clear the very first time we use it.

❖ We should choose words with positive rather than negative connotation.

**4. Socio-Psychological Barriers**

- Attitude and opinions

  The information which agrees with opinion and attribute of the individual is favourable for that particular individual.

- Emotions

  It plays an important role in the act of communication.

  If the sender is perplexed, worried, excited, afraid, nervous then he will not be able to organize his message properly.

- Closed Mind

  A person with a closed mind is very difficult to communicate with. We hold our opinion so rigidly that we just refuse to listen.

- Status-consciousness

  We are over-conscious of our lower or higher rank and do not express ourselves candidly.

- The source of information.

  We react according to the trust we repose in the source from which the communication originates.

- Faulty transmission

  Most of part in the message is lost in transmission.

  (In oral communication, something in the order of 30% of the information is lost in each transmission.)

- Poor retention
  Oral message in particular are lost due to poor human retention ability. (Employees retain only about 50%)

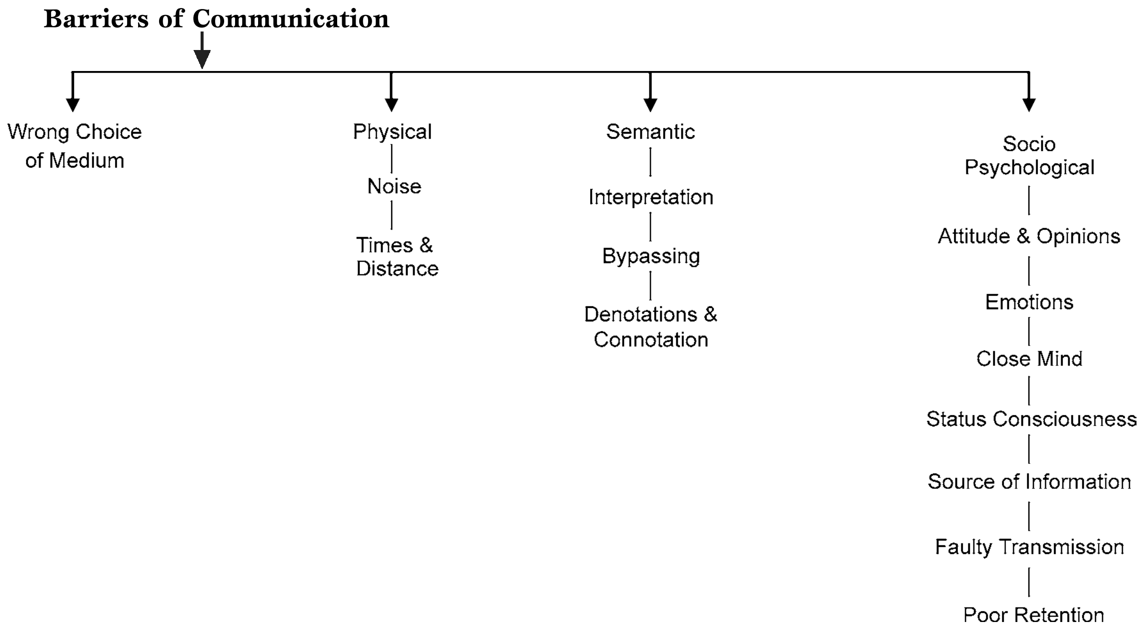



**Fig. 2.4:** Barriers of Communication

## 2.3 PRINCIPLES OF EFFECTIVE COMMUNICATION

It is very difficult to suggest a comprehensive list of vital features of system of communication. It will depend on the specific needs of the situation. The following guidelines or principles may be followed to achieve effective communication:

1. **Clarity of message:** The basic principle in communication is clarity. The message must be as clear as possible. No vagueness should creep into it. The message can be conveyed properly only if it is clearly formulated in the mind of the both sender and receiver.
2. **Speed:** A good system of communication must ensure a speedy transmission of message. The time taken to transmit a message to its destination and speed of the communication system should be considered on the basis of the urgency of communicating the message. If message not delivered at time it create problem for organization.
3. **Two-way process:** Communication is the two-way process that provides feedback to the sender from the receiver. Feedback refers to transmission of information concerning the effect of any act of communication.
4. **Reliability:** Communication starts on the basis of belief. This atmosphere is built by performance on the part of the expert. The receiver must have confidence in the sender. He must have a high regard for the source's competence on the subject.

5. **Completeness:** Every Communication must be complete as adequate. Incomplete messages create misunderstanding, keep the receiver guessing and delay action.
6. **Content:** The message must be meaningful for the receiver, and it must be compatible with his value system. It must have significance for him. In general, people select those items or information which promises them the greatest rewards. The content determines the response of the audience.
7. **Accuracy:** The communication medium should ensure accuracy in the transmission of messages. Whatever medium chooses by the sender should be accurate for that particular kind of information which they want to send.
8. **Capability:** Communication must take into account the capability of the audience. Communications are most effective when they required the least effort on the part of the recipients. This includes factors like reading ability and receiver knowledge.
9. **Economy:** The communication system should be as much economical as possible. But efficiency of the system should not be sacrificed to achieve economy.
10. **Secrecy:** The communication system should ensure secrecy and there should be no leakage of information. It becomes more essential when messages are of confidential nature.

## 2.4 GATEWAYS TO EFFECTIVE COMMUNICATION

Developing and maintaining a system of communication is the key job of any manager. The characteristics of a good communication system are discussed below:

1. **Two-way channel:** In communication, two parties are involved, namely, the sender or transmitter, and the receiver of the message. An effective communication demands two-way communication. It should be vertical, downward and upward. Therefore, a manager should thus not only to inform, instruct and order but should also be prepared to listen, understand and interprets.
2. **Clarity of message:** Clarity of facts, ideas, opinion in the mind of communicator should be clear before communicating. According to Koontz and Donnell, "A communication possesses clarity when it is expressed in a language and transmitted in a way that can be comprehended by the receiver."
3. **Mutual trust:** A communication system may be considered excellent when mutual trust or understanding exists between sender and the receiver of the message. Existence of healthy interpersonal relation between the seniors and their subordinates is also an indicator of an adequate system of communication in any department or organization.
4. **Timely message:** Considerable attention should be given to the timeliness of communication. Old information is worse than none at all.
5. **Consistency of message:** Consistency can be achieved if the communicator keeps in his mind the objective, policies and program of the enterprise. It should not be conflicting with the previous communications, otherwise, it would create confusion and anarchy in the organization.
6. **Good relations:** The mode of communication should be chosen in such a manner that it does not hurt the feelings of the receiver. It should create proper understanding in their minds of the receiver which leads to develop and maintain the good relationship among the receiver and the sender.

7. **Feedback:** Feedback provides proper understanding of the message to the receiver. It helpful in making a two-way communication process. The sender must try to ascertain whether or not receiver properly understood the message.
8. **Flexibility:** The communication system should be flexible enough to adjust to the changing requirements. It should absorb new techniques of communication with little resistance.

## 2.5 SEVEN Cs OF COMMUNICATION

### 2.5.1 Seven Cs of Written Communication

1. **Clarity**

Clarity of thought: It comes from a careful consideration of the objective, content and medium of communication.

Clarity of Expression:

1. Use simple word, easy to understand words:

| **Avoid them** | **Use them** |
|---|---|
| Compensate | Pay |
| Facilitate | Help |
| Utilise | Use |

2. Use Single words for long phrases:

| **Long Phrases** | **Single Words** |
|---|---|
| At all times | Always |
| For the purpose of | For |
| Previous to | Before |
| On account of | Because |

3. Use verbs for nouns (its brings about simplicity and clarity):

| **Using Nouns** | **Using Verbs** |
|---|---|
| (Difficult) | (Simple) |
| Come to a conclusion | Conclude |
| Make a decision | Decide |
| Submit a proposal | Propose |
| Take into consideration | Consider |

4. Avoid double entry

| **Double entry** | **Simple** |
|---|---|
| Actual fact | Fact |
| End result | Result |
| Period of one week | One week |
| Previous experience | Experience |

5. Avoid ambiguity: If your message can mean more than one ambiguous. Faulty punctuation causes the ambiguity.

Go. slow work in progress

Go slow. work in progress

6. Use short sentences: Use one sentence to express only one idea. If a sentence runs beyond 30 words, it is better to break it up into two sentences.

**2. Completeness**

While answering a letter or in communication with other make it sure that you have answered the all question.

Checking for the five w's questions.

- Who
- What
- When
- Where
- Why

**3. Conciseness**

- Include only relevant facts
- Avoid repetition
- Organise your message well.

**4. Consideration**

- Adopt the you-attitude

| **We-attitude** | **You-attitude** |
|---|---|
| I want to express my Sincere thanks for The good words….. | Thank you for your kind words. |

- Avoid gender bias

| **Avoid** | **Use** |
|---|---|
| Chairman | Chair person |
| Policeman | Police Sir/Madam |

**5. Courtesy**

In business we must create friendliness with all those to whom we write. Friendliness is inseparable from courtesy.

- Answer the letters promptly.
- Omit irritating expressions.
  (You neglected, you irresponsible, you are unaware).
- Apologise sincerely for an omission/thank enormously for a favour.

**6. Correctness**

- Give correct facts.
- Send your message at the correct time.
- Send your message in the correct style.

**7. Concreteness**

- Always use specific fact and figures.
- Message should be definite and vivid.
- Avoid exaggeration.

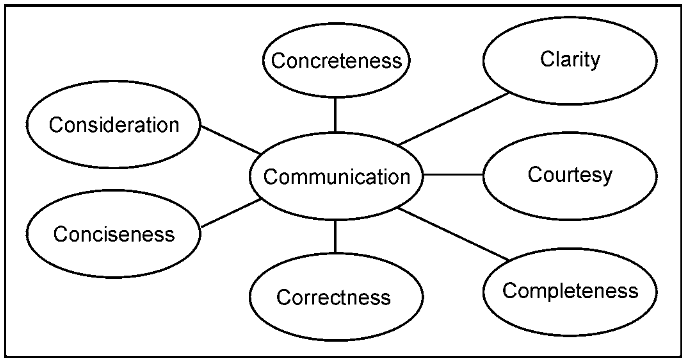



**Fig. 2.5:** 7 Cs of Written Communication

### 2.5.2 Seven Cs of Oral Communication

According to Francis J. Bergin, a person engaged in oral communication must remember seven Cs. And these are as follows:

1. **Clear:** An oral communication become effective when the message is clear for the audience or receiver as the sender wants to convey. Oral messages are often misunderstood because the speaker does not talk distinctly. So, for this purpose clear pronunciation is very much required. To minimize this kind of problem a speaker tries to workout on different, lengthy and unusual words for clear pronunciation.
2. **Concise:** Many people enjoy while talking and sometimes oral communication suffers from the problem of over communication. But when the speaker keeps on talking for long, his/her message will be distracted. So it will be advisable to speakers to try to keep the message as brief as possible without changing the real message.
3. **Complete:** Like written communication in oral communication also, completeness required. While communicating with other makes it sure that you have paid attention on below questions. Checking for the five w's questions.
   - Who
   - What
   - When
   - Where
   - Why
4. **Correct:** In oral communication correctness means the source of information or from where you get information is right or trustworthy source. Because if your source of information is correct than the others generate faith on the speakers and listen them carefully.
5. **Concrete:** For making oral communication effectively speakers should use specific fact and ideas and also avoid exaggerating of any information. They try to choose appropriate words which are not affecting a particular individual, society, culture or nation.
6. **Courtesy:** Courtesy involves you-attitude. Use polite words for oral communication. Tries to avoid irritating expression, sincerely apologies for any mistake, do not use any

discriminatory expressions which are related to individual people, race, ethics, origin, physical appearance etc.

7. **Candid:** When the speaker chooses the candid approaches, its mean that their message should be straight, open, frank, outspoken. But not hurting particular individual.

## Exercise–2

1. What are the different forms of communication? Write detailed notes on the importance, advantage and limitation of any two of them.
2. Define formal communication. Discuss its merits and demerits also.
3. What are the different types of formal communication? Briefly explain any two of them.
4. What are the merits and demerits of consensus?
5. Write a short note on informal communication.
6. What are the different forms of grapevine? Explain with examples.
7. Write notes on:
   (i) Downward communication
   (ii) Upward communication
   (iii) Horizontal communication
   (iv) Consensus
   (v) Grapevine
8. Discuss the importance of informal communication in business organization.
9. Write explanatory notes on formal communication channel in business organization.
10. Distinguish between the upward and downward communication with examples.
11. What are the barriers to effective communication in an organization?
12. Discuss the semantic barriers to effective communication and how it will be overcome.
13. What are the different socio-psychological barriers to communication?
14. Explain how the wrong choice of a medium acts as a barrier to effective communication.
15. What physical factors cause barrier to communication?
16. Write brief notes on:
   (i) Status consciousness
   (ii) Attitude and opinions
   (iii) Emotions
   (iv) Close mind
   (v) Poor retention
   (vi) Faulty transmission
   (vii) Source of information
17. Explain the general principles of effective communication.
18. Discuss the gateway of effective communication.
19. Explain the seven Cs of written communication.

20. Explain the seven Cs of oral communication.
21. Discuss the importance of clarity on message in written communication.
22. Write notes on:
    - (i) Clarity of message
    - (ii) Completeness of message
    - (iii) Courtesy of message
    - (iv) Correctness of message

# 3

# EMPLOYMENT COMMUNICATION



## 3.1 APPLICATION LETTER

Applications are commonly invited for posts that are vacant in business or government offices. Letters of application either in response to an advertisement or in the form of a self initiated proposal are called as solicited and unsolicited letters respectively.

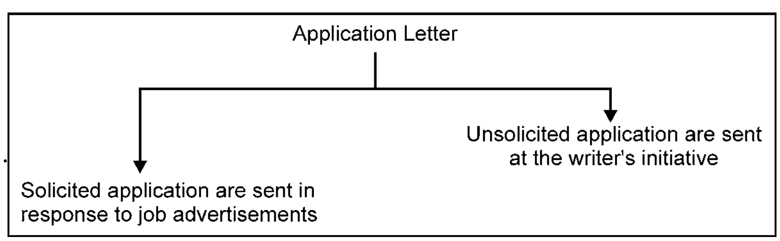



***Exhibit: 3.1***

### STRUCTURE OF THE APPLICATION FOR A POST

- ❖ Address of the applicant and date.
- ❖ The name and full address of the employer or the concern.

- Salutation.
- Body of the application.
  - Introductory paragraph.
  - Details of the applicant in paragraph or paragraphs.
  - Concluding paragraph.
- Complimentary close of application.
- Signature of the applicant.

### Body of the Application for a Post

The opening paragraph should attract the attention of the reader and stimulate his interest to read the letter further. In an introductory paragraph the applicant should state whether he has send the application in response to an advertisement or at the suggestion of someone or on his own initiative.

Form the second paragraph onwards, should now give the details of the important points mentioned in the introductory paragraph. It contains the bio-data of the applicant, such as, educational qualifications, practical experiences, age, marital status, language known etc. In another paragraph, references, if asked for, can be given with full address.

In applications, unwanted matter should not be written like family troubles, family expenses etc. If you apply for better prospects, never write adverse remarks about the present employer.

In the concluding paragraph, an applicant should mention that he will serve the employer to the best of his ability and also assure that he will discharge his duties to the thorough satisfaction of his employer.

### General Hints for Letters

- The applicant's address and telephone number are at the top right corner of the letter.
- Neat layout is necessary, modified block or semi-block form is the best.
- If the advertisement asks that the application must be written in the candidate's own handwriting, the covering letter should be neatly written in dark blue ink or ball pen.
- The letter should be addressed as indicated in the advertisement. If the letter is to be addressed to a company, the salutation is 'Sirs'. If it is to be addressed to an individual the salutation is 'Sir'. The complimentary close for an application letter is "yours faithfully".
- Original documents like certificates are never enclosed with the application. Only certified copies are enclosed. The original documents are produced at the interview.

Application may begin with one or other of the following forms like:

- I would like to apply for the post of a System Administrator in your firm advertised in the "Indian Express" of March 22.
- I wish to be considered as a candidate for the post of Account Manager which, I understand, has fallen vacant in your office.
- With reference to your advertisement in the "Times of India" of 25$^{th}$ September 07. I offer my candidature for the post of computer operator in your office.

One of the following sentences may be added to the concluding paragraph if applicant feels so.

- I write this in the belief that my qualification and experience will merit your consideration.
- Salary is a secondary consideration to the opportunity of good career.
- I look forward to an opportunity to be with you for an interview.

14, Secundrabad Road
Lucknow–234567
16 April, 2009

The Managing Director
G.E. Communication
Deen Dayal Marg
Lucknow–5465577

Dear Sir/Madam

Your advertisement for the post of ____________________________ in Times of India of dated __________________ interests me because I think I have the kind of training and experience which you expect in the person you are looking for.

I have indicated details of my qualifications, experiences etc. in the enclosed resume for your kind perusal but should you require any information, please let me know. I shall be glad to give it either in person or by post, as you wish.

Yours truly,
Saurabh Srivastava

Encl: Resume

***Exhibit: 3.2***

## 3.2 RESUME

A resume is a summary presentation of person's backgrounds, employments, qualifications and intended career plan.

**Purpose of Resume**

1. To pass the employer's screening process (requisite educational level, year's experience etc.)
2. To provide contact information, an up-to-date address and a telephone number (A telephone number that will always be answered during business hours).

### 3.2.1 Contents of a CV/Resume

Since the purpose of the resume is to present the information one wants to give, therefore, there is no fixed rules for a resume format. Whatever the format may be, a resume should consist of the following details:-

1. **Name, address and phone number:** Your name, complete address and phone number, e-mail address and fax number.
2. **Career objectives:** Mention career goals and specific job objectives.
3. **Education:** Mention the name of each institution attended, city and state, name of the degree/diploma or certificate you have received, the year of graduation and post graduation, if any, etc. If you are a fresh graduate in a field relevant to the job and your percentage are good, listing your aggregates is a good idea.
4. **Experience:** Describe your major job responsibilities, skills and knowledge acquired on the previous job. List your experiences in reverse order and with the latest and most interesting coming first. You may highlight internships, training, voluntary work, extra curricular activities, responsibilities handled etc. if you have no professional experience.

5. **Interests:** Your interests are best listed, if they are either unique or relevant to the particular job. Professional membership, licenses/certificates are to be listed depending upon their relevance and contribution to your value as an employee on a particular organization.
6. **Personal details:** It includes father's name and mother's name, date of birth, nationality, marital status and address of the candidate. In case of two addresses i.e. correspondence and permanent address, correspondence address should be mentioned on the top of the resume and permanent address in the personal details.
7. **Declaration:** Declaration by the candidate that all the information written in the resume is true and he/she will be responsible for any mistake. And it is undersigned by candidate itself and also mention date and place.
8. **Referees:** The names and address of referees can be provided, if necessary.

### 3.2.2 Some Tips for Preparing an Impressive CV

1. Always put the essential things—first arrange the information within each item with your career objective in mind.
2. Emphasize your skills, accomplishments and levels of responsibility attained.
3. Use reverse sequential order, meaning that when items are listed by date, the most recent should come first.
4. The contents of the CV should be completely accurate and honest.
5. Mention anything special that can add weightage to your candidature.
6. Use a clear font and a font size that is easy to read. The font size should not be too small or too large. The ideal font size would be 12.
7. Ideally, a CV should not be more than two or three pages. It should be shorter for fresh graduates.
8. Abbreviation should be avoided.
9. References should be provided, if required.

**RESUME**

**My Name**
My Street
E-mail: -xyz@rediffmail.com
64 My street, My City 7X00074
Ph.: - 94330XXXXX(**M**) 2551XXXX (Resi)

**Objective**

Being a committed team player, want to be a part of a renowned organization, to contribute towards the growth of the Organization, based on my expertise and to further my personal capabilities by learning from the new exposure within the structured framework of the organization.

**Expertise Summary**

- To be an asset to the organization I serve**.**
- Expertise in HRD/Administration.
- A quick learner with '**Can do**' attitude

*Contd...*

**Key Skills and Management**

Professional management skills

- Meeting objectives
- Identifying problems
- Promoting solutions
- Managing change
- Motivating and developing staff

- Well-developed and effective communication skills.
- Thrive in deadline-driven environments.
- Excellent team-building skills.

**Professional Qualification**

- MBA from XYZ University, specialization in Human resource [75%, May 2005 pass-out]
- Presently pursuing SAP training from Technology Foundation XYZ Centre.

**PROJECTS**

- Training Assessment Needs for clinical and non-clinical staff in Medical College, My City (A project for My City Healthcare Ltd.)
- Manpower Planning in MY City Medical College, My City (Individual project under My City Healthcare Ltd.)
- Motivational Factors (Extrinsic vs. intrinsic) on MIT Staff (Local project to be submitted to college)
- Trade Union Activities (HR Project-Third Semester)-XYZ Paints Ltd. My City.
- Market Analysis of viability of Café XYZ Coffee Day in My City.
- Financial Analysis in XYZ Industry, My City

**Training Attended**

| | | |
|---|---|---|
| **Organization** | : | XYZXYZ CORPORATION LIMITED |
| **Position** | : | Trainee |
| **Tenure** | : | May 2006 – July 2006 |
| **Reporting to** | : | Vice President HRD |
| **Project Title** | : | Project on **"Critical Evaluation of Performance Appraisal in XYZXYZ Corporation"** |

**General Education**

- Graduation (English Honours), My University, My College, 52%
- Intermediate (Humanities) I.S.C, My Convent School, 85%
- Matriculation, I.C.S.E., My Convent School, 70%

**Computer Proficiency**

- MS Office – Word, Excel, Power Point, Internet & E-mail operations.

**Achievements**

- 50% scholarship in MBA program.
- Certificate in Test of Proficiency in English Language.

*Contd...*

**Personal Details**

| | | |
|---|---|---|
| Date of birth | : | $12^{th}$ April, 1984 |
| Sex | : | Female/Male |
| Nationality | : | Indian |
| Marital status | : | Single |
| Language known | : | English, Hindi, and Bengali |
| Hobbies | : | Listening music, reading & playing sitar |

Date:

Place: **(MY Name)**

***Exhibit: 3.3***

**AMIT**

**OBJECTIVE**

Relentless assimilation of my academic and managerial skills & orientation for positive development.

**PRESENT STATUS**

- Working as a lecturer in Jonshon Academy where I teach Marketing and Strategic Management related subjects in Bachelor's and Master's degree courses of Business Administration.

Work experience: Total 5 years

Teaching experience:

- Working as Lecturer in ABC College of Engineering and Management, Jabalpur (July 2004 to August 2007).

**EXPERIENCE**

**Industry Experience**

- Worked as Placement Coordinator in ABC College of Engineering and Management, Jabalpur. My job profile was arranging training and placement for the students (Oct. 2003 to June 2004).
- Worked as Field Development Executive in Sharada Agrico Private Ltd. New Delhi. My job profile was related to Market Development and Customer Support especially in the rural areas of the State of Madhya Pradesh, Satna region (June 2003 to Sept. 2003).
- Worked as Field Development Executive in Rajkamal Industries Ltd. (Chemicals for Industry & Agriculture) Rajasthan. My job profile was related to Market Development and Customer Support especially in the rural areas of the State of Rajasthan, Jaipur region (Aug. 2002 to May 2003).
- M.B.A. in Marketing in 2000 from the Institute of Engineering & Technology, Bhopal, affiliated to Technical University.
- Post Graduate Diploma in Computer Application from Bhopal University in 1998.
- B.Com. from XYZ College affiliated to Bhopal University in 1999.

*Contd...*

**Papers Published**

- ***"Capability Approach vs Utilitarian Approach"*** (2006)***,*** DOGMAS A Caravan, ISSUE IV.
- ***"Cultural Ethos and Blue Ocean Strategy for and as Innovations in Management Practices"*** published in conference proceeding in 7th National Conference on **"Innovations in Management Practices" on 31-32 September, 2006** at IJKL University, Timbuktoo (Nagaland).

**Papers Presented**

- ***"xxxxxxyyyyyyzzzzzz"*** 7th National
- **, 2007** at iiiiiiiiii University, Timbuktoo (Nagaland).
- ***"xxxxxxxxxxxyyyyyyyyyyyyyzzzzzzzzz"*** presented in the First Biennial International Conference 'New Age Entrepreneurship: Vision and Vistas' at CESBM (Center for Entrepreneurship and Small Business Management) on 9th-11th, 2005.
- ***"xxxxxxxxxxxxxyyyyyyyyyzzzzzzz"***, presented at National Seminar, 'Manthan', at Lakshy Business School, Lucknow, April 21-22, 2006.

**Seminars, Conference and Faulty Development Programmes Attended**

- Participated in National Conference on "Building Management Competencies in India Business: Then, Now and Beyond" at xxxxxx University, Timbuktoo (Nagaland), 20-21 January 2006.
- Participated in Seminar on "xxxxxxxxxxxxx" at LLL Institute for Special Education, Nagaland, 4th March 2006**.**
- Attended Faulty Development Programme organized by IDBI, Tripura, December 2004.

**EDUCATION**

**Extra Curricular Activities**

- Coordinator circulation of college International ***Journal DOGMAS*** AND CIRCULATING IT INTERNATIONALLY ACHIEVING THE SUBSCRIPTIONS AND GREATER READERSHIP.
- Regularly attending Seminars and Symposiums organized by Bhopal Management Association.

**PERSONAL DETAILS**

| | | |
|---|---|---|
| Name | : | Amit |
| Father's name | : | Mr. Ram Sagar |
| Date of birth | : | 8th July 1979 |
| Marital status | : | Single |
| Nationality | : | Indian |
| Address | : | 234, Lalit Nagar, Bhopal |
| | | Contact number: 956845125445 |

Date:

Place: (Signature)

***Exhibit: 3.4***

## 3.3 REFERENCES

A referee is a person who is ready to give an undertaking for another. The test and the interview conducted by the employer enable him to select the candidates suitable for the work. But before the appointment order is sent, it may be necessary for him to obtain information about the selected candidates reliability, honesty, talent for the post and any other facts which may be useful for the purpose.

Hence, the applicants are generally requested to name, in their application, a person/s who is/are willing to be a reliable sense of information about them. While writing to a referee the following points should be kept in mind:

1. Use polite language.
2. The letter must seek specific information about the applicant.
3. For maintaining the secrecy, the letter should be marked ‘confidential’.
4. For the convenience of the referee, it is advisable to enclose a prepaid self-addressed envelope.
5. The referee must assure that the information supplied by him will be treated as confidential.

## 3.4 DISCUSSIONS IN GROUPS

Discussion is a method to develop one’s creative approaches to knowledge. In a discussion we learn to listen to others because we deduce and believe to contribute positively. We learn to speak our own points to others with more clarity. We also learn to create the points before concluding the views.

Discussion is a process of reflective thinking, thought and opinion. In a discussion we may continue for some time with predetermined issues but we cannot sell our preconceived idea. It is reflective because our thinking and opinion depends upon what others think and what others express. A healthy and successful discussion eliminates conflicts and achieves a harmony. In a discussion each participant presents his or her imaginative thinking by offering suggestions, adding ideas but different the solutions until all ideas have been appropriately enumerated.

The salient features of group discussion are noted below:

1. **Interaction:** A basic feature of group discussion is interaction among the various members of the group. They observe and communicate with each other orally by playing attention to each other.
2. **Group members:** Group discussion is effective only when there is a group of members which constitute leader and followers. The leader has to summarize facts and information, integrates, simulate thinking, and agree to a solution of the problem. The members of group become actively related to each other in their respective roles.
3. **Involvement:** The effectiveness and efficiency of a group discussion depends to a great extent upon the active participation of the members.
4. **Interpersonal desirability:** Another characteristic feature of a group discussion is interpersonal attraction. As long as interaction continues, likes, dislikes, behaviour, temperament of members are known to each other. Among them empathy develops and as such they share each other’s problems.
5. **Pressure to obey the rules:** In a group discussion, there is always an element of pressure to obey the rules and norms. The pre-defined and established standards are always enforced and followed.

6. **Discrepancy:** A discrepancy is a conflict, difference, disagreement, among the members of the group, which often arise during deliberations and discussion. It can simulate the members to find new solutions to the problem.

### 3.4.1 Considerations in Group Discussion

1. **Aims of discussion:** The main aim of group discussion is to evaluate how we behave in a group. Group discussion gives a platform to us to display our personality traits like our intellectual ability, creativity, imagination and approach to solve the problems, leadership qualities, conflicts and group behaviour. In the purpose of our participation we judge the clarity of our thought and the facility of our expression. In the process we also learn how to communicate our ideas and thoughts effectively. They teach as how to get rid of our biased judgements and avoid undertaking prejudiced actions.
2. **Purpose of discussion:** The main purpose of a group discussion is to present a platform for group learning. It aims at creating an prospect to discuss a problem. The participants in a group discussion attempt at solving it. They share findings of each other, analyze and classify the established findings. Discussion as a process makes a group members think together. The group does this thinking in a cooperative style for problem-solving and decision-making. Group discussion plot intends to make responsible professionals out of us. As a group there is a smooth flow of interaction and we learn the process of group dynamics.
3. **Participants in group discussion:** For successful group discussion there should be an adequate number of participants. It is, however, difficult to spellout the number of participants that makes the discussion functional. It is true that the nature and effectiveness of discussion depends upon the number of participants in a one group. The ideal number of participants for an effective and successful discussion is between five to nine participants in a group. A faithful discussion, however, can take place when all members share views and exchange information with each other.
4. **Venue of discussion:** A group discussion should take place in a carefully chosen room. It should be well-ventilated and illuminated. It should have pleasant atmosphere having an oval arrangement of chairs for participants in which all participants should get an opportunity to see each other easily and equally.

   It should start with the announcement of the problem to the participants after they congregate. The participants are given five to ten minutes of time for assessment of problem thoughts. The another way of holding it is by announcing the problem beforehand and the discussion starts when all the participants come prepared to the discussion table.
5. **Role of observer:** A group discussion takes place in the presence of an observer. The role of the observer is to learn and scrutinize the process of discussion. He or she keeps a watch on the participants and their participation on the discussion.

### 3.4.2 Discussion Skills

For an effective participation in a group discussion, we require to improve our skills in speaking and listening both.

#### Skills for Speaker

1. **Command over the subject-matter:** For effective discussion we should know how to state our points that require specific attention and consideration. We should know how to

explain, elaborate, compare, describe, illustrate, relate summarize and review matters. We should be well prepared for discussion having knowledge and information about the subject matter.

2. **Remarkable or impressive voice:** A participant should have a pleasant and amusing voice quality. He or she pronounces words with proper stress and accent. An impressive voice attracts other participants to hear what we speak.
3. **Pronunciation:** The participants should know how to modulate his or her voice with effective pronunciation combining stress on syllables pronunciation.
4. **Poise:** A general poise and bearing makes us to maintain our cool. A poise doesn't allow us to pronounce someone or on some point of view. The poise includes our attentiveness, calmness, a brevity attitude and confidence. All these help us participate efficiently in a discussion.
5. **Effective body language:** For effective participation in a discussion we should avoid too many gestures or body movements while speaking. Our body language should not display any antagonism, irritation, fatigue, panic, hurry or hesitation.

#### Skills for Listener

1. **Positive approach:** As listener also we should follow a positive approach for a useful discussion. We sincerely listen to others.
2. **Focused attitude:** Our mind should be on the subject matter or on the problem of the discussion. It helps to understand the speaker intention and also it makes easier to understand the particular topic.
3. **Systematic perception:** For effective participation in a discussion we should perceive the viewpoints expressed in the discussion. We should interpret the viewpoint and opinions of others rationally and objectively. We must listen to what others say and accordingly we should transform our views.
4. **Detailed analysis:** As a participant we should know how to listen, what to listen and get the right meaning. We should know how to generalize or interprets the information gathered. This should be done by a proper comparison between the old knowledge and the new facts listen in the discussion.
5. **Body language:** As a responsible listener in a discussion we should be frank, friendly in receiving the views and opinions of others. Our gestures, therefore, should not be of hostile kind. We should be frank and accommodating but indeed not defensive too.

Healthy discussions gave us newer and newer ideas. We learn how to transmit our views, examining their validity appeal. Through discussions we share our views and opinions. Discussion plays a very important role in our learning process. By the group discussion process we learn the kind of role a team-effort has in the modern world. We also learn how to respect the views of others, think together and work together helpfully resolving conflicts and confusions at all steps.

## 3.5 INTERVIEW

The word 'interview' means 'view between' or 'sight between'. It suggests a meeting between two persons for the purpose of getting a view of each other, or for knowing each other or we can say that it is the interaction between interviewer and interviewee. An interview is a means of two-way communication.

**Fig. 3.1**

### 3.5.1 Types of Interview

1. **Promotion interview:** Persons due for promotion are interviewed even if there is no competition. This type of interview is more informal and serves as induction for new responsibilities and duties. And if there, is competition for promotion, the interview helps in the selection process and may also serve as an opportunity for a discussion of career opportunities for candidate.
2. **Appraisal or Assessment interview:** An appraisal interview is one of the methods of periodical assessment of employees. Annual appraisal interview is the best method for judging employees performance. A face-to-face confidential talk is an opportunity for both they discuss on several issues which are related to job.

   This interview is more a discussion rather than question-answer. The focus is on the career development, shortcomings, areas which need improvement, training, opportunities for promotion etc.
3. **Exit interview:** An exit interview is given to an employee who has resigned or leaving the organisation. The organization can—
   - Find out the precise reason for the employee decision to leave.
   - Give information about PF, group insurance and how and when's the dues will be paid.
   - Get feedback on employee's opinion about the organization's policies.
   - Give the final pay cheque or information about when it will be ready and how it will be handed over.
   - Check that all books, manuals, tools, equipments which were issued to the employee have been returned as same.
4. **Problem interview:** Problem interview basically meant for those employees who create problem. An employee whose performance or behaviour is unsatisfactory in spite of warning represents a problem. An interview is more likely to suggest a solution than warnings and notices.

   The reason for the employee's poor performance can be found out in a face-to-face talk, it may be domestic problems, health problem, lack of training or dissatisfaction with job, environment problem, hierarchy problem etc. Many organizations have facilities for counseling staff, the employee may be offered a session with the counselor.
5. **Stress interview:** A stress interview puts the candidates into difficult situations in order to test her/his reaction to stress. This method is used for selection for positions in which the person must be able to face difficult situations without getting upset. A stress interview tests

such qualities as courage, tact, cool temper, and self-command, on candidates which is needed when confronted by other individual or groups.

**6. Selection interview:** The most important objective of the selection interviews is to measure the suitability of the candidates for specific jobs.

Employment interviews are usually taken by a panel of interviewer. An interview may take time from 10 minutes to 45 minutes or even longer. Interviewers spend more time on good candidates. They have to gather enough information about the candidates to be able to assess their suitability to join the organization.

The candidates too must find out about the organization, its employee policies and culture, what it expects the recruits to do and what opportunities for career development it offers.

### 3.5.2 Candidate's Preparation

In interview not only information and knowledge of the candidate assessed but the whole personality is assessed. The candidate must be physically, mentally and psychologically prepared for the interview.

#### Physical Preparation

1. The candidate is likely to be properly groomed and formally dressed. Clean and well-cut nails, properly combed hair, well-fitting clothes, neat footwear and a suitable handbag or brief case are the normal requirements of formal appearance.
2. Posture. The way a candidate carries him while standing, walking, sitting reveals a good deal about him. Self-confidence, nervousness or over-confidence, are all reflected in the posture and bearing of the candidate. Note your body movements, and take care to stop any bad habitual movements.
3. Good etiquette is necessary for interview. The candidate must know what the suitable greetings are for the day on a particular time.
   - Do not offer to shake hands unless it is offered by an interviewer.
   - Do not sit until you are asked to sit down. If you are not asked to sit then take permission from interviewer to sit.
   - Take care, while handling the chair. It should not be dragged noisily. Sit comfortably and with good posture.
   - If you have large briefcase, put it down on the floor near the chair. If you have small one then keep it on your lap. Be comfortable and well practiced in handling your bag.
   - Do not put elbows or hand on the table. Practice keeping hands comfortably when you are not using them.
   - Maintain comfortable posture throughout the interview.
   - At the end of the interview, remember to thank the interviewers and wish them Good day.

#### Mental Preparation

1. It is advisable to new job-seekers, that they revise concern subjects. Knowledge in the field of specialization must be up-to-date, take a look at your bio-data and be prepared to give more information about your interest.
2. Important current issues in the country and in the world will be asked at the time of

interview. Regular reading of newspapers, listening to TV news and discussion on current issues are suggested.

3. Information about the company where you go for interview, its owners/boards of directors, its product or services, its turnover, share capitals, market value etc. are available in the company's annual report or it is also available at the internet. The candidate must find out such information as possible about the company whose employment he seeks.

#### Psychological Preparation

1. Honesty and openness in answering questions is the best policy. Dishonesty generally makes a bad impression in the mind of the interviewers. It is better to admit inability to answer a question than to pretend and guess answer.
2. Inability to discuss a topic makes a bad impression. If there is any topic that seems too embarrassing to talk about, it is useful to read up information on it and talk about it objectively to a few friends for practice.
3. Salary is a topic that must be discussed at the time of interview. It is important to talk about the compensation package without appearing to be bargaining, or being driven or defeated.
4. A candidate must have the clarity of purpose and determination to want to know her/his prospects in the organization. Information about the nature of duties, working time, deduction, future prospects, other benefits and any of the desired information must be received before leaving.

#### Self Evaluation

1. Anyone who wants to be successful in life must make a good self-evaluation. Knowledge of one's strengths and weaknesses is very useful in gaining self confidence.
2. It takes time and should be done carefully and patiently by candidates.
3. Parents and close friends can help in pointing out faults or limitation and in correcting them and also in finding out strong points and strengthening them.
4. Coming to terms with oneself, knowing how to deal with one's faults, and how to make good use of one's talents and skills is excellent preparation for an interview. It adds a great deal of self confidence and poise to the personality.

### 3.5.3 Interviewer Preparation

1. Preparation for the interview has to be made well in advance. The received application are sorted and scrutinized and qualified candidates are selected for interviewing.
2. A panel of interviewers is selected on the basis of requirements of the job and the assessment which has to be made at interview.
3. A date for the interview is fixed, and the interviewers as well as his selected candidates are sent letters informing them of the date, time and place of the interview.
4. On the day of the interview, the room in which the interview is to be conducted is suitably arranged. Another room near the interview room is also arranged for the candidates to be seating while waiting to be interviewed.
5. A senior office staff and a peon attend to the needs of the waiting candidates. Each panel member has to examine the bio-data of candidates and prepare questions based on the bio-data for each candidate.
6. Develop rapport to encourage the candidate to be involved. A candidate is more willing to speak openly if the interview show respect and understanding of his/her needs.

At the time of interview the interviewer must consider the following points:

1. A relaxed atmosphere can be created by interviewer having a brief conversation unrelated to the interview and by using the candidate's name.
2. Friendly responses to what the candidate says make the candidate comfortable and encourage him to speak.
3. A candidate must never be humiliated even if it is obvious that he is unsuitable.
4. If the interviewer conducted a stress interview than after the interview candidate should be told that it was stress interviewing and that he need not feel anxious about it.
5. Leave taking must be pleasant and sociable, with response to the candidate's wishing.

### 3.5.4 Interview Do's and Don'ts

With the requirements of the position in mind, the interviewer will search for your strong and weak points and evaluate your intellect and the abilities that you have developed as a result of your education and past experience. They will also be interested in personal characteristics such as your motivation and the way you present yourself.

#### The "DO's"

- **DO** follow the interviewer's leads and prompts, reading whether your answer is going to be too long or if further information is required to explain on a point made.
- **DO** make sure that you highlight your strengths to the interviewer in a factual, sincere manner. Provide specific examples of your abilities that demonstrate positive outcomes or achievements.
- **DO** realise that the interviewer will ask you questions about your skills that relate to the selection criteria or the requirements of the position. If the position requires technical or special knowledge, you can expect to be asked a question that involves applying theory to solve a problem.
- **DO** make sure you leave the impression that you are more interested in the activities involved in the job than the promotional opportunities or benefits that the organization may offer.
- **DO** always indicate your interest in the job for which you're being interviewed. Never close the door on an opportunity. It is better to be offered the position so you can consider it in relation to other jobs for which you are applying than to not have a choice.
- **DO** ask questions when given the opportunity.
- **DO** take advantage of the opportunity to add anything else in your favour if asked.

#### The "DON'Ts"

- **DON'T** answer questions with a simple "yes" or "no". Give good responses and explain yourse lf whenever possible by referring to relevant examples from your experiences.
- **DON'T** respond in a general, vague, or hesitant manner. Keep in mind that you alone can sell yourself to an interviewer. Project a sense of purpose and direction.
- **DON'T** 'over answer' questions. The interviewer may steer the conversation into politics or economics. It is best to answer the questions honestly, and say no more than is necessary.
- **DON'T** ever make derogatory remarks about your present or former employers.
- **DON'T** enquire about salary, holidays, bonuses or retirement at the initial interview.

However, you should know your market value and be prepared to specify your required salary range if asked.

- **DON'T** lie. Answer questions truthfully, frankly and as close 'to the point' as possible.
- **DON'T** focus on negatives: emphasis positive outcomes and learning experiences.

Negative factors frequently assessed during an interview that most often lead to rejection include:

- lack of responsibility taken for actions.
- lack of interest and enthusiasm.
- lack of preparation, failure to obtain information about the job and organization.
- inability to express thoughts clearly, poor diction or grammar, and lack of poise.
- lack of career planning, purpose or goals.
- lack of tact, maturity, courtesy or professionalism.
- evasive – making excuses for poor academic record or other unfavourable factors.
- overbearing, aggressive, arrogant or conceited.
- over-emphasis on money – interested only in remuneration.
- persistent attitude of "What can you do for me?"
- failure to ask pertinent questions about the job or the organization.

Make sure these negative factors do not apply to you on your interview. And try to overcome these factors so you should better present yourself in the interview.

## Exercise–3

1. How do you define application letter?
2. Distinguish between the solicited and unsolicited application letters.
3. Define structure of application letter.
4. What are the general hints for writing application letter?
5. Draft an application letter for the post of the Sales Manager of a private firm.
6. Write an application letter for the post of Deputy Welfare Officer addressed to the Personnel Manager of Laxmi Enterprises, Orissa, in response to an advertisement in a newspaper dated 12$^{th}$ August, 2004.
7. Answer the following advertisement: "Wanted a lady receptionist with at least three years experiences for the office of the Galaxy InfoTech, Chandigarh. Apply to the Manager stating age, qualification, experience and minimum salary acceptable."
8. Draft a letter to the Registrar, Rampur Technical University, applying for the post of Asst. Registrar giving your qualifications, age and experiences.
9. Discuss the purpose of resume.
10. What are the different contents of resume?
11. What is the need or importance of listed references in a resume?
12. An International Bank has recently advertised some vacancies of teller. Write an application for one such post giving full details to the Personnel Manager.

13. Write out an application to the following advertisement appearing in Indian Express of 4th July, 2006.

    "Wanted Accountant on Rs. 20,000 p.m.: Apply stating age, qualification and experiences, to Box No. 46. The Leader."
14. What are the tips for writing an impressive C.V/ Resume?
15. "A group discussion is the creative approach to knowledge." Explain.
16. What are the features of group discussion?
17. What are the different factors taken into consideration while group discussion?
18. "For participation in group discussion one should require the balance of speaking and listening skills." Explain.
19. Explain the skills required at the level of listening in group discussion.
20. What do you mean by interview?
21. Describe any two types of interview.
22. Write notes on:
    (i) Promotion Interview
    (ii) Appraisal Interview
    (iii) Exit Interview
    (iv) Problem Interview
    (v) Stress Interview
    (vi) Selection Interview
23. For interview what preparation have to be done by candidates. Explain.
24. "First impression is the last impression." Explain with the concern of physical preparation.
25. Differentiate between mental and psychological preparation.
26. "Self assessment is required before interview." How much you agree with this statement and why?
27. What preparation does the interviewer has to make for an interview?
28. List some do's and don'ts of interview.
29. Write down five questions that you would like to ask the interviewers at your interview for a job.
30. Suggest some ways and means of making exit interview successful.

4

# COMMUNICATION AND TECHNOLOGY



## 4.1 THE ROLE OF TECHNOLOGICAL ADVANCEMENT

In this age of communication, information and wide access to it is considered as wealth. One of the keys to such a source lies in the application of information retrieval techniques which have contributed a lot for the emergence of new communication technology.

The use of new communication technology can tackle some of the basic problem, namely, accuracy, cost, speed, quality, quantity in the light of wide corporate business operations. So, the search for alternative methods has become imperative in the modern complex business organization, where communication has to go to vast geographical territory, both inside and outside the country. Over the traditional media like radio, television, computer, audio and video cassettes, video disk, telephones and many mechanical devices have been successfully used as a means of communication in many organizations. They are also helpful in managerial functions like planning, control, direction, motivation etc.

Business world must adopt new technologies for the cause of communication to serve the community as social responsibility or, it will be difficult to survive in the competitive scenario.

## 4.2 COMMUNICATION NETWORK

The word 'Network' means anything in the form of the Net which may have many lines crossing each other. A network in connection with the computer environment means 'link' between a number of computers within the organization and outside. Computer network is a series of interconnected points or channels communicating with each other. Interconnections of a number of computer and/or peripheral devices at distributed locations that transmit information necessarily to perform the functions of the network are potential business standards.

The interconnection are the sum total of various channels and is known as the computer communication network. Thus, a well knitted computer network envisages multi-channels. So, it represents an integrated operating system. A modern complex organization may have many disseminating centers interconnected by various centers and reflects a potential network.

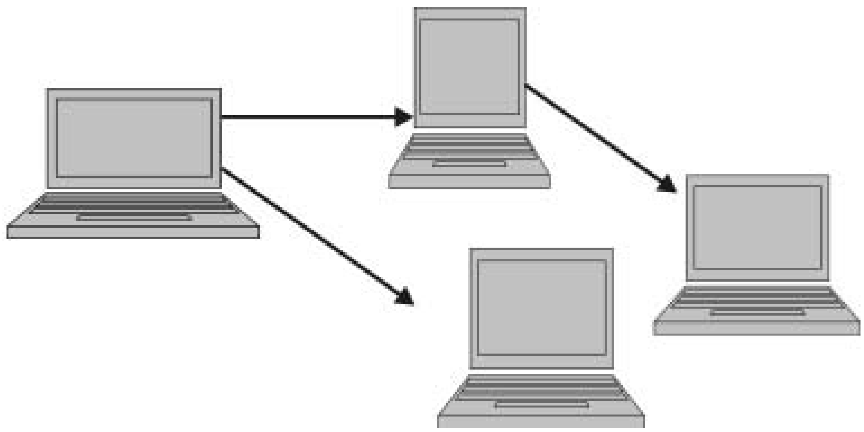


**Fig. 4.1:** Communication Network

### Features of Networking

1. It helps to establish and maintain external communication with outside organization.
2. Redefines the role of management and transforms the manager's role altogether.
3. Employees can interact with the other co-workers of any department.
4. The ultimate objective of developing networking in organization is achieved by making employees more productive.
5. The business information is always online, it is real time and constantly improving the quality of data.
6. It connects more computers or terminals and makes communication possible between the group of networks and individual networks.
7. The networking system permits the distribution of information timely, quickly, efficiently and particularly in the case of multi-national corporations where global work-force operated in several countries.

### Advantages of Networking

1. Data transfer between computers is easy and convenient.
2. Easy and quick access, immediate availability of information which helps in increased production.
3. It minimizes the labour cost of doing paperwork.
4. It saves lot of time and efforts of the employees as the technology permits face to face interaction.
5. Easy to inform any changes in organization policies or practice across the employees who scattered at different location.

### 4.2.1 Intranet

An internet connection within the organization is known as intranet. It is also referred to a system with restricted audience. Through the intranet system, a well managed and structured information is transferred to selective individuals within the organization. The intranet has access to internet but the internet has no access to the intranet. The intranet has limited or private accessibility. Intra means within and with reference to the computer network, it refers to private networking within an organization.

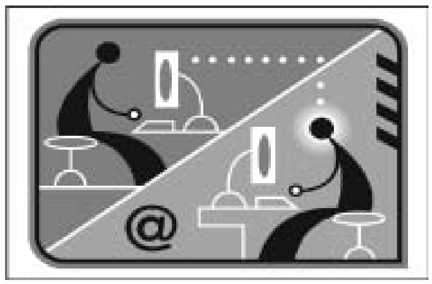


Fig. 4.2

The intranet is an internal website used in an organization to disseminate business related information and data to employees. In recent years, many business organizations have been searching for different ways and means to improve employee communication. The application and usage of intranet is a practical solution for distribution of materials more efficiently and thus reduce overhead costs.

**ADVANTAGES OF INTRANET**

1. Cuts corporate communication cost up to 60 per cent.
2. Increases productivity and efficiency level of employees.
3. It provides a way for people to easily retrieve the information they need and at any time.
4. Any member of an organization has an opportunity to access the technology of intranet and to have access to information within the organization irrespective of their hardware technology.
5. Intranet converts the conventional paper office into an electronic office by creating electronic documents for potential business communication.
6. Intranet removes barriers to free flow of communication within the organization and allowing individuals and groups to communicate and share knowledge.

### 4.2.2 Internet

Net is the short form of internet, a new name given to the world wide network. The internet is a conglomeration of a number of smallest networks and other smaller inter-connected machines distributed over the entire globe. Internet is a window to the global superhighway and to the cyberspace. So, it is a global system of connected independent group of computers. The internet is a two way communication method. Exploring internet potential brings the world on the screen of the users' computers. The basic principle of the Net is that the sender and the receiver are on the same line of the system.

To explain simply the internet is like the telephone system which is an instrument of global contact. There are many variant ways to connect to the Net. Similarly, there are different types of programs to run. Internet really is a way or path for various computers to communicate. The success of a product in the market depends upon its quality and capacity to compete and sell in the world market. In a global marketing set up, there is a need to inform the potential global customer about the availability of a particular product with certain specifications, price, utility and other features.

#### ADVANTAGES OF INTERNET

1. Sending and receiving the messages through internet across the globe.
2. Getting information stored on the computers for future reference.
3. Reading newspaper, magazines and newsletters.
4. Downloading articles and other materials of our interest.
5. Participating in e-banking, i.e., operating one's bank account through e-mail facility.
6. Shopping through internet save the time of customers.
7. Updates your company with latest technology across the globe.

## 4.3 E-MAILS

Electronic Mail or e-mail is a system of electronic correspondence by which users send and receive message over a network of computer and telecommunication links. The message may consist of short notes and greetings, or extensive text files plus graphics and photographic images, video clips or sound. Thus, e-mail is an 'electronic past office'. It lets people communicate even in the absence of the receiver at the other end. It means that you can send e-mail message at any time or whenever you want. The person, to whom you have sent the message, can read the same whenever he wants. Thus, the sender and the receiver don't have to connect themselves at the same time to communicate for that particular message.

#### ADVANTAGES OF E-MAIL

1. It permits sending to and receiving messages from others having e-mail address.
2. It transmits the message almost immediately. Thus, its speed is very fast.
3. It does not require the presence of the receiver of the message at the other end. The message is delivered into his mailbox and it can be checked by the receiver by opening his mailbox at any time.
4. It directly reaches the concerned individual's electronic mailbox.
5. It ensures a higher degree of secrecy of the message.
6. It is a very cheap medium of communication. Hard copy letters and memorandums can often be replaced by electronic mail.
7. Message can be sent at any time, day or night, decreasing problems brought about by differences in time zone.
8. Identical message can be sent to many people simultaneously.

#### E-MAIL ETIQUETTES

1. Timely respond to e-mail message.
2. For convenience of receiver provide clearly worded subject lines for all messages.
3. Use short paragraph for gaining reader's attention.

4. Be complete and concise and avoid rambling.
5. Use upper and lower-case letters. It is easier to read. All capital letter is considered 'Shouting', which should be avoided.
6. Avoid inappropriate and unpleasant language.
7. Avoid adding too many attachments to your message.
8. Always write personal name if your mail system allows it. Personal names attached to your address signify you better than your e-mail address.
9. Reread and proofread the message before sending.
10. Use spell check for correct spelling and ensure that the message is free from grammatical error.

## 4.4 SHORT MESSAGE SERVICE (SMS)

Short Message Service (SMS) is the facility to send and receive the text messages to and from mobile telephone. SMS is a communication protocal allowing the interchange of short text messages between moblie telephone devices. SMS text messaging is the most widely used data application on the planet, with 2.4 billion active users, or 74% of all mobile phone subscribers sending and receiving text messages on their phones. The text may be in the form of words or numbers or an alphanumeric combination. With SMS, an active mobile handset is able to receive or submit a sort message at any time, independent of whether a voice or data call is in progress.

### Merits

- Message can be sent at any time.
- It is helpful in urgency.
- It saves cost and time both.

### Demerits

- Delay in delivery of message due to network conjunction.
- Very short words or sentences sometimes misinterpreted by receiver.

## 4.5 TELECONFERENCING

Teleconferencing is electronic communication between two or more people at two or more locations. In its simplest form, it is the telephone conference call that has been available for many years. With speakerphones in each office, the number of participants can be greatly increased. When using two way calls, all participants can speak with all other participants. In one way communication calls, oral messages (for example, statements from a company president) are delivered simultaneously to many locations.

### Advantages

1. Easy to use.
2. Easily available.
3. Easy to participate from any telephone line in the world.
4. Take only few minutes to set up a conference hall.
5. Costs, energy and time are saved.

### Disadvantage

A major limitation of teleconferencing is that it can't replace the face-to-face interaction between people. Where people prefer face-to-face interaction, teleconferencing will not serve the real purpose.

## 4.6 VIDEOCONFERENCING

A real time video session between two or more users or between two or more locations. Videoconferencing allows people at different locations to see and hear each other at the same time. It is fully interactive and almost like face-to-face meetings. Depending of the level of technology used, it may connect two locations interactively or it may be broadcast video with the broadcasting site transmitting its image to many sites that may be able to communicate back through standard telephone line. With more complex system and equipments it is possible to have more the two locations connected together so that they can all see and hear one another, very much like an actual meeting.

### ADVANTAGES

1. It serves as a substitute for face-to-face communication.
2. Communication is real time.
3. It overcomes transcending barriers of distance.
4. It leads to saving in travelling costs of executives.
5. It leads to saving in time of holding meetings.
6. It facilitates rapid expansion of knowledge of people sitting at different places.

### DISADVANTAGES

1. The person that you want to talk to should have a computer as well as the hardware and software required for conferencing.
2. Computer is not portable like cellular phone. Hence, it affects the portability of your conferencing.
3. The privacy of a videoconference is not always guaranteed.

## Exercise–4

1. Discuss the importance of technology advancement in business communication.
2. What do you understand by communication network? Describe its features also.
3. What are the different advantages of communication network?
4. Distinguish between intranet and internet.
5. Explain the merits of intranet.
6. Discuss the advantages of using internet.
7. "E-mail is an electronic post-office." Explain this statement.
8. List e-mail etiquettes while sending or receiving mail.
9. What are the advantages of e-mail?
10. Write brief notes on:
    (i) SMS
    (ii) Videoconferencing
    (iii) Teleconferencing
11. Distinguish between video and teleconferencing with examples.

# 5

# ORAL COMMUNICATION



## 5.1 ORAL COMMUNICATION

Oral communication is the communication where the message or information exchanges by spoken words. It can be done by both face to face and also through mechanical devices. And definitely both will take place an important position in the organization. In an organization face to face communication can be done through conference, seminar, group discussion, personal interview, etc.

Mechanical devices play an important role in modern business communication process which include signals, telephone, mobile, e-mail, fax etc.

### 5.1.1 Advantages of Oral Communication

1. **Speed:** Once you make contact with your audience, there is no time lag between the transmission and reception of massage.
2. **Speaker is able to get personal attention of the listener:** You might spend hours drafting a memorandum, letter or report only to have recipient scan if superficially or not read it at all. In a personal contact, however, you have much more command over the receiver's attention.
3. **It saves time:** Where action is required to be taken immediately, it is advisable to communicate orally.
4. **It saves money:** At one time you can communicate with more then one person and it saves money as compared to the written communication when it is within the organization.

5. **It allows instantaneous feedback:** When you speak directly to one or more listeners, you can respond to questions as soon as they arise. You can revise quickly if you have used the wrong word and offended or confused your audience.
6. **Supplemented by non-verbal clues:** The person receiving oral communication can combine it with the expressions and other non-verbal clues around the speaker, the message can be better understood.
7. It is extremely useful while communicating with groups at meetings, assemblies, etc.

### 5.1.2 Limitations of Oral Communication

Although it has many advantages, oral communication is not always the best approach. It suffers from the following disadvantages:

1. **No evidence:** There is no documentary proof of oral communication and as such the impact of oral communication is purely temporary.
2. The lengthy messages are not suitable for such type of communication, because of poor retention power of human being.
3. Expensive and time consuming when the communicator and receiver are far removed from each other or when the people who need to communicate are separated by longer distance, personal contact is expensive and time consuming. Even a cross-town trip for a half-hour meeting can take most of the morning or afternoon, depending upon traffic or weather.
4. Not appropriate when the matter is controversial.
5. **Serious deliberation is not possible:** A serious thought is not possible on the subject because the receiver has to take an immediate decision in response to the communication received.
6. **More prone to physical noise:** An oral message has more probability of getting distorted because of physical noise of speech, somebody interfering in between, and likewise.
7. Oral massages do not have any legal validity unless they are taped and made a part of permanent record.

## 5.2 TWO SIDES OF ORAL COMMUNICATION

The sender and the receiver are the two sides of oral communication. As sender, what are the different methods for making oral communication effectively are described in other section of chapter but as the receiver oral evaluation may include both positive comments and areas for improvement. Like feedback on any assignment, it is helpful to offer constructive criticism without personally attacking the character of the speaker. Let us suggest the following to receivers for providing oral or written feedback to oral presentations:

- **Be descriptive.** Describe what you observed the speaker doing rather than passing judgment, e.g. say "I did not hear a concluding statement" rather than "That was a stupid way to end your presentation."
- **Be specific.** Give the speaker enough information so that she/he can improve for the next presentation, e.g. say "I would increase the font size on your PowerPoint slides because I had trouble reading the slides" rather than "Your visual aids were ineffective."
- **Be positive.** "Sandwich" comments such that you begin with a positive comment, then offer suggestions for improvement, and end with a positive comment.

- **Be constructive.** Give specific suggestions for improvement rather than simply telling the speaker what they did wrong.
- **Be sensitive.** Use tactful language in giving feedback rather than offering blunt suggestions or comments, e.g. say "Speak a bit louder so those in the back of the room can hear you" rather than "I couldn't hear a word you said—speak up!"
- **Be realistic.** Give the speaker feedback about things that he/she can actually change. Telling a speaker that she/he is too short is not helpful.

## 5.3 PRINCIPLES OF EFFECTIVE COMMUNICATION

For making oral communication effective a speaker should take care of their body language, paralanguage, presentation style, time, place, etc. for details please refer chapter 2, section Seven Cs of oral communication and also refer chapter 9, for Effective presentation.

## 5.4 EFFECTIVE LISTENING

Listening is the receiver's activity in oral communication. As the speaker has the responsibility to make effort to be understood, so the listener has the responsibility to be attentive and to make effort to understand the meaning of the speaker. Of all skills of communication, listening is the most important of all. The higher your position in an organization, the greater is your listening responsibility.

**Johnson:** The ability to understand and respond effectively to oral communication.

**M.V. Rodriques:** Listening is a process of receiving, interpreting and reacting to the message received from the sender.

**Leland Brown:** Listening is an activity that can be turned on and off consciously and unconsciously. It starts with the receiver's becoming aware that they should listen and become attentive to what is being said.

### Listening Process

**Stage I:** At this stage, the listener simply paid attention to the speaker to hear the message. If you can repeat the speaker's words, you have heard the message.

**Stage II:** This depends on the listener's vocabulary, knowledge, experience and so on. If the listener fails to interpret the words correctly the message is misunderstood.

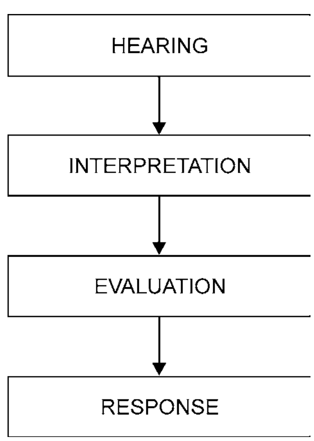



**Fig. 5.1:** Listening Process

**Stage III.** At this stage the listener decides what to do with the received information. When you are listening to a marketing talk, you may choose to believe or not to believe what you hear. The judgement you make at this stage of evaluation are crucial to the listening process.

**Stage IV.** The listener's response to the message may be in words or in body language. The response lets the speaker know whether the listener has got the message and what his/her reaction is.

### Advantages

1. Listening helps to know the organization.
2. Listening helps to make better policies.
3. Listening mollify the complaining employees.
4. Listening is important for the success of the open-door policy.
5. Listening helps to spot sensitive areas before they become explosive.

**Guidelines for Effective Listening**

1. **Eye contact:** When one of the audience does not look at the speaker, it means, he is not interested in listening. A listener must exhibit a behaviour of making eye contact. It encourages the speaker.
2. **Bodily exhibitions:** A listener must show himself that he is interested in listening. Non-verbal signs can be used to exhibit affirmative head nods and appropriate facial expressions, eye contact etc., convey certain things to the speaker.
3. **Avoid distracting actions or gestures:** Looking at one's own watch, shuffle papers, playing with pencil, reading newspaper or letters and other distracting activities should not be practised.
4. **Ask question:** An effective listener always asks questions, clarifies doubts, seeks explanation and ensure clear understanding. This makes the speaker realise that he is really listening.
5. **Put the speaker at ease:** By your attitude, help the speaker become relaxed and aware of willing listener. Be not only seen to listen, but felt to listen.
6. **Avoid premature arguments:** Don't interrupt to question or argue about facts, 'That is not so…….', 'prove it…..' Good listener interpret the speaker after completing his speech.
7. **Listen patiently:** The speaker is entitled to be heard, even if you feel his approach is wrong.
8. **No personal bias:** It is always desirable to drop personal biases and attitudes about a speaker and his views. This one is the wrong habit and sometime for this reason speaker feel uneasy.
9. **Observe non-verbal cues:** Search out the main points. Observe the non-verbal cues like tone pitch, physical gesture etc., which too convey meaning to the message. A listener may note them down as these will help in revealing if the speaker appears to be sincere in his views.
10. **Avoid fake attention:** Many listeners develop the habit of faking attention. They steadfastly fix their eyes on the speaker and try to project themselves as good listeners. They usually miss out many important points made by the speaker.

## 5.5 NON-VERBAL COMMUNICATION

Verbal communication refers to the communication which occurs with the help of words. A verbal contact, therefore, suggests an oral contact and a verbal evidence denotes oral evidence. Non-verbal communication refers to the type of communication that does not use words.

Non-verbal communication is closely associated with the power of observation. The receiver of the communication should be in a position to see, hear and even feel the communicator. The receiver of the communication should be in a position to clearly see the face, the gesture, the tone, the dress, the appearance and also hear the voice of the communicator. Since it is through observation, non-verbal communication may be both intended and unintended. It is intended when the communicator tries to convey certain messages to the target group through conscious gesture, postures and other forms of body language. Non-verbal communication is unintended when the body language, posture or appearance of the communicator is interpreted by the receiver, even though it is not done consciously. A sloppy posture or a causal attire (cloths) may be interpreted as lack of seriousness, although the speaker may be quite intent.

**Importance of Non-verbal Communication**

1. For conveying ideas related to geography, maps, charts, graphs etc. At a glance, the receiver can understand the matter, because non-verbal methods can present a large amount of data in a compact form.
2. For traffic signs and signals, non-verbal communication is absolutely essential because there must be instant response from the drivers or pedestrians.
3. Every human being normally respond quickly to colours, pictures or sounds than to any language.
4. The only method to convey illiterate people through non-verbal symbols.

### 5.5.1 Body Language

Body language means the changes that occur in the body position and movements that shows what the person is feeling or thinking. Much of it is involuntary and unconscious most persons are not aware of their body language. But it makes powerful impact on others.

Body language can be divided into conscious and unconscious:

**1.** Unconscious movements are of biological origin, acquired habit and cultural customs are as follows:

   **Biological:** Certain body shapes, skin colour and features cause persons to have some kinds of gestures, expressions and postures. Besides, we constantly try to adjust and adapt our body to our environment which we may or may not find comfortable.

   **Habitual:** Some movements and expressions are learnt as habit in the process of adapting oneself to the environment. They also arise from one's occupation which requires constant posture or movement of certain kinds. Certain speaking styles and phrases are also occupational habits.

   **Cultural:** Customs like not sitting cross-legged before elders, not looking straight in the eye of elder or senior, are culture specific. Customs of receiving guests, introduction, social conduct also include some gestures.

**2.** Conscious movements, postures and voice modulations are deliberately used. Actors are specially trained for this, skilled communicators, especially good presenters also make conscious use of body language.

No one can gain full control of one's body language, but it is possible to enlarge one's awareness of one's body and gain a good deal of control on one's posture, movements and voice modulation. If we develop increased sensitivity to our own body language, our ability to read other' body language is increased.

### Appearance

A person's general appearance depends on several things. Two of the important factors that contribute to appearance are grooming and personal hygiene. Care of skin, nails, feet and hair are expected standards. A person who neglects these aspects makes an unpleasant impression. Appearance makes the first impression, lack of neatness or cleanliness, carelessness in grooming, clumsy clothes make a negative impression. Poor health is easily reflected in the appearance.

### Facial Expressions

It is said that the face is the index of the mind. The thoughts of the mind and the feeling of the heart often find expression on the face. A cheerful or appreciative smile, displeased frown, a look of surprise and several other expressions of the face can convey, with or without words, the attitude, feelings and reaction of the communicators. There are people who are good at reading facial expressions. Good communicators, be they speaker or listener, learn to read and interpret facial expressions.

### Eye Contact

Eye movements is a key part of facial behaviour, directing other's attention or showing surprise or happiness and other emotional displays. Eye contact between speaker and listener is necessary for indicating that both are interested in the communication. While making an oral presentation it is important to create rapport with the audience with eye contact.

Presenters make it a point to take in the whole audience with a sweep of the eye, making brief eye contact with as many as possible. The comfort level for eye contact is three to five seconds, if eye contact is held more than 3 to 5 seconds it can cause discomfort to the other person. It is commonly believed that avoiding eye contact indicates that the speaker is lying, yet some liars may hold unblinking eye contact and watch to see your reaction. Persons who lack self-confidence also generally avoid eye contact. However, the rules and customs of culture influence how people use their face and eyes.

### Smile

A smile is a very potent form of facial expression. It opens the door to communication. A natural, pleasant smile carries great significance in establishing and sustaining human relationships. The significance of smile is beautifully brought out in the saying, "You are never fully dressed unless you wear a smile."

### Posture (Body Position)

Posture refers to the way one stands, sits and walks. The position of hands and legs and other parts of the body reveals not only an individual's state of mind—whether he is vibrant, alive and dynamic, nervous and jittery, confident and self assured etc. but also his grip on the subject matter of communication. An efficient speaker stands tall, feet together with the weight directly over the instep keeping his chin on a line parallel to the floor or at right angles to the backbone. Standing in this posture before a group is essential for successful speaking. A speaker with a drooping shoulder and a postruding stomach seems to be tired and worn out.

The sitting posture also show your personality. In a group discussion a participant when takes a turn to speak changes his posture. However, different situations demand different postures. One may keep one's back straight from the waist up, both the feet may be on the floor, one slightly in front of the other.

The walking posture may convey how confident or diffident, energetic or withdrawn a speaker is. For gracefully a speaker should remember to move his or her legs freely from the hips, lift to move his or her feet from the floor, walk in straight line, avoid stride or taking tiny steps.

For effective speaking, naturally one should cultivate how to shift his or her posture, how to shift the weight of the body on the legs while speaking and to learn where to place his or her hands.

#### Gestures

Gestures play a significant role in making the intent of the communication effective and content productive. The gestures like playing with the ring, twisting a key chain or clasping one's hand tightly may indicate the state of mind of the speaker affecting both the encoding and decoding of his/her message in communication.

An efficient speaker learns to inculcate appropriate gestures by practising the same in front of mirror. He/she also seeks the guidance , in this regard, from his/her friends and colleagues. However, in the use of gestures one should be constantly self-evaluating judging and using the right gesture for the right impact. It is also true that on making gestures one should be careful and cautious about the cultural limitations, sexual implications, moral bindings. Gestures do add meaning to the message but they may turn awkward if not used keeping time, place and person in the communication. Some example are handshake, sitting position, thumbs up, hand to face, head nod, collar pull, thumb and finger rub, eye signals, wink of the eye etc.

#### Clothing and Accessories

Clothing is very important aspect of body language. It requires judgement to make a subtle impression by what you wear. The colour, design, cut and fitting, combine to make up the dress. In India we have several choices as it is acceptable to wear clothing of national style or of western style. Appropriateness for the occasion is essential, the formality of the occasion, the time of the day, the season, the cultural background of the people who will be present and the conventions of your own organization should provide good guidance.

Accessories like tie, footwear, jewellery need careful selection and should be comfortable to wear. Handbag or briefcase is included in accessories. Whatever you carry on your hands ought to look comfortable and gracefully carried, otherwise, it will convey a poor image.

#### Energy

Energy and enthusiasm as an aspect of body language is hard to describe, but most people have experienced the impact of a person with a high level of energy. State of physical and mental health play a large part in body language, a healthy person is energetic and maintains a certain level of enthusiasm in work. A person's enthusiasm is reflected in the style, it is usually infectious and make listeners also feel enthusiastic.

#### Time (Chronemics)

Time given to listen or to speak to people creates a sense of self-esteem in them. It is equated with care and concern.

On the other hand, a person who uses one's own time and other people's time wastefully, creates an impression of being inefficient and disorganised. A sense of timing in conducting meetings, in conveying good or bad news, in making a presentation, generates respect and goodwill.

### Space Distance (Proxemics)

Each communicator has a personal zone and territory built or constructed around himself or herself which he or she does not allow to invade during communication unless the relationship between the speaker and the listener is intimate. Edward T. Hall has described human relationship in terms of four kinds of distance as:

1. Intimate – Physical contact to 18 inches.
2. Personal – 18 inches to 4 feet.
3. Social – 4 feet to 12 feet.
4. Public – 12 feet to range of eyesight and hearing.

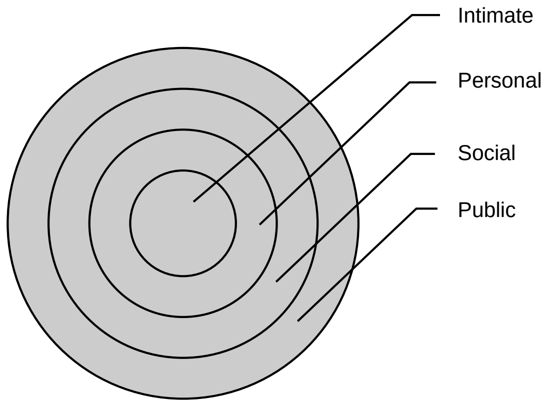



**Fig. 5.2:** Proxemics

Without question, the type and quality of our communication activities differ in each of these four zones. But remember that we determine these areas individually and can change them by changing our physical location. Thus, they are specific to us personally.

Space distance differ from one culture to another. Space distance may be sometimes misconducted and affect the communication and the message content. However, in a heightened emotional state of mind the normal distance might be ignored.

## 5.5.2 Paragraph Language

The non-verbal aspects of the spoken words are known as paragraph language. It includes the qualities of the voice, the way we use our voice, as well as the sounds we make without uttering of the words. It is possible to control and use paragraph language effectively, becoming aware of it and playing attention to one's voice and speech.

### Voice

Voice has characteristics like

- **Tone** is the quality of the voice.
- **Volume** is the loudness or softness, which can be consciously adjusted to the number of the persons in the audience and the distance between the speaker and the listener. Speaking too loud shows lack of self-command or abrasive nature.

- **Pitch** is the high or low note on the scale. A high pitched voice is often unpleasant, and suggests immaturity or emotional disturbance, a frightened person speaks in a high pitched voice. It is better to begin softly, in a low pitch and raise the volume pitch as required.

### SPEED

Speed is factor of speech. Rapid speech indicates excitement. We increase speed of speaking to tell an interesting story and reduce speed to explain a difficult idea.

### PRONUNCIATION

Pronunciation means the accepted standard of the way in which a word is said. Correct and clear pronunciation is important and indicates that the speaker is careful and has consideration for the audience.

### ACCENT

Accent is the way a person pronounces the sound of the language. Every language has its own accent or way of forming the sounds, we carry out mother tongue accent to other language. Good accent in a new language is learnt by listening to native speakers of the language.

### STRESS

Stress on a particular word in a sentence can change the meaning and implication. Try reading the sentence, 'what you did in last meeting?' by stressing a different word each time and note the difference in the implies meaning. Sometimes when the speaker hesitates to speak certain word then they stress the word like Mmmmmm! Ouch! Huh! etc.

### SILENCE

Silence can be very effective way of communication. Silence is a difficult method of communication to use as it takes a good deal of self-control and self-confidence to be able to hold one's tongue. Short silences or pauses are very effective in giving emphasis to words. A pause before or after certain words makes the words stand out from the rest. A skilfully placed pause has the power to make the listener more alert. But some of it creates barrier for communication like when conversation through telephone the silence may not be effective because the other person cannot see the facial expression of the other person.

**Non-verbal Aspect of Written Communication**

- Colour
- Pictures
- Diagrams
- Graphs and Charts
- Maps
- Flow Charts
- Signs and Signals

***Exhibit: 5.1***

## Exercise–5

1. How do you define oral communication? Explain with the help of examples.
2. What are the advantages of oral communication?
3. What are the limitations of oral communication?
4. How do you make your oral communication more effective?
5. What is effective listening?
6. Briefly discuss the significance of listening in communication.
7. Discuss the process of listening.
8. Mention advantages of listening.
9. How can you improve your listening ability?
10. "Listening patiently is an important listening skill." Do you agree with this statement? Explain with the help of example.
11. How do you define non-verbal communication?
12. Explain the importance of non-verbal communication in business communication.
13. Define non-verbal communication. How is it differentiated by verbal communication?
14. "Body languages play an important role in oral communication." Explain.
15. Write brief notes on:
    (i) Unconscious body language
    (ii) Conscious body language
16. Explain the significance of facial expression in body language.
17. Differentiate between chronemics and proxemics.
18. How does space distance influence the particular message and individual perception?
19. Write notes on:
    (i) Clothing and accessories
    (ii) Energy
    (iii) Time
    (iv) Space distance
20. Explain the following terms:
    (i) Appearance
    (ii) Facial expressions
    (iii) Eye contact
    (iv) Smile
21. Write explanatory notes on body posture and gestures.
22. What is Paralanguage? How does silence affect the quality of non-verbal communication?
23. Write brief notes on Paralanguage and Body Language.
24. What is the different content of Paralanguage?
25. Write notes on:
    (i) Silence
    (ii) Voice
    (iii) Pronunciation

# 6

# WRITTEN COMMUNICATION



## 6.1 WRITTEN COMMUNICATION

Written communication is best suited when the communicator and the receiver are beyond oral communication medium. The executives in all organizations can maintain effective inter departmental and intra departmental connection through messages by written words. The process of communication involves sending message by written words. Written communication covers all kinds of subject matter like notices, memorandums, reports, financial statements, business letters etc. This type of communication simply means a process of reducing message into writing which is extensively used in organizations. Formal communication, must always be in writing such as rules, orders, manuals, policy matter etc.

## 6.2 PURPOSE OF WRITING

The systematic filing of written communication is one of the important aspects of communication. Filing along with indexing is necessary because of the poor retention power of human being. The purpose of preserving written messages is to provide necessary information readily and without any delay and when it is needed. However, the following gives the main purpose of writing the messages.

1. **Future references:** The limitation of human mind and poor retention power cannot be overlooked. Written messages can be preserved as records and reference sources. Various media of communication can be filed for future reference. Thus, keeping records are essential for continuous operation of the business.
2. **Avoiding mistakes:** In transmitting messages, earlier records help in reducing mistakes and errors and also prevent the occurrence of fraud.
3. **Legal requirements:** Written communication is acceptable as a legal document. That is why some executives think that even if some messages have been transmitted orally, they should later be confirmed in writing.
4. **Wide access:** Communication media having become very fast, written communication enjoy a wide access. If the communicator and the receiver are far from each other, written communication sent through post or e-mail is the cheapest and may be the only available means of communication between them.
5. **Effective decision-making:** Old documents help effective decision-making in a great way. Decision-making process becomes easier if old records are available. Because the messages provide the necessary information for decision-making purpose.

## 6.3 PRINCIPLES OF EFFECTIVE WRITING

1. **Unity:** Unity of writing implies a condition of being one. The principle of unity applies on three levels. *First*, the individual sentences must be unified. *Second*, the individual paragraph must be unified. *Third,* the totality of the message must be unified.
2. **Coherence:** To achieve clarity in a written communication the principle of coherence should be there. Relation and clarity are two important aspects of coherence. The principle of coherence applies to sentences, paragraphs and to the message as a whole.
3. **Avoid jargon:** As far as possible, the writer should avoid jargon. Jargon is a language which is special to science, commerce, technology, trade or profession. In private language with persons in the field, jargon may be incorporated. In other cases, jargon can be used, but the only thing is that the words used must be clear to others as well.
4. **Accuracy:** The subject matter must be correct and accurate. The manner in which the message is transmitted must be correct. Accuracy in writing can be achieved by careful checking and editing.
5. **Brevity:** A writing should be shorter by using few words for many. Brevity not only saves the time but also gives grace to the writing. Business communication must be brief and direct.
6. **7 Cs of communication:** Please refer to Chapter 2.

**Written Communication**

**Merits**

- Accurate
- Precise
- Permanent record
- Legal document
- Can reach a large number of people simultaneously
- Helps to fix responsibility.

*Contd....*

**Limitations**

- Time consuming
- Expensive not in terms of postage but of the time of so many people
- Quick clarification not possible.

***Exhibit: 6.1***

## 6.4 WRITING TECHNIQUES

### 6.4.1 Adaptation and Selection of Words

Effective writing techniques gives stress on simplicity while using words, short sentences and brief paragraphs and simplicity in terms of adaptation. Adaptation of words according to the message addressing to the specific reader. All the readers do not have the same ability to understand a message, they do not all have the same vocabulary, the same knowledge about the subject. Thus, to communicate clearly we should know the person with whom we wish to communicate. The message should fit the person's mind. For this reasons it is advisable to adopt following techniques during written communication.

- Use familiar words

  Unfortunately, many business writers do not use familiar language enough instead, they tend to change character when they begin to put their thoughts on paper.

| | | |
|---|---|---|
| Endeavour | – | Try |
| Ascertain | – | Find out |
| Terminate | – | End |
| Demonstrate | – | Show |
| Utilise | – | Use |

- Choose the short over the long word.

  Generally, short words communicate better as a heavy proportion of long words confuse the reader.

There are some long words such as hypnotize, hippopotamus and automobile are so well known that they communicate easily. And some short words, such as vibes, vie (to complete), vex (annoyed or upset), scab (worker) are understood by only a few.

Thus you will be wise to use long words with some caution. Further, you need to ensure that those you do use will be familiar to your reader.

- Use technical words with caution.

  All fields have technical words i.e., 'jargon', which becomes a part of our everyday working vocabulary. In fact, so common will it appear in your mind that you may assume that people outside the fields also know it. And in writing to those who is outside from your field you may use these words, which leads to miscommunication.

### 6.4.2 Masculine Words

Sometimes the use of particular words can support unfair or untrue attitudes towards as particular sex, usually women. For example using the pronoun 'he' to refer to a doctor, when you do not know if they are male or female, might support the belief that it is not normal for women to be a doctor.

Many people while speaking or writing English, prefer to avoid using language that is sexist. The modern non-sexist use of language is sometimes called inclusive language.

| Sexist language | Non-sexist |
|---|---|
| *Male pronoun he, his, him are used even though the sex of the person is not known.*<br>• A gardner is usually proud of his garden.<br>• A child needs to feel that he is liked by his friends. | *They, them or by the combination she/he, him or her.*<br>• A gardner is usually proud of his/her garden.<br>• A child needs to feel liked by friends. |
| *Words formed from 'man' are used when referring to people generally.*<br>• Man is polluting the earth.<br>• This is the largest man-made lake in Europe<br>• Man is not the only animal that uses tools. | *Use other words when referring to both men and women.*<br>• People are polluting the earth.<br>• This is the largest artificial lake in Europe.<br>• Human beings/Humans are not the only animal that uses tools. |
| *Many jobs/activities are strongly connected with a particular sex.*<br>• The teacher must not be late for his class.<br>• A manager has a duty towards his workers.<br>• The fall in price is great news for housewives. | *Use expressions/pronouns that do no support sexiest assumptions.*<br>• Teachers must not be late for their classes.<br>• A manager has a duty towards his/her workers.<br>• The fall in price is a great news for consumers/ shoppers. |
| *Job names are used which refer unnecessarily to the sex of the person.*<br>• The chairman can not vote.<br>• Jane is a camera woman.<br>• We're meeting a group of business men.<br>• Workman/salesman | *Use job names that apply equally to women and men.*<br>• The chairperson can not vote.<br>• Jane is a camera operator.<br>• We're meeting a group of business people/ executives.<br>• Worker/sales representative or agents. |
| *Male words are frequently put before female words in common combinations.*<br>• Men and women; boys & girls; husband & wife; brother & sister; mother & father. | Try to balance the ordering of male and female pairs.<br>• Men & women; girls & boys; husbands & wife; mother & father; sister & brother. |

***Note:*** *The written forms he/she, her/him etc. are also possible.*

***Exhibit: 6.2***

### 6.4.3 Choosing Words with Right Strength and Vigour

Words have personalities, in same way words are like people. Some words are strong and vigorous. Some are weak and dull and some fall between these extremes.

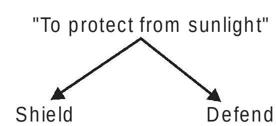
1. Good writers should understand these differences and consider them carefully.
2. They should use the words that do the best job of carrying the intended meaning.
3. To select words wisely, one should consider shades of difference in meaning of words.

| | |
|---|---|
| Tycoon | Successful business person |
| Mother | Female |
| Boom | Period of business prosperity. |

***Note:*** *In selecting strong words, you should be aware that verbs are the strongest words. Noun is second. Adjectives and adverbs are weak words.*

### 6.4.4 Thesaurus

1. A thesaurus is the opposite of a dictionary.
2. We turn to it when you have the meaning already but don't yet have the word. It may be on the tip of our tongue, but what it is we don't yet know.
3. It is like the missing piece of a puzzle.
4. A thesaurus, says the dictionary, is 'a treasury or storehouse, hence a repository, especially for words, as a dictionary.'




### 6.4.5 Writing Effective Sentences

Clear writing is not limited to the words alone. It also means using clear sentences. Writing simpler sentences largely means writing shorter sentences. The sentence can be a statement, a question, a command or in the form of an exclamation.

In writing, there is no hard and fast rule for deciding upon the length of sentences but short sentences are simple because they are easy to understand. They do not create problem by presenting complicated structure. Short sentences should be framed as longer sentences have greater changes of having grammatical errors.

Efficient authors manipulate and experiment with the combinations and number of short and long sentences for various purpose in mind as per the requirement of the text.

**Characteristics of Effective Sentences**

1. **Unity:** A sentence containing one idea at a time with all its parts contributing to strengthen the main idea is called the unity of a sentence.
2. **Coherence:** How the various parts of a sentence are sticking together with no words inappropriate. The sentences should also be in logical order.
3. **Variety:** The idea can be creatively expressed in a variety of sentences as the same kind of thought or idea creates monotony.

4. **Economy:** The effectiveness of a sentence is judged by the number of words used to make a sentence take its shape. Concise expressions increase the effectiveness of a sentence.
5. **Proper selection:** Precise selection and appropriate choice of words not only makes sentences more connotative but also generates an impact on the reader of the text.
6. **Simplicity:** The choice of words, their consistency and the simplicity in choice of pattern give a sentence an overall simple look.

## 6.4.6 Foreign Words & Phrases Sometimes Used in Correspondence

Mostly words are originated from Latin/French language.

- ad hoc – for this special purpose
- de facto – actual, real
- bonafide – genuine, only bonafide members will be allowed to attend the meeting.
- errata – list of errors
- in camera – in secret
- in toto – wholly/entirely
- laissez faire – free
- per capita – per head
- status quo – the existing condition
- sine die – indefinitely.

## 6.4.7 Developing Logical Paragraph

Clearness in writing does not depend only on careful choice of words and writing clear sentences. It also invokes carefully designed paragraph. Just as words are combined into sentences, so are sentences put in logical order in paragraph.

The paragraph is thus one's thought process as it proceeds from one sentence to another and develop step by step. Designed paragraph requires the ability to organize and relate information. It involves the use of logic and imagination.

**Characteristics of a Good Paragraph:**

1. **Unity:** Like sentences, paragraph should have unity. The contents of the paragraph should concern one topic or idea. When the paragraph ends it should give a sense of completion.
2. **Coherence:** There is flow from one sentence to another in a good paragraph. Each sentence should be logically connected with the preceding and the following sentence. There should be a movement of thoughts from sentence to sentence.
3. **Length:** Length of the paragraph should neither be too short nor too long. How long a paragraph should be depends on its content. Shorter paragraphs are appropriate for messages. Short paragraph helps the reader to follow the papers organizational plan. In addition, short paragraphs are more inviting to the eyes. People simply prefer to read materials that give them frequent break.

However, the break should not be too frequently. A series of very short paragraph gives an unpleasantly choppy effect.

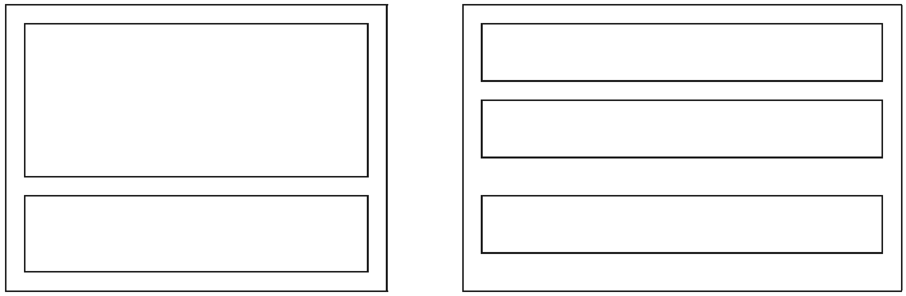


**Fig. 6.1:** Logical Paragraph

4. **The topic sentence:** The most efficient way of organizing a paragraph is to use topic sentences, as the topic sentence expresses the main idea of a paragraph. And the remaining sentences build around and support it. In sense, the topic sentences serve as a headline for the paragraph and all the other sentences supply the story.

But not every paragraph must have topic sentences. The topic sentences can come first, can come last or in the middle depends upon the writer's plan.

5. **Omitting unnecessary detail:** Induce in paragraph only the information needed. What you need, of course, is a matter of judgement. You can best judge by putting yourself in your reader's mindset.
   (a) How will be used?
   (b) What will be used?
   (c) What will not be used?

Then make decisions. If you follow this procedure, you probably will leave out much that you originally intended to use.

## 6.4.8 Overall Tone

**1. Conversational style**

Write the words that have the effect of good conversation. The words to be used should come from your speaking vocabulary and the tone of writing should stimulate friendly conversation.

Such writing produces warmth that appears to us all. It recalls to our minds pleasant experiences with friendly people. In addition, since it uses the familiar words of our language, it is the kind of language that communicates best.

**RUBBER STAMPS**

Rubber stamps are expressions used from habit every time a certain situation occurs. They are expressions we use without thought. They give routine rather than customized treatment. And routine treatment is far less than special attention in creating good public relations.

You can avoid rubber stamps by writing in your conversational vocabulary.

| Dull & striff | Friendly & conversation |
|---|---|
| Thanking you in advance | I'll sincerely appreciate |
| I deem it advisable | Is suggest |

**2. The you-view point**

Human beings are self-centered creature. Hence, messages that relate our self interest produce positive response. This technique is called you-view point.

You-view point writing emphasizes the reader's interests. It is an attitude that focuses on the reader's point of view.

| We-view point | You-view point |
|---|---|
| We have received your report of May 1. | Thank you for your report of May 1. |
| I have 7 years experience as a direct-mail copywriter. | 7 years of practical experience as a direct mail copywriter will equip me to cultivate your mail solicitation. |

**3. Overall tone of courtesy**

Courtesy is a major contributor to goodwill in letters. Certainly, writing in conversational tone, strategically emphasizing the reader's viewpoint and carefully selecting positive wordings will generate courtesy. All will do much towards putting the reader in a favourable frame of mind. Avoid preaching (lecturing) and avoid anger.

**4. Showing sincerity**

Efforts to be courteous must be sincere. Sincerity results from believing in the letter writing techniques you use. Your sincerity will show in your writing.

There are two major checkpoints for writing sincerely are:

(i) **Overdoing goodwill:** One can overdo the goodwill effort. Too much you-view point sounds insincere.

(ii) **Avoiding exaggeration:** Exaggeration is overstatements of facts. Although a form of exaggeration is conventional in sales writing, even here there are bounds of propriety.

Like extraordinary, delicious, sensational, revolutionary, perfection, etc. such words cause as to question rarely do we really believe them.

## 6.5 ELECTRONIC WRITING PROCESS

Electronic communication (or e-communication) places new demands on language that leads to interesting variations in written language use. Hailed as a powerful educational resource, the e-medium has not only revolutionized the composing process but has also been found to encourage participation in writing activity. One reason for this is that e-mail and online chats provide a non-threatening atmosphere in which writers feel less inhibited about expressing themselves, encouraging even timid students who usually refuse to speak in face-to-face discussions to actively participate in online chats. Another reason is that the Web provides an arena for writers to present their work to a real and larger audience that extends beyond classroom and school boundaries. When students realise that they are going to put their work on the Web for readers in the real world, they are motivated to write.

The e-medium has been found to increase collaborative writing activities. There are mixed views on whether it has a similar effect on the quantity and quality of writing done by individual students. Because the e-medium reduces the intimidation factor and offers attractive features, it improves students' attitudes towards writing and practicing the target language and encourages students to produce more text.

**Pre-writing:** Pre-writing activities include thinking of a topic and researching of the topic. Idea generation via group brainstorming, questioning via electronic mail, participating to large groups, observing pictorial representation on the Internet, reading data collected electronically, exploring CD ROMs and accessing electronic libraries are examples of multimedia activities that may take place in this stage of the writing process.

**Writing:** Writing activities include composing and inscribing. In this stage, a multimedia environment can facilitate the process. Planning and outlining an essay with special software, making a rough draft with speech-recognition software, scanning text and images, entering data directly on screen, as opposed to writing longhand and then transcribing to the screen, are illustrations of multimedia potential for this stage of the writing process.

**Rewriting:** Rewriting activities involve revising and correcting. Multimedia can affect this stage of the process by allowing add, cut, and paste sequences using voice recognition as opposed to keyboarding activities, using a spell checker, using written language recognition software to listen to an essay or an article, and correcting orthography, grammar and syntax with interactive voice activated software.

**Post-writing:** Post-writing activities are consequent dimensions of the writing process that multimedia has facilitated. Editing and distributing with electronic facilities adds new meaning to this portion of the writing process. An essay need not be two-dimensional and linear as it has been in the past. Adding colour, animation, images, audio, and video to a text can change the way information or investigation results are transmitted and illustrated in a school setting. Already, students are presenting the result of their work in multidimensional fashion in addition to the traditional written presentation. Teachers will need to have access to a multimedia environment to properly evaluate student works. Even the intended mode of distribution will play a role in the selection of the final set of activities. Distribution via the World Wide Web of student work will induce and entice more than the written essay. Multimedia class projects will be open to constant review and reorganization of student's intellectual production, a true picture of real life writing process.

**Consequences for the writing process:** This multimedia-based model implies that writing is more than a sequence of events. Writing is the occasion for many skills and attitudes to come together for a specific purpose. Multimedia allows for loops and branching in any of the four stages described here. We recommend that writing should be regarded as an interactive and iterative series of processes that come together not just for the production of written text, but also for real multimedia presentation of intellectual excitement in an increasingly rich environment.

## Exercise–6

1. Explain the purpose of written communication.
2. Discuss the principles of effective writing.
3. Write brief note on merits and demerits of written communication.
4. How do you make your written communication more effective?
5. Discuss the different techniques of writing in brief.
6. What precautions will you take in the process of adaptation and selection of words?
7. How do you define masculine words? Explain with the help of example.

8. "Choose words with right strength and vigour to make written communication more effective." Explain.
9. Write brief note on Thesaurus.
10. How do you write effective sentences? What are the characteristics of effective sentences?
11. How do you make your paragraphs more attractive and effective? Explain characteristics of good paragraphs.
12. Write notes on:
    (i) The you-view points
    (ii) Conversational style
    (iii) Overall tone of courtesy
    (iv) Showing sincerity.

# 7

# Business Letters and Report Writing



## 7.1 BUSINESS LETTERS

### Need of a Business Letter

We need to write a business letter to maintain contacts with the external world including other businessmen, customers and government departments. And also for the internal purpose like office orders, circulars, memorandums etc. A letter writing may be less important for a small business establishment, but it is has its own importance.

There is also some other means of communication, like telephone, telegraph etc. but they can make only a temporary impression on the receiver's mind. The message communicated through these media is less likely to be kept in memory for a long time.

### Functions of a Business Letter

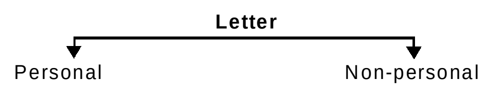
- A business letter serves as a record for future reference.

  Back references are quite frequent in business communication. Knowledge of the past transactions, agreements etc. with customers, suppliers and the like can be had easily, quickly and correctly only when they have been preserved in writing.

- It leaves a more durable impression on the receiver's mind than an oral message.
- Since it can reach anywhere, it is used to widen the area of operations.
- It is used as a legal document.
- It is used to build goodwill.

### 7.1.1 Types of Letter

Personal letters are informal and are written to exchange news or to seek favour, letters to relatives and friends are personal letters. Personal letters are written in a friendly, informal style. And the non-personal letters are used for the business purpose, it should be written in the formal style. The particular style depends upon the concerned company. There are some classifications of non-personal or business letters:



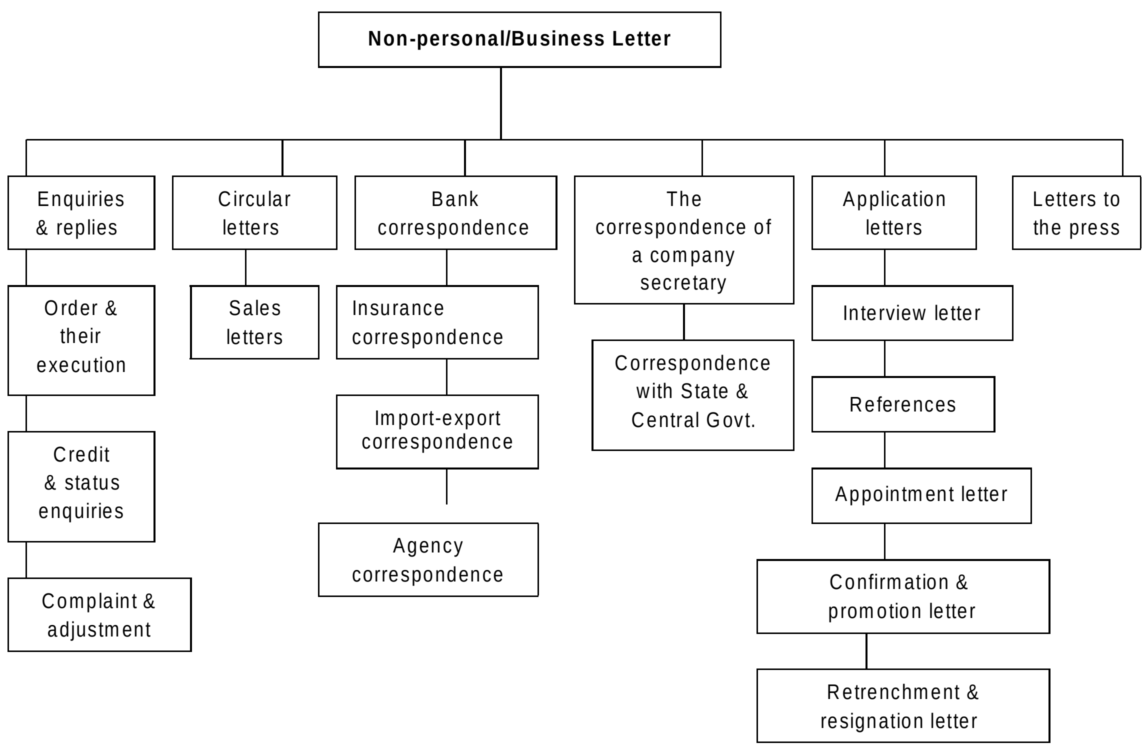




**Fig 7.1:** Types of Business Letter

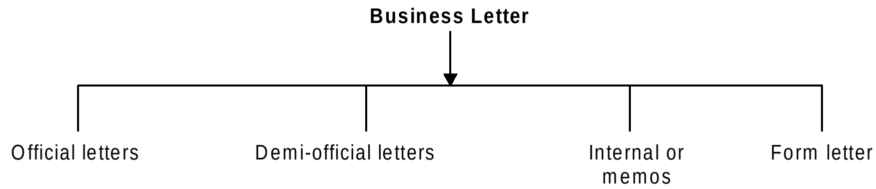



**Fig. 7.2:** Types of Business Letter

***Note:*** *All the classification is purely a matter of convenience.*

Following are generally used in the organization as on broad aspect:

1. Official letters are written to government or semi-government bodies.
2. Demi-official letters (D.O.) are official in purpose but are addressed to a person by name. D.O. letters may be written if the matter requires personal attention of the addresses, the matter is of confidential nature, or the matter is urgent and requires immediate disposal.
3. Internal letters or memos are used both in government offices and business houses for internal communication.
4. Form letters are used for correspondence of recurring or routine nature. They are used in case of acknowledgements, reminders, interviews, notice, appointment, etc. relevant details filled in this letter.

Dear Sir,

With summer approaching, you must be thinking of how to keep your office cool, so that you and your colleagues can continue to work efficiently. To meet your needs, we have produced AC of different capacities. The detailed specifications are given in the enclosed pamphlet. We shall give a guarantee for one year against all manufacturing defects and repair, or replace any part.

At the end of the pamphlet you will find a card. Please fill it and mail it and we shall send our technician to survey your office, assess your requirement.

If you place the order before 30th March, we shall give you a special discount of 5 per cent. Our company will transport the AC and install them whenever you want.

We trust, you would like to avail yourself of this special offer.

Yours faithfully,
M.D. Yadav
Sales Manager

***Exhibit: 7.1 Sales Letter***

The Rohini Software Company
72, University Road, Allahabad.

Gentlemen

This is to inform you that The Rohini Software Company is now open and is located at 72, University Road, Allahabad.

Our store offers a complete and diverse line of computer software packages for both personal; and business applications. Our team includes finance and engineering professionals along with the software experts. Our package are therefore, developed with the thorough understanding of the relevant work process. Enclosed, for your review, is a partial list of the items we currently have available.

We hope that you will come and visit us soon.

Cordially yours
xyz

***Exhibit: 7.2 Circular Letter***

Vashudha Radio Corporation
Lajpat Nagar, New Delhi

$25^{th}$ August 2007
Messrs. M.P. Khera & Bros.(P) Ltd.
25, Lodhi Road
New Delhi

**Confidential**

Dear Sirs,

The firm named below wishes to open an account with us for Rs.50,000, 3 months and has given your name as a credit reference.

Any information you may furnish us will be treated as strictly confidential.

We shall appreciate an early reply and assure you of our willingness to reciprocate at any time. A stamped, addresses envelope is enclosed for your convenience.

Yours faithfully
Ms. M. Suman
Credit Manager

***Exhibit: 7.3 Status & Enquiry Letter***

Gomti Nagar,
Lucknow.
29th April, 2008

The Managing Director
Quest Consultancy
Lekhraj Marg
Lucknow

Sir

I hereby resign from the post of Assistant Marketing Manager and request you to relieve me after the expiry of one month notice period, that is, from 29th July, 2008.

As you know, I joined this company seven years ago as Junior Marketing Executive and was promoted only three year back. My career growth is slow and I feel I am stagnating in this job. With my experience and qualifications, I believe, I would be able to get elsewhere a better position and a more congenial atmosphere according to my profession.

I, must, however, assure you that I have enjoyed working in the organization. The experience gained here would help me make a more valuable and satisfying contribution to this profession. In the end I would like to thank you and colleagues for the courtesy and consideration shown to me during my stay here.

Yours faithfully
Anshuman Singh

***Exhibit: 7.4 Resignation Letter***

July 22, 2008

Dear Sir

Re: Ch. Number 714526 of 15th July, 2008 for Rs.5000.

Please suspend payment of the cheque referred to above drawn by me favour of 'self', as it appears to have been lost.

Since it happens to be bearer cheque, I have to request you to take immediate steps to ensure that, if presented for payment, it is duly dishonoured.

Kindly confirm.

Yours truly

***Exhibit: 7.5 Bank Correspondence***

### 7.1.2 Structure of Business Letter

**Elements of Structure or Parts of a Letter**

1. Heading
2. Date
3. Reference
4. Inside address
5. Attention lines
6. Salutation
7. Subject
8. Body
9. Complimentary close
10. Signature
11. Identification marks
12. Enclosure
13. Copy to
14. Postscript

| | |
|---|---|
| 1. | Heading .................................................................................................................. |
| | .................................................................................................................. |
| 2. | Date .................................................................................................................. |
| 3. | Your Reference .................................................................................................................. |
| | .................................................................................................................. |
| 4. | Inside Address .................................................................................................................. |
| 5. | Attention .................................................................................................................. |
| | .................................................................................................................. |
| 6. | Salutation .................................................................................................................. |
| | .................................................................................................................. |
| 7. | Subject .................................................................................................................. |
| | .................................................................................................................. |
| 8. | Body .................................................................................................................. |
| | .................................................................................................................. |
| 9. | Complimentary close .................................................................................................................. |
| 10. | Signature .................................................................................................................. |
| 11. | Identification Marks .................................................................................................................. |
| 12. | Enclosure .................................................................................................................. |
| 13. | C.C .................................................................................................................. |
| 14. | Post Script .................................................................................................................. |
| | .................................................................................................................. |

**Fig. 7.3:** Elements of Business Letter

1. **Heading:** Most business organizations use their printed letterheads for the correspondence with others. The letter head contains the name, the address, the telephone number and the telegraph address if any.

   Generally, the name and address are printed on the top middle of the page and any other information is indicated in the margins.

| | |
|---|---|
| **Jonshon Academy** | |
| **Brijbhihari, Road, Sultanpur.** | |
| Telephone: | Fax: |

***Exhibit: 7.6***

2. **Date:** Some letterhead contain, a printed line indicating where the date should be typed, in others, the typist chooses the right place for it. It should be typed two spaces below the last line of the letterhead. The date, month and year should be indicated in the upper right hand corner as;

   2 August, 2001

   August 2, 2001

   $2^{nd}$ August, 2001

(First and second option is correct among the three)

*Note: Names of the months and year are written in full and no suffix and as 'nd' or 'th'.*

3. **Reference:** Some letterheads contain two lines to indicate references:

| | |
|---|---|
| Telegraphs: | Telephone |
| **Jonshon Academy** | |
| **Brijbhihari Road, Sultanpur.** | |
| Your Reference: | |
| Our Reference: | |

***Exhibit: 7.7***

If you are replying, gives the correspondent's reference number against the first and your reference number against the second line.

Some companies prefer to indicate the reference number of the correspondent in the body of letters:

Thank you for your letter Number AB/ 46/P497 of August 2, 2001

4. **Inside address:** The full address of the person or organization you are addressing, should be written two spaces below the date and two spaces above the attention line, or if there is no attention line, two spaces above the salutation.

   The names of persons, firms, streets, roads etc. should be written as indicated in the source you got the address from. These details should not be abbreviated. Like

   Sri Mohan Lal Gokhale does not write Sri M.L. Gokhale or Sri Mohan L. Gokhale or Sri M. Lal Gokhale.

It is bad business manners to do so. Special care should be taken to spell the addresses name correctly. Misspelling his name may give him the impression that you have little respect for him.

Many companies have a separate despatch section. This section reproduces on the envelope what you write as the inside address. If you have not properly mentioned inside address, than your letter may not reach its destination.

The Bharti Trading Company
Hospital Marg, Agra-282002

The General Manager
Hindustan Co-operative Bank Limited
Baroda House, Mumbai – 400001
(in case of limited company)

5. **Attention line:** To ensure prompt attention, sometimes a letter which is addressed to a firm or company is marked to particular officer in that organization. This is done by writing an attention line two spaces below the inside address and two spaces above the salutation. This line is generally underlined:

   Attention: The Sales Manager
   Attention: Sri Y.K. Gupta

6. **Salutation:** The salutation in a letter, an essential ingredient, is like greeting a person when you meet him. It is placed two spaces below the attention line or if there is no such line, two spaces below the inside address.

   The choice of salutation depends upon the personal relationship between the writer and the reader, and on the firm of the inside address.

   If you are addressing a firm, a company, a board, a club, a society and association, an agency use "Dear Sir's".

   Always remember that the attention line does not alter the salutation.

   If you write a letter to an officer by name the salutation will be "Dear Sir" or 'Dear Smt' or 'Dear Kum' followed by his or her surname, use the second part of the name after the salutation.

   Dear Sri Tripathi
   Dear Smt. Mishra

The following salutations are a little less formal than those give above:

My dear Sri Yadav
My dear Smt. Kanujia

If the correspondent is a close friend of you're, may address him or her by first name:

My dear Ram
My dear Smita

7. **Subject:** The purpose of the subject line is to let reader know immediately what the message is about. Like attention and reference lines, it saves time.

The usual practice is to type this line in a double space between the salutation and the first line of the body of the letter.

There are, however, some organizations which prefer to have the subject line between the attention line and the salutation.

(a) The Rathore Trading Company
80 Subashnagar, New Market
Jaipur – 201001
Attention: The Sales Manager
Dear Sirs,
Subject: Supply of Packing Boxes.

(b) The Navneet Steel Corporation
443, Gokhale Street
Bareilly–361001
Attention: Sri S.K. Mehta
Subject: Payment of Bill Number N/543 of August 2008
Dear Sirs,

8. **Body:** The main purpose of a letter is to convey a message and the main purpose of the message is to produce a suitable response in the reader. This is done mainly through the body of the letter. It is, therefore, important to organize and arrange the material very carefully.

In the first paragraph, reference, to any correspondence which has already taken place should be given and in the second the main message should be stated.

In the closing paragraph you must state clearly what action you will expect the reader to take, or you may end the letter indicating your expectations, wishes or intentions.

The paragraphs are not given any headings unless the letter is very long and deals with several important points.

9. **Complimentary close:** The complimentary close is a courteous leave taking polite way of ending a letter. It is typed two spaces below the last line of the body of the letter. The complimentary close must agree with the salutation as shown below:

| The salutation | The complimentary close |
|---|---|
| 1. Sir, | Yours faithfully or<br>Yours obediently<br>Yours respectfully |
| 2. Dear sirs,<br>Sir,<br>Madams,<br>Madam, | Yours faithfully<br>or<br>Yours truly |
| 3. Dear Sri. Nayar<br>My Dear Smt. Das | Yours Sincerely |

*Contd...*

| | |
|---|---|
| 4. Dear Shyam<br>My Dear Amit<br>Dear Lata | Yours Sincerely or<br>Yours ever |
| 5. Dear Member<br>Dear Customer/ Reader/<br>Subscriber | Yours Sincerely |

***Exhibit: 7.8***

**10. Signature:** The signature is the signed name of the writer. It is placed below the complimentary close. The name of the writer is generally typed four spaces below the closing line, providing enough space for the signature.

(i) Yours faithfully
(G.M. Mishra)

(ii) Yours faithfully
(Smt. Rani Chatterjee)
Sales Executive

**11. Identification marks:** These marks are put in the left margin to identify the typist of the letter, one or two spaces below the signature. Usually, the initials of the officer who dedicated the letter are put first.

**Ex:** If the letter has been dictated by Sri S.P. Shukla and typed by Km. Parul Gupta

SPS/PG
SPS: PG
PG
Pg

**12. Enclosure:** If there is anything attached to the letter, it must be indicated against the enclosure line which is typed two spaces below the identification marks.

Generally, the abbreviated from Encl. is typed against which the number of enclosures is indicated.

Encl. 2

If however, the documents attached are important they are specified:

Encls: 1. Agreement dated 1 October, 2007.
2. Cheque Number p 35672 of 4 October 2007

**13. Copy distributions:** Sometimes copies of a letter have to be sent to some people other than the addressee also. In such cases, the names of these persons should be typed just below the reference initials or the enclosure notation, if any. The names of the person should be arranged either in order of importance or alphabetically.

**14. Postscript:** Postscript is something written after the letter is closed. Writing a postscript (P.S.) indicated that the writer had forgotten to include something important in the body of the letter or he had not planned his letters properly. From the view point of a good business P.S. and it should preferably be avoided.

### 7.1.3 Form of Layout

1. **Stationary:** White papers should be preferred as the letters stand out clearly or it makes easy reading.

   The standard size of the paper used for business letters is 18 ½ by 11 inches. Other sizes used as 8*10 inches, 5*10 inches, 5 ½*8½ inches and 7 ¼*8 ½ inches.

2. **Typing:** Most business letters are typed. There are two reasons for it. Typing saves time and gives a tidy appearance to the letter. Care should, however, be taken to get the letters neatly typed.

3. **Margins:** Margins in a letter add to its attractiveness. Generally, a 1 inch margin is left on the sides and 1 ½ inches left on the top and the bottom in a standard size letter.

4. **Envelope:** Envelope should be chosen to suit the size of the paper on which the letter is typed. If a window envelope is used, the letter should be folded such that the inside address will be displayed. The number of folds should be minimum as per as possible.

### 7.1.4 Style of Presentation/Form of Letters

1. **Indented form:** This is the oldest style and is now outdated. In this form, the inside address is in intended style, and every paragraph being 3 to 5 space away from the left margin. The indention causes the letter to look uneven at the left margin. Besides, it takes more time to type because of the indenting. This style is not used today.

**Name of the Company & Addresses**

Date.................

Inside Name.................

Inside Address................

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

Salutation...............................

Subject...........................

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

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

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

.............................................. Body of Letter ..................................................................

Complimentary Close

Signature & Designation

**Fig 7.4:** Indented Form

2. **Full blocked form:** This is the most modern style. All parts of the letters, except the printed letterhead, are aligned with left margin. A letter in this form saves more time because indentation is not required for any part. But some correspondents do not like it because it appears imbalances and heavy on the left side.

**Name & Address of the Company**

Date: ................................
Inside Name & Address ................................
Salutation .........................
Subject .............................

.......................................................................................................................................
.......................................................................................................................................
.......................................................................................................................................
..................................................... Body of Letter ..................................................................
.......................................................................................................................................
.......................................................................................................................................
.......................................................................................................................................

Complimentary Close
Signature & Designation

**Fig. 7.5:** Full Blocked Form

3. **Modified blocked form:** This style is a modification of the full block form. It eliminates the shortcoming of the full block style by keeping the date and complimentary close on the right in their usual position. The entire paragraph being at the left margin, and there is double space between the paragraph. This is the most popular form, as it has many of the advantage of the full form without its advantages.

**Name & Address of the Company**

Ref. Number ................... Date:......................
Inside Name & Address ................................
Salutation .........................

.................................................................................................................................
.................................................................................................................................
............................................... Body of Letter ..................................................................
.................................................................................................................................
.................................................................................................................................
.................................................................................................................................

Complimentary Close
Signature & Designation

**Fig. 7.6:** Modified Form

4. **Semi-intended/Semi-blocked form:** This is like the block style except that the paragraphs of the letter are intended. Those who use it say that it is easier to read paragraph which begins with an indented line because one is used to seeing this style in print.

**Name & Address of the Company**

Date:......................

Inside Name & Address ................................
.........................................................................
Salutation .......................................................
Subject ..........................................................

..................................................................................................
.......................................................................................................................
.......................................................................................................................
............................................... Body of Letter ...............................................................
..................................................................................................
.......................................................................................................................
.......................................................................................................................

Complimentary Close
Signature & Designation

**Fig. 7.7:** Semi Indented Form

5. **Hanging indention form:** This style is like the block except that the first line of each paragraph is aligned with the left margin whereas, all other lines in each paragraph are intended four or five spaces. Its appearance is unusual and may perhaps catch attention quickly but this fact could be a disadvantage as well.

   It may distract the reader by focusing his attention on the form rather the message of the letter. This style was not popular in the world of business.

**Name & Address of the Company**

Date:......................

Inside Name & Address ................................
.........................................................................
Salutation .......................................................
Subject ..........................................................

.......................................................................................................................
..........................................................................................................
..........................................................................................................
................................... Body of Letter ...............................................................
.......................................................................................................................
..........................................................................................................
..........................................................................................................

Complimentary Close
Signature & Designation

**Fig. 7.8:** Hanging Indention Form

6. **NOMA form:** This is the most recent experiment in layout style. It is recommended by National Office Management Association of America (NOMA). It has been accepted in the UK also.

   It has most of the features of full block form. All lines begin at the left margin and the inside address in the block form. The special features of this form are:

   (i) It has no solution and no complimentary close;

   (ii) The subject line is in capitals, 3 lines below the inside address;

   (iii) Numbered items of a list begin at the left margin but if there is no number, the items are indented 5 spaces. There is no full-stop at the end of items.

   (iv) The writer name and title are typed in capitals in one line below the space for signature.

   (v) The typist initials are in the left bottom corner.

**Name & Address of the Company**

Date ......................
Inside Name & Address ................................
........................................................................
Subject .........................................................
...............................................................................................
.......................................................................................................................
.......................................................................................................................
....................................................... Body of Letter .........................................................
.......................................................................................................................
.......................................................................................................................
.......................................................................................................................

Signature & Designation

**Fig. 7.9:** NOMA Form

## 7.2 MEMORANDUMS

A memorandum is short piece of writing used by an officer of an organization to communicate within the organization.

The literal meaning of the word memorandum is a note to assist the memory. A memorandum is used for internal communication between executives and subordinates. It is never sent outside the organization.

### 7.2.1 Purpose of Writing Memorandums

Memorandum (memos) may be used for any official communication. Usually, memos are used:-

1. For conveying schedule message.
2. For submitting periodical reports.
3. For communicating changes in organization.

4. For issuing instruction to the staff.
5. For conforming a decision made at phone.
6. For asking certain special information.
7. For writing suggestions.

**Advantages of Memorandums**

1. **Inexpensive:** Because of its hand to hand circulation within the organization, it is inexpensive means of communication.
2. **Convenient:** It is convenient to write and read memo, as all heading like data, person etc. are usually printed in standardized format. Memos take comparatively less time for writing, transmission and reading than letters.
3. **Future reference:** Memos are usually stored in office files or computer's discs. As a result, they can be used for future reference.
4. **Quick:** Memos ensure quick and smooth flow of information in all directions. With exchanges of memos, the busy executives and employees can interact with each other without disturbing their routine.
5. **Fixing accountability:** As memos are records of facts and decisions, they establish accountability. Therefore, some organizations prefer to use memos even for small events and request than telephone/verbal communication.

### 7.2.2 The Memorandum Format

The memo format is different from that of a letter. Since a memo moves from one department to another or from one employee to another, it is essential to write the name of the person sending the memo and the name of the recipient and the designation or department of both the persons. It must also have reference numbers.

The words 'From' and 'To' are invariably used in memo. There is no salutation and the writer's signature is put without writing the subscription or complimentary close.

The memo is properly dated, is written in a direct style and is as brief as possible. The three factors to be kept in mind while considering the tone are:

1. Who is going to read the memo?
2. The subject-matter of the memo, and
3. The company in house style.

The tone of a memo need not be very formal, nor should it be so informal that it loses all seriousness.

**Company Name**
**Inter-Officer/Memo**

Date: ...............................
Ref. No. ..........................
To : ................................
From ...............................
Sub: .........................................................................

1. .........................................................................
.........................................................................
.........................................................................

2. .........................................................................
.........................................................................
.........................................................................

**Copies to**
............................
............................

**Fig. 7.10:** Memo Format

**ABC Motors Pvt. Ltd.**
**Lucknow**

Date:……..….

Office Memorandum

Ref. Number : 592/20…..
To : Puneet Mohan
Administration
From : Rajeev Srivastava, D.G.M.
Subject : Reading newspapers and magazines in office hours.

I appreciate your interest in the rapidly changing political scene in the country. But would you please confine your reading of newspapers and magazine before, or after office hours sitting in the comfort of your drawing room?

You will agree that maintaining office decorum is of utmost importance for the welfare of the organization.

***Exhibit: 7.9***

## 7.3 REPORT WRITING

A report is a form of systematic presentation of information relating to an event, progress of action or some business activity. It is a written statement of results, events, qualities, conditions, progress or interpretation of records. A report is a basic management tool used in decision-making. A report carries information from someone who has it someone who need it.

### Oral and Written Reports

An oral report is simple and easy to present. It may consist in the communication of an impression or an observation. But written report is always preferred because:

1. An oral report can be denied at any time. But written report is a permanent record.
2. An oral report tends to be vague. In written report, the writer tries to be accurate and precise.
3. A written report can be referred to again and again.
4. Distortion during transmission reduces.

### 7.3.1 Types of Business Reports

❖ On the basis of legal formalities

1. **Informal reports:** It is written in the form of a letter from one person to another. Informal reports typically do not follow any prescribed form or procedure. They do not have any uniform structure. They are prepared according to the convenience and requirements of the organization. These reports may be informative or recommendatory.
2. **Formal reports:** A formal report is one which is prepared in a prescribed form and is presented according to an established procedure to a prescribed authority.
   - **Statutory:** A report prepared according to the form & procedure laid down by law is called statutory report.
   - **Non-statutory:** Formal reports which are not required under any law but which are prepared to help management in framing policies or taking other important decision are called non-statutory report.

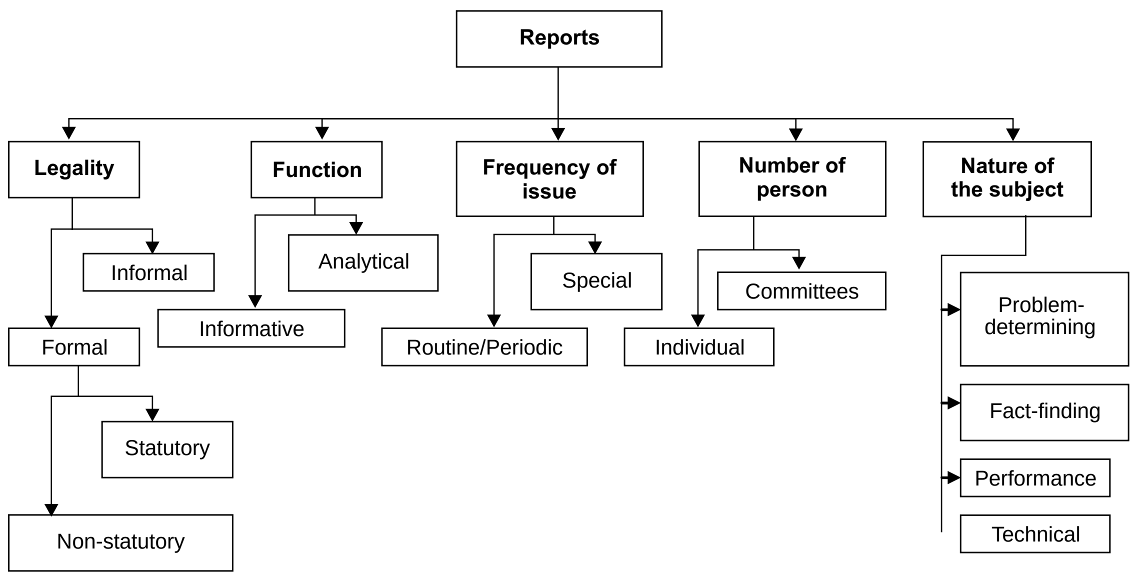



**Fig. 7.11**

❖ On the basis of the frequency of issue, a report can be periodic or special.

1. **Periodic or routine reports:** They are prepared and presented at regular prescribed intervals in the usual routine of business. They may be submitted daily. Branch Manager of banks submits periodic reports to the Head office on the quantum of business transacted during a particular period.

2. **Special reports:** They are related to a single occasion or situation. Reports on the desirability of opening a new branch or on the unrest among staff in a particular branch are special reports. Special reports deal with non- recurrent problems.

❖ On the basis of functions a report can be informative. If a report merely presents facts pertinent to an issue or a situation, it is informative.

On the other hand, if it analyses the facts, draw conclusions and make recommendations, it may be described as analytical or interpretative or investigative.

❖ On the basis of the nature of the subject dealt with, we can have a
  - Problem-determining report
  - Fact-finding report
  - Performance report
  - Technical report etc.

❖ On the basis of the number of persons interested with the drafting of reports, we can have :
  - Reports by individuals
  - Reports by committees or sub-committees.

### 7.3.2 Characteristics and Purpose of a Good Report

Characteristics of a good report

- Precise and brief
- Accuracy
- Clarity
- Relevant
- Reader-oriented

**Purpose of Business Report**

1. It presents factual information to management.
2. It records fact and results of investigation or survey for future references.
3. It provides useful information to shareholders, customers, creditors and general public.
4. It makes recommendation for future use.

### 7.3.3 Guiding Principles of Writing a Report

1. The report should be addressed to some definite authority, i.e. the Managing Director or Board of Directors.
2. It should contain a short and clear title to know about the report at a glance.
3. As the report is generally drafted on the advice or request of some reader, it should quote the term of reference so that it should be clear why the report is required.
4. The body of the report should be planned and should be logical in sequence preferably with headed paragraph.
5. The recommendations, if any, should be boldly marked so as to invite immediate attention. It may be signed by the officer responsible for it and it should be dated.

### 7.3.4 Preparing a Report

The following five steps are suggested to write a report.

- Investigating the source of information
- Taking notes
- Analyzing the data
- Making an outline; and
- Writing the report

## 7.3.5 Structure of a Report

**Organization of a Report**

Letter form | Memorandum form | Letter-text combination form

***Exhibit: 7.10***

1. **Letter form:** For informal reports, letter form is recommended. Its main part is heading or the title, data, address, salutation, the body, complimentary close and signature.

   The body of the letter is further divided into:

   **(*i*)** ***Introduction:*** It presents the terms of reference and the subject of study. (It states problem with the term of reference and relevant circumstances).

   **(*ii*)** ***Findings:*** The next few paragraphs present the findings of the investigation.

   **(*iii*)** ***Recommendation:*** It logically follows the findings given in the last paragraph of the body.

2. **Memorandum:** It is simplest than letter form. The date is mentioned at the top. It is followed by the name of the person to whom the report is addressed, the name of the writer and the subject of the report. Next follows the actual text and the conclusion. As in the letter form, the text of the report is divided into paragraphs with heading and sub-heading.

**MEMORANDUM**

Date:........................

To: ............................

From: ........................

Subject: ....................

Body of Letter ..............................................................................................................

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

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

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

***Exhibit: 7.11 Format of Memo for Report Writing***

3. **Letter-text combination form:** Long reports are usually written in the letter text combination form. A complete report in this form is divided into three major parts:-

   (I) Introductory Parts

   - Letter of transmittal or letter of presentation
   - Cover page

- Title page
- Preface
- Acknowledgement
- Table of contents
- List of illustrations
- Abstract/summary or synopsis

(II) Body of the Report

- Introduction
- Research methodology
- Analysis/ Discussion or description
- Finding
- Conclusions
- Recommendations

(III) End Matters

- List of references
- Glossary
- Bibliography
- Appendices
- Index

## Introductory Parts

### *1. Letter of Transmittal or Letter of Presentation*

A letter of transmittal is routine letter written to transmit the report from the writer to the reader. It provides a permanent record of transfer, it shows the date on which the report was submitted, and it states the name and position of writer, whom the report was authorized, invite readers' comments and suggestion. Scope of the report, refers to writers source of information and highlights special features.

### *2. Cover Page*

Basically it protects the manuscript from damage and gives the report a neat appearance. Some of the organizations have their own cover page in printed form in which name and the address of the company is printed on them. Otherwise, it contains title of the report, date, its number, if any and classification like secret, top secret etc.

### *3. Title Page*

The title page showing title of the report, the author name, name of the authority for whom the report was written, year and month of completion etc.

### *4. Preface*

It is an introduction to a report which contains almost all the information about the contents, indicating sometimes the limitations in the report. It includes prefatory words before a report is offered to the readers.

### *5. Acknowledgement*

Unless you have given credit elsewhere, mention diligently the name of persons and organization that have helped you in the preparation of the report. In doing so we are sincere and courteous in our language and expression.

### *6. Table of Contents*

What are the different contents you should use in your report and where it can be mentioned or explained in the report are easily understood by the table. It is advisable that contents should be followed by the respective page number.

### *7. List of Illustrations*

A comprehensive and systematically prepared report may contain illustrations or a number of figures or pictures or maps and page number where they can be located.

### *8. Abstract/Summary*

The synopsis gives the reader a quick grasp of the substance of report. An abstract is a condensed form of the report. In fact, the abstract states what report is all about, what the significance of the project or report. A summary on the other hand is the entire report in a nutshell. An abstract is shorter than the summary.

## Body of the Report

### *1. Introduction*

The purpose of introduction in a report is to introduce the subject to the readers. It includes:-

- Historical and technical background.
- Organization of the material.
- Scope of study, specifying its limitation and qualification.
- Authorization for the report and terms of reference.
- Definitions of special terms and symbols, if their number is small.

It should contain a clear statement about the objective and subject of report, i.e. enough background to make clear to the reader why the problem was considered worth investigating.

### *2. Research Methodology*

Any report not considered as a good report until a writer has not specified from where and how they collect the data. Data are of two kinds, primary and secondary data. Primary data are those data which are taken or used by the writer first time and secondary data are those data which are already used somewhere.

### *3. Analysis/Discussion or Description of the Data*

It is the main part or section of the report. This part includes analysis, synthesis and interpretations. It systematically presents the various aspects of the issue under headings and sub-headings. The main function of this part is to present data in an organized form, discuss their significance and analysis and the results that flow there from. It includes charts, graphs, statistical table etc.

### *4. Findings*

In this part the expected solution that comes from the investigation are presented together with the respective merits and demerits of each. There is a clear explanation of each solution. Findings are arranged and presented in chronological or logical sequence. With respect to the chapters, it may include pictures, maps, charts, tables, diagrams etc.

### *5. Conclusions*

It is basically ending part of the investigation; the significant results should be summarized clearly. All conclusions must be supported by what has gone before; nothing new should be included at this stage. If their number is large, they may be itemized in the descending order of their importance.

### *6. Recommendations*

If your report is short than you should combine conclusion and recommendation on the same section because they are closely associated. But in long reports, this practice makes confusion in the mind of the reader and also difficult to explain by the writer. Recommendation suggests the course of action to be taken and indicate the results in effect. It should clearly be defined from the conclusion and the act as the reasoning for decision making.

**Note:** Students are often confused about the finding, conclusion and recommendation.
**Findings** are factual and verifiable statements of what happened or what was found.
**Conclusions** are your own ideas that you deduce from your finding.
**Recommendations** are what you want done.

***Exhibit: 7.12***

## End Matters

### *1. List of References*

In this section writer give credit to the author concerned by listing them to the end of report. When the reference are in small number than it cited on the bottom of subsequent page where the reference is used as a footnote. And when they are in large number than we should attach a separate sheet.

### *2. Glossary*

A glossary is a list of technical words used in the report and their explanations. Again as the list of reference if they are in small number then it puts on footnotes but if large then they come under the separate section of glossary.

### *3. Bibliography*

A bibliography is a serially numbered list of published and unpublished works which are consulted before or during the preparation of a report. The bibliography may also include works recommended for the further study. The element of the bibliography are: the last name of the author, other part of name, title of the book, edition if any, name of publisher, place of publication and year of the publication.

Example:- Kotler, P., *Marketing Management*; edn: 12$^{th}$ ; Pearson Education; New Delhi; 2007.

### *4. Appendices*

It contains charts, diagram, statistical table which is needed to support the main body of the report. But such data that the reader can safely omit while reading it without any loss of understanding of the contents of the report. And if he/she wishes to examine in detail the supporting or related evidence and documents he/she should be able to find it in the appendices.

### *5. Index*

The index is intended to serve as a quick guide to the material in the report. By this reader can easily find out any topic of the contents with their subsequent page number and it is in the form of alphabetical order. It is useful in the long or bulky reports. In short, reports table of contents is finding suitable to this purpose.

## Exercise–7

1. Write notes on importance or need of business letters.
2. Explain the function of good business letter.
3. What are the different types of business letter?
4. Enumerate and explain the structure of business letter.
5. "A good letter is one which is clear, brief, effective and should convey the right message." Explain this statement.
6. Describe with example the different parts of a business letter.
7. Write brief notes on:
   (i) Heading
   (ii) Date
   (iii) References
   (iv) Inside address
   (v) Attention line
   (vi) Subject
   (vii) Body of letter
8. Write brief notes on:
   (i) Complimentary close
   (ii) Signature
   (iii) Identification marks
   (iv) Enclosure
   (v) Copy to
   (vi) Post script
9. Explain the different style of presentation of business letters with the help of a specimen.
10. Write notes on:
    (i) Indented form
    (ii) Block form
    (iii) Modified form
    (iv) Semi-intended form
    (v) Hanging form
    (vi) NOMA form
11. Draft a letter to Tip-top garment company, Nagaland, asking for a copy of their latest catalogue. State that you propose to stock garments for sales. Ask for their best trade terms for the supply of their garments.
12. As the Sales manager of Perfect Carpet, Raniganj, write a letter to Messrs. Pannalal & Co., Udaiganj, regretting your inability to accept their order of 10 carpets at the price quoted by you for order of 100 carpets and upwards. State your terms for accepting the present order.
13. You have received a big order for sarees, but are unable to execute it in time owing to certain difficulties. You write to the customer asking for extension of time. The customer is willing to grant extension of time up to a certain date. Draft both the letters.

14. Write a letter to your bank to get you necessary information about the credit standing of a firm desirous of operating a credit account with you.
15. Write to Oriental Bank of Commerce, Civil Lines, Bhopal, to make enquiries about the credit standing of Messrs. Rajpal Brothers, Raja Bazar, Bhopal, for a sum of Rs.5,00,000. The party's bankers are Modern Commercial Bank, Raja Bazar, Bhopal.
16. One of the 20 cases that you have received from your suppliers contains goods that you did not order. Draft a complaint about it asking for its quick replacement.
17. You have received a complaint from a valued customer from Chitrakoot, pointing out that furniture he had ordered for a special occasion has arrived in a damaged condition. Though the fault is of the transport company, you have decided to replace the damaged furniture immediately. Draft a suitable reply to the customer.
18. Nilgiri General Stores, Ratanpur, have not paid long overdue bills in spite of reminders. Write on behalf of Prajapati suppliers, Gopalganj, threatening to take legal action if the bills are not paid within ten days.
19. Messrs. Gupta & Sons, Banaras, have not paid a balance of Rs. 10,000 in spite of your repeated reminders. Make an appeal to their credit reputation and urge them to honour their obligation within seven days.
20. Draft a circular letter announcing a discount scheme on the occasion of Holi to increase the sale of the latest designs of apparel.
21. Draft a circular letter announcing the new policies regarding leave in your organization.
22. Draft a sales letter to promote the sale of an electric portable sewing machine.
23. Draft a sales letter introducing a new model of car.
24. Write a sales letter to promote the sale of any one of the following:
    - (i) Solar heater
    - (ii) Modular kitchen
    - (iii) Leather bags with electronic accessories
    - (iv) Folding furnitures
25. As a Bank Manager, write a letter to the Head Office recommending the loan applied for by one of your customer.
26. A customer of your bank has applied for loan of Rs. 1,00,000 against an old building and gold jewellery. As the manager of the bank, write a tactful reply regarding your inability to grant the loan applied for.
27. Draft a letter on behalf of the Standard Life Insurance Company to a policy holder who wished to surrender his policy, dissuading him from doing so.
28. Your consignment of home furnishers to Thailand has been damaged during a voyage. Submit a claim for compensation from the Insurance Company stating all the necessary facts.
29. On behalf of Messrs. Mulchand Bros., Shimla, write a letter to a foreign supplier asking for a quotation for the import of some machinery required by you for which you have a valid import licence.
30. Draft a letter to United Traders, Canada, advising them of the despatch of the goods ordered by them from Chennai by sea.

31. Draft a letter to one of your agent who has not been able to push the sales of the jet pumps manufactured by your company. Write a letter to him terminating his agency.
32. Apply for an agency of a motorbike in your district. Give details of the facilities you can offer emphasising, in particular, the suitability of your premises and your long experience in the sales and services of motorbike.
33. On behalf of the chairman of the Board of Directors, write a letter to a well known business person of your city inviting him to join the Board of Directors of your company.
34. As a Company Secretary, draft circular announcing arrangements for a foreign delegate visit to the factory.
35. Write a letter to an applicant intimating his appointment for the post of Accountant in your company.
36. Draft a letter of resignation to be sent by Mr. Ashish Mohan, working as a Senior Sales Manager with Skyline Marketing Solutions, Nawabganj.
37. Draft a general letter of interview to be sent to candidates applying for the posts of Management Trainee in your company.
38. Write a letter to an applicant for the post of Production Head to present himself for a personal interview.
39. What is memorandum and how does it differ from letters?
40. Explain the purpose of memorandums.
41. Discuss the advantages of memorandums.
42. What are the contents of memos? Discuss its format.
43. Draft a memo to an employee asking for explanations for going on leave without prior permission.
44. Draft a memo to one of the employee in your company granting permission to join a part time diploma course in HRD.
45. Prepare a memo to three members of the staff taking disciplinary action against them for coming late to the office.
46. How would you define report?
47. Describe the types of business report.
48. What purpose is served by the business report?
49. What are the characteristics of a good report?
50. What are the guiding principles for writing report?
51. What procedures have you taken while preparing a report?
52. In how many ways can you organize a report?
53. Differentiate between letter reports from a memo report.
54. Write explanatory notes on letter-text combination form of report.
55. Write brief notes on:
    - (i) Preface
    - (ii) Acknowledgement
    - (iii) Abstract
    - (iv) Table of contents

56. Write brief notes on:
    (i) Research Methodology
    (ii) Analysis
    (iii) Finding
    (iv) Conclusion
    (v) Recommendation
57. Write brief notes on:
    (i) List of References
    (ii) Bibliography
    (iii) Glossary
    (iv) Appendices
    (v) Index
58. As Sales Manager of your company draft a report on increasing competition from rival enterprises and suggestions to overcome it.
59. As Personnel Manager of your company draft a report for the consideration of your Managing Director recommending the VRS for the employees.
60. Draft a brief report for submission to the Board of Directors of your company on a proposal for the reorganization of the office.

# 8

# APPLYING THE CASE STUDY METHOD



## 8.1 DEFINE CASE STUDY

A case study is a description of an actual administrative situation involving a decision to be made or a problem to be solved. It can be a real situation that actually happened just as described, or portions have been disguised for reasons of privacy. Most case studies are written in such a way that the reader takes the place of manager whose responsibility is to make decisions to help solve the problem. In almost all case studies, a decision must be made, although that decision might be to leave the situation as it is and do nothing.

## 8.2 THE CASE METHOD AS A LEARNING TOOL

The ***case method of analysis*** is a learning tool in which students and instructors participate in direct discussion of case studies, as opposed to the lecture method, where the instructor speaks and students listen and take notes. In the case method, students teach themselves, with the instructor being an active guide, rather than just a talking head delivering content. The focus is on students learning through their joint, co-operative effort.

Assigned cases are first prepared by students, and this preparation forms the basis for class discussion under the direction of the instructor. Students learn, often unconsciously, how to evaluate a problem, how to make decisions, and how to orally argue a point of view. Using this method, they also learn how to think in terms of the problems faced by an administrator. In courses that use the case method extensively, a significant part of the student's evaluation may rest with classroom participation in case discussions, with another substantial portion resting on written case analyses. For these reasons, using the case method tends to be very intensive for both students and instructor.

## 8.3 TYPES OF CASE STUDY

### Illustrative Case Study

An illustrative case study describes a domain, they utilize one or two instances to analyze a situation. This helps interpret other data, especially when researchers have reason to believe that readers know too little about a program. This case study serves to make the unfamiliar familiar, and give readers a common language about the topic. The chosen site should typify important variations and contain a small number of cases to sustain readers' interest. Under this type of case study small number of cases selected to keep reader's interest. Data often include visual evidence, analysis concerned with data quality and meaning and reports use self-contained, separate narratives or descriptions.

### Exploratory Case Study

An exploratory case study condenses the case study process. Researchers may undertake them before implementing a large-scale investigation. Where considerable uncertainty exists about program operations, goals, and results, the exploratory case study helps identify questions, select measurement constructs, and develop measures. They also serve to safeguard investment in larger studies.

### Critical Instance Case Study

The critical instance case study examines one or a few sites for one or two purposes. A very frequent application involves the examination of a situation of unique interest, with little or no interest in generalizability. This method particularly suits answering cause-and-effect questions about the instance of concern.

Inadequate specification of the evaluation question forms the most serious pitfall in this type of study. Appropriate application of the critical instance case study crucially involves probing the underlying concerns in a request.

### Program Implementation Case Study

This type of case study may prove useful when concern exists about implementation problems. Extensive, longitudinal reports of what has happened over time can set a context for interpreting a finding of implementation variability. In either case, researchers aim for generalization and must carefully negotiate the evaluation questions with their customer.

### Program Effects Case Study

Program effects case studies can determine the impact of programs and provide inferences about reasons for success or failure. As with the program implementation case study, the evaluation questions usually require generalizability and, for a highly diverse program, it may become difficult to answer the questions adequately and retain a manageable number of sites. But methodological solutions to this problem exist. One approach involves first conducting the case study in sites chosen for their representativeness, then verifying these findings through examination of administrative data, prior reports, or a survey. Another solution involves using other methods first. After identifying findings of specific interest, researchers may then implement case studies in selected sites to maximize the usefulness of the information.

### Cumulative Case Study

The cumulative case study aggregates information from several sites collected at different times. The cumulative case study can have a retrospective focus, collecting information across studies done in the past, or a prospective outlook, structuring a series of investigations for different times in the future. Retrospective cumulation allows generalization without cost and time of conducting numerous new case studies, prospective cumulation also allows generalization without unmanageable large number of cases in process at any one time.

The techniques for ensuring sufficient comparability and quality and for aggregating the information constitute the "cumulative" part of the methodology. Features of the cumulative case study include the case survey method (used as a means of aggregating findings) and backfill techniques. The latter aid in retrospective cumulation as a means of obtaining information from authors that permits use of otherwise insufficiently detailed case studies.

## 8.4 HOW TO DO A CASE STUDY

While there is no one definitive "Case Method" or approach, there are common steps that most approaches recommend be followed in tackling a case study. It is inevitable that different instructors will tell you to do things differently, this is part of life and will also be part of working for others. This variety is beneficial since it will show you different ways of approaching decision-making.

Beforehand (usually a week before), you will get:

1. the case study,
2. (often) some guiding questions that will need to be answered, and
3. (sometimes) some reads assignments that have some relevance to the case subject.

Your work in completing the case can be divided up into three components:

1. What you do to prepare before the class discussion?
2. What takes place in the class discussion of the case? and
3. Anything required after the class discussion has taken place.

For maximum effectiveness, it is essential that you do all three components. Here are the subcomponents, in order. We will discuss them in more detail shortly.

**Before the class discussion:**

1. Read the reading assignments (if any).
2. Use the Short Cycle Process to familiarize yourself with the case.
3. Use the Long Cycle Process to analyze the case.
4. Usually there will be group meetings to discuss your ideas.
5. Write up the case (if required).

**In the class discussion:**

1. Someone will start the discussion, usually at the prompting of the instructor.
2. Listen carefully and take notes. Pay close attention to assumptions. Insist that they are clearly stated.
3. Take part in the discussion. Your contribution is important, and is likely a part of your evaluation for the course.

**After the class discussion:**

Review all facts after the class. Note what the key concept was and how the case will be handled with the concern of all constraints.

## 8.5 PREPARING A CASE STUDY

It helps to have a system when sitting down to prepare a case study as the amount of information and issues to be resolved can initially seem quite overwhelming. The following is a good way to start.

***Step 1:*** **The Short Cycle Process**

1. **Quickly read the case.** If it is a long case, at this stage you may want to read only the first few and last paragraphs. You should then be able to
2. **Answer the following questions:**
   (i) Who is the decision maker in this case, and what is their position and responsibilities?
   (ii) What appears to be the issue (of concern, problem, challenge, or opportunity) and its significance for the organization?
   (iii) Why has the issue arisen and why is the decision maker involved now?
   (iv) When does the decision maker have to decide, resolve, act or dispose of the issue? What is the urgency to the situation?
3. **Take a look at the exhibits** to see what numbers have been provided.
4. **Review the case subtitles** to see what areas are covered in more depth.
5. **Review the case questions,** if they have been provided.

This may give you some clues about what the main issues which are to be resolved.

You should now be familiar with what the case study is about, and are ready to begin the process of analyzing it. You are not done yet! Many students mistakenly believe that this is all the preparation needed for a class discussion of a case study. If this was the extent of your preparation, your ability to contribute to the discussion would likely be limited to the first one quarter of the class time allotted. You need to go further to prepare the case, using the next step. One of the primary reasons for doing the short cycle process is to give you an indication of **how** much work will need to be done to prepare the case study properly.

***Step 2:*** **The Long Cycle Process**

At this point, the task consists of two parts:

1. A detailed reading of the case, and then
2. Analyzing the case.

When you are doing the detailed reading of the case study, look for the following sections:

1. **Opening paragraph:** introduces the situation.
2. **Background information:** industry, organization, products, history, competition, financial information, and anything else of significance.
3. **Specific (functional) area of interest:** marketing, finance, operations, human resources, or integrated.
4. **The specific problem** or decision(s) to be made.
5. **Alternatives** open to the decision maker, which may or may not be stated in the case.
6. **Conclusion:** sets up the task, any constraints or limitations, and the urgency of the situation.

Most, but not all case studies will follow this format. The purpose here is to thoroughly understand the situation and the decisions that will need to be made. Take your time, make notes, and keep focused on your objectives. There is a seven steps of Problem Analysis. Using an organized seven steps in analyzing a case will make the entire process easier and can increase your learning benefits.

1. **Read the case thoroughly:** To understand fully what is happening in a case, it is necessary to read the case carefully and thoroughly. You may want to read the case rather

quickly the first time to get an overview of the industry, the company, the people, and the situation. Read the case again more slowly, making notes as you go.

2. **Define the central issue:** Many cases will involve several issues or problems. Identify the most important problems and separate them from the more trivial issues. After identifying what appears to be a major underlying issue, examine related problems in the functional areas (for example, marketing, finance, personnel, and so on). Functional area problems may help you to identify deep-rooted problems that are the responsibility of top management.

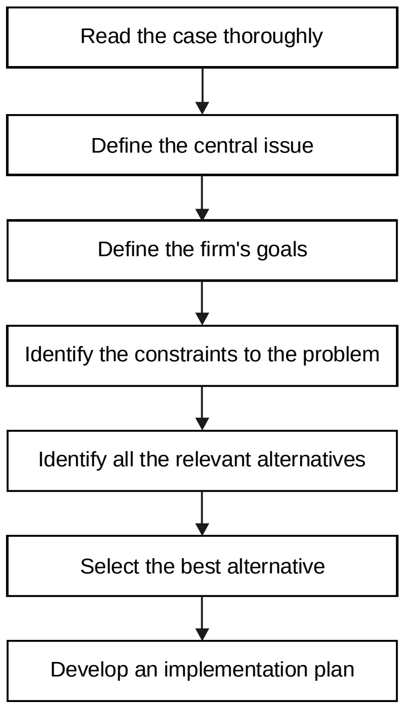



**Fig. 8.1:** Case Analysis Process

3. **Define the firm's goals:** Inconsistencies between a firm's goals and its performance may further highlight the problems discovered in step 2. At the very least, identifying the firm's goals will provide a guide for the remaining analysis.
4. **Identify the constraints to the problem:** The constraints may limit the solutions available to the firm. Typical constraints include limited finances, lack of additional production capacity, personnel limitations, strong competitors, relationships with suppliers and customers, and so on. Constraints have to be considered when suggesting a solution.
5. **Identify all the relevant alternatives:** The list should all the relevant alternatives that could solve the problem(s) that were identified in step 2. Use your creativity in coming up with alternative solutions. Even when solutions are suggested in the case, you may be able to suggest better solutions.
6. **Select the best alternative:** Evaluate each alternative in light of the available information. If you have carefully taken the proceeding in five steps, a good solution to the case should be apparent. Resist the temptation to jump to this step early in the case analysis.

You will probably miss important facts, misunderstand the problem, or skip what may be the best alternative solution. You will also need to explain the logic you used to choose one alternative and reject the others.

7. **Develop an implementation plan:** The final step in the analysis is to develop a plan for effective implementation of your decision. Lack of an implementation plan even for a very good decision can lead to disaster for a firm and for you. Don't overlook this step. Because sometimes you have to explain how to implement the decision in front of others.

In summary, cases have a number of benefits:

- They allow us to develop skill in thinking clearly about ambiguous, unstructured situations using incomplete information;
- They help us to develop skills at recognizing what information is important and what is missing;
- They help us to develop concise, reasonable, and consistent action plans;
- Help you to identify implicit models and assumptions, values and goals you use every day;
- They provide an opportunity to develop skills in presenting (written and oral) our ideas to people and to groups; to influence and persuade others; and
- Improve your ability to predict behavioural outcomes of yours and others.

## 8.6 APPROACHES TO CASE STUDY

### Systems Approach

Systems approach is a unique approach to problem solving, in that it views certain 'problems' as a part of the overall system so focusing on these outcomes will only further develop the undesired element or problem. Systems approach is a framework that is based on the belief that the components parts of a system can best be understood in the context of relationships with other systems, rather than in isolation. The only way to fully understand why a problem or element occurs and persists is to understand the part in relation to the whole. Systems approach concerns an understanding of a system by examining the linkages and interactions between the elements that compose the entirety of the system. Application of system approach in case study explain that while evaluating or solving particular case the reader should have consider other prospect which are related to problem.

### Behavioural Approach

The behavioural approach in the case study utilises methods and techniques of social sciences such as psychology, sociology, social psychology and anthropology for the study of human behaviour. Data is objectively collected and analysed by the reader to study various aspects of human behaviour. Under this approach the reader evaluate the case as concerning the individual differences. They try to solve the problem by not only physical aspect of the case but also considering the human behaviour. Sometimes it creates biasing because of halo effect.

### Decision Approach

Decision approach involves the process of selecting a course of action from among many alternatives. Under this the analysis has been done by listing many alternative solutions for a particular problem and before choosing a particular solution evaluate each alternative thoroughly.

### Strategic Approach

Strategic approach is an advance version of decision approach.

Under strategic approach we have to find out the alternative by concerning goals and objectives of a particular body or organization. This type of approach is suitable for long term solution.

There is no hard and fast rule for choosing above mentioned approaches while studying a particular case. Mostly reader concern all the aspects which were related to not only behaviour but also system, decision and strategic approach.

## 8.7 DO'S AND DON'TS FOR CASE PREPARATION

**DO'S:**

1. Know the case backwards and forwards before you begin your case study analysis.
2. Give yourself enough time to write the case study analysis. You don't want to rush through it.
3. Be honest in your evaluations. Don't let personal issues and opinions cloud your judgement.
4. Be analytical, not descriptive.
5. Proof-read your work.

**DON'TS:**

1. Don't quit at the most obvious answer-try playing devil's advocate; put yourself in the other person's shoes.
2. Don't try to solve all the problems identify. It is better to try to address a very few well rather than attempting to do so much.
3. Try to avoid confusing symptoms with problems making premature evaluations.
4. Write in a formal manner suitable for scholarly work, rather than a letter to a friend.

## Exercise–8

1. How do you define case study?
2. Explain the significance of case study in management.
3. How do case methods become a learning tool?
4. What are the different types of case study?
5. Write brief notes on:
   (i) Exploratory case study
   (ii) Illustrative case study
   (iii) Critical instance case study
6. Differentiate between program implementation and program effects case study.
7. How do you define cumulative case study?
8. How do we explain a case study?
9. What are the different steps involved in preparing a case study?
10. Define short cycle process.
11. Discuss the long cycle process.
12. Discuss the seven steps of problem analysis.
13. What are the benefits for using case study methods in problem solving?
14. Discuss at least two approaches to case study.

15. Write brief notes on:
    (i) Strategic Approach
    (ii) Decision Approach
    (iii) Behavioural Approach
    (iv) System Approach
16. Mention do's and don'ts of case preparation.
17. What precautions should we take while preparing a case study?

# 9

# PRESENTATION SKILL



## 9.1 PRESENTATION

A presentation is a serious topic. Its purpose is to inform, to explain and to persuade the audience or present a point of view. It may introduce a product or explain a process or narrate an experience. It is delivered to a small, knowledgeable audience at a conference, a seminar or a business meeting. It is followed by questions from the audience.

Presentation skill can be cultivated and developed with some knowledge of the formal aspects and with practice as in the case of public speaking, preparagraphtion work has to be done in four stages:

1. Finding out about the environment in which the presentation is to be made or we can say it the different elements of presentation.
2. Preparing the text and the required visuals.
3. Taking care of one's physical appearance and body language.
4. Practising delivery of the presentation.

## 9.2 ELEMENTS OF PRESENTATION

1. **The venue:** If you know or familiar to place, you will be more comfortable, but do not forget to check the room and all the required equipment a few minutes before the presentation. If it is outside, you must make effort to get familiar with the room, the seating arrangement, the speaker's position. Check the visual aid equipment carefully. Note its position and the projection.
2. **The organizer:** Try to find out everything possible about the organizer, the name of the organization and the name of the important persons in the organization.
3. **The occasion:** You must know the occasion where you go for presentation, whether it is business meeting or a conference or a seminar?

4. **Time available:** Check before hand, the time allotted to you. Preparagraphtion work depends on the given time. You have to keep strictly within the allotted time.
5. **Other speakers:** Find out who else will be speaking. Will there be persons from competing organization? What is their organization position? Be careful not to make any infavourable remarks about competitors whether they are present or not.
6. **The audience:** The presentation must suit the needs and interests of the audience. The content and the tone of the speech depends on the nature of the audience. Take care of the words you used in the presentation, do not refer to anything that might be inappropriate. Age group of the audience is one of the factors to be taken into account. The following may provide a clue:
   - Children love to listen stories and are interested in dramatic presentation.
   - High school and college students like to be treated like adult. They are responsive to new ideas, appreciate an honest straightforward approach but are also likely to be critical, they expect well prepared and informative presentation.
   - Young adults are the most sophisticated audience, with a wide range of interest and progressive attitude, they like new projects and ideas but they are also very critical.
   - Middle-aged audience are conservative and do not accept new ideas easily, they have more knowledge and experience of life but may not be very enthusiastic about changes or new ideas, they listen with interest but do not easily accept.
   - Senior citizens are usually interested in information about new development and what is going on in the world. They also like to be reminded of the good old days.

What is the educational and economic status of the audience? Highly educated audiences of any age group are more critical. The rich, as a class do not favour social changes.

## 9.3 DESIGNING A PRESENTATION

You need one hour of preparagraphtion for every minute you will talk. The most important thing is to decide exactly what to say, find out the required information and give it a proper shape. It must be logical and have a smooth flow from one point to the next. Write down the whole speech, including the address, the opening sentences and the ending sentences. Then practice, edit and correct it till you get a good presentation to fit within the time.

**Length:** The average speed of presentation is 100 words per minute. Find out your own speed by delivering a speech. An A4 size sheet typed in one-and-a half line spacing in 12 front size makes a two minute speech. A four to five minutes presentation is 400 to 500 words.

**Style:** A talk must sound like conversation. Use short sentences to enable the listener to grasp. See that the words and terms you use are suitable for your audience. Keep the style formal. There is formality in official speaking as distinguished from social or personal style of speaking.

**Humour:** Be sure that you can be humorous without being nervous or looking silly. Humour should be natural, light, enjoyable and relevant to the topic. It should not embarrass or hurt the feelings of any listener.

## 9.4 USING VISUAL AIDS

Visuals focus audience attention. Learn to handle your visuals properly without getting confused. They help both, the speaker and the audience. The speaker has them for orderly presentation of points, to illustrate with a diagram, to exhibit data. The audience get a reinforcement through the eyes for what they hear, and can see a visual summary of points. You can use any one or more of the following advanced visual aids:

1. **Posters** can be displayed almost anywhere. Though this is old-fashioned marketing persons going to rural areas have found this a very dependable method.
2. **Flip chart** requires an easel or stand. It is most useful for interactive presentations. You can put up on it ideas that come from the audience. And work on it with audience participation. People in the audience love to see their ideas written up during the presentation.
3. **Overhead projector (OHP)** is very popular and available in most places. Make slide on good quality transparencies. Put only six line or less in one slide. Write or type large enough for the whole audience to see.
4. **Powerpoint** projection can be used if available. Keep the slides simple. Avoid too much movement or too much colour. Do not use sound to accompany the slides. Visuals must fit well into the speech. Prepare them carefully, to enhance a point with illustration or to lay out the main points or to display a chart or graph.

## 9.5 APPEARANCE AND POSTURE

Your physical appearance and personality make an important impact.

1. Be formally dressed. If you are not used to wear formal clothing make sure you are well groomed from head to toe.
2. Audience notices your body language before you begin to speak.
3. Practice standing comfortably, being still and quiet. Stand firmly and take a deep breath.
4. Decide what to do with your hand (never in the pockets). Holding a paper, a bunch of cards and/or pencil may be useful.
5. Relax your face. This may need practice.
6. Eye contact is very important. Cast your eyes over the entire audience in five seconds. Remember to take in everyone in your glance. If you feel relaxed, smile naturally and say "Good morning".
7. Speak loud enough to reach those sitting at the back. A very loud and very soft voice makes the audience inattentive.
8. The voice should have variations and modulations to suit the matter and content of speech.
9. Use pauses. When too many sentences or ideas are given, listeners get overloaded.
10. Take good care of your health. If you are in good health you will be energetic, enthusiastic and confident. Besides, the state of health affects the throat, the tongue and the entire speaking apparatus.

## 9.6 REHEARSAL FOR PRESENTATION

1. Beginners have to practice actual delivery of the presentation. No matter how time and care you have spent on preparing the text, the delivery is largely responsible for the success of the presentation.
2. Rehearsal enables you to test if the language and style are suitable for speech. Reading out aloud is not enough. Only an attempt to deliver it to an audience will show whether the words are natural and comfortable in speech.
3. Practice till you are conversationally comfortable with the material.

4. Practice also helps to check the timing.
5. In the beginning, the written text will be longer than required for the given time. If you are a beginner, you should practice speaking out several times.
6. First practice in front of a mirror, then practice in any helpful audience that can be collected, such as a group of close friends or family who will give useful feedback.
7. It is worth making full dress rehearsal for your comfort.
8. Never learn the speech by heart, it creates dependence, and if you forget even a single word it can cause you great confusion.

## 9.7 TIPS FOR AN EFFECTIVE PRESENTATION

1. Know your audience. They have a complex level of intellectual and emotional development and they have come to your presentation because of the practical applications of the information that you will provide. They do not like to be lectured but want experts to facilitate their learning. They do not like someone saying that the time allotted is inadequate for a thorough treatment of the topic, nor are they interested in not-so-subtle sales pitches.
2. Preview, present and review. Open with an overview of what you plan to present. Tell them why each section is important. Demonstrate with examples from your experience, and close with a summary of what you just covered in the presentation.
3. Relevant humour can be very helpful. However, the objective is to give technical information and not just to get laughs.
4. Do not read directly from the text or from your slides, it is a sure way to put your audience to sleep.
5. Make eye contact with all groups in the room.
6. Remember the language barriers and speak slowly and clearly into the microphone.
7. Maintain a rapid pace with control. Do not appear rushed or that you have to get through everything quickly. Use charts, graphs and other slides to enhance your talk.
8. When showing transparencies, stand near the projector facing the audience. Use a pencil or pen to highlight or point out objects of interest on the transparency. Do not face the screen because by doing so you will have your back to the audience.
9. When making a PowerPoint presentation (which the audience expects these days) on multi-media projectors, do not stand in the way of your audience and the screen.
10. Keep copy to a minimum of not more than 6–7 words per line and not more than 6–7 lines per visual. Each visual should be crisp, dynamic and pithy, the text tight and bright.
11. Keep copy simple, use several different visuals, each presenting one key point or relationship.
12. Disclose information progressively, so that attention is fixed and the audience does not jump to conclusions. Use suspense.
13. Produce special work rather than copy from existing diagrams, illustrations, and technical drawings. Use colour visuals.
14. Use pictures, graphs, and charts, in preference to words. Remember, the easiest charts to follow (bar charts and pie charts).
15. Use a large lettering size that will be legible from the back row.
16. Do not rush through the visuals and do not leave a visual on the screen after discussion on it is finished.

17. As a rule of thumb, figure on four visuals for every ten minutes of discussion.
18. If you have pictorial slides that are full of colour, bring them on a carousel in advance and have a dry run before your presentation.
19. Do not pass material around, it can be distracting.
20. Encourage questions (early participation). Give a pause. Wait patiently through the silence, use it to your advantage for eliciting questions. Someone will surely break the ice. Repeat and rephrase questions.
21. Many people in the audience have industrial experience. Gear your presentation to their experience. Rephrase your comments from "The way we did it...." to "this is why we did it so...." and "you can utilize this concept by....". You will be more apt to influence the audience by starting your presentation in their terms and from their perspective.
22. Do not apologize by saying, "I could not prepare" or "I am a last-minute replacement for so and so".
23. Involve your audience in discussion and make an assessment of whether or not the message of your presentation has been received. If not, explain the parts, which are not clear.
24. Show enthusiasm, have fun.

**INTRODUCTION**

- The speaker gains the audience's attention and interest.
- The speaker establishes his/her credibility.
- The speaker relates the topic to audience.
- The speaker sets up central claim.
- The central idea/main message is stated at the beginning.
- The speaker previews the presentation.
- The whole talk is outlined early in the presentation.
- The introduction is brief in proportion to the length of the talk.
- The guiding research question is stated.
- The importance of the research question is stated.
- The speaker establishes the significance of topic for the audience.

**BODY**

- The speaker relies on variety of supporting materials.
- If the methods are illustrated, a matrix, flow chart, or other diagram is used.
- The speaker uses sound reasoning.
- The speaker uses main points to support central idea.
- The speaker uses supporting material to substantiate main points.
- Research methods are summarized in only enough detail to support the results.
- The evidence is drawn from authoritative sources.
- The supporting material is relevant and specific.
- The speaker cites the source of the evidence.

*Contd...*

**CONCLUSION**

- The speaker signals end of presentation.
- The speaker restates central idea.
- The speaker leaves a vivid impression of presentation.
- The conclusions are stated at the end in a form to reinforce the message.

**GENERAL CONTENT**

- The speaker presents ideas in a clear manner.
- The speaker states one point at a time.
- The speaker fully develops each point.
- The presentation is cohesive.
- The topic is appropriate.
- The topic is worthwhile.
- The presentation is properly focused.
- A clear train of thought is followed and involves the audience.
- The speaker makes main points clear.
- The speaker sequences main points effectively.
- The speaker includes internal summaries.
- The outline is repeatedly referenced to provide signposts.
- The speaker provides effective signposts.
- The speaker provides smooth transitions.
- The format of graphs is described before focusing on the content.

**TIME**

- The talk fits the time limit.
- Enough time is spent on each visual aid to allow the audience to absorb the information.

**VISUAL AIDS**

- The speaker faces the audience while speaking (speaker glances at the machine, not at the screen, while speaking).
- The slides have large, readable text (appropriate size for room).
- Each slide makes only a single point.
- There are five or fewer lines of text on each slide.
- Text is concise, having only a phrase or a few words per line.
- Background of slides is subordinate to text.
- Animation contributes to message instead of distracting the audience.
- Graphs are readable by all in the room.
- Slides have been prepared specifically for oral presentation.

*Contd...*

**DELIVERY/MECHANICS**

- The speaker does not read the presentation.
- The speaker does not apologize for the presentation.
- The speaker always faces the audience when speaking.
- The pointer is used as a precise tool.
- The speaker maintains strong eye contact.
- The speaker gestures appropriately.
- There are no unnecessary gestures or distracting mannerisms.
- The speaker effectively uses non-verbal signals.
- The speaker has good posture.
- The speaker's facial expressions are effective.
- The speaker talks slowly and repeats key ideas.
- The speaker's voice can be clearly heard by all in the room.
- The speaker varies volume, pitch, and rate.
- The speaker uses pauses effectively.
- The speaker varies the length of statements.
- The speaker articulates and pronounces words correctly.
- The speaker demonstrates confidence.
- The presentation is aimed at a specific audience.
- The presentation is adapted to address the audience needs.
- Language is free from unexplained jargon and acronyms.
- Language is appropriate to audience.
- Language is appropriate to topic is concrete, vivid and specific.
- Speaker uses alliteration, parallel phrasing, imagery, or other rhetorical devices.
- The talk has been practiced to refine the flow, message, and length.

**QUESTION AND ANSWER FOR DISCUSSION SESSION**

- The speaker carefully listens to questions.
- The speaker asks for clarification of the questions when needed.
- The speaker answers the questions that are asked.
- The speaker answers succinctly.
- The speaker provides clear answers to questions.

*Source:* Department of Speech, University of Hawaii at Manoa.

***Exhibit: 9.1***

## Exercise–9

1. Explain the characteristics of good presentation.
2. What are the different elements of presentation?
3. What are the different points you consider while designing a presentation?
4. What are the visual aids? Also describe different types of visual aids.
5. Write an explanatory note on appearance and body posture of speaker.
6. What guidelines should be followed by a speaker while doing rehearsal for presentation?
7. Write notes on following:
   (i) Role of audience
   (ii) Visual aids in presentation
   (iii) Non-verbal language
8. Prepare a five minutes presentation on the following:
   (i) Leadership is not about being nice. It's about being right and being strong.
   (ii) Every organization of today has to build into its very structure, the management of change.
   (iii) The man who makes no mistakes does not usually make anything.
   (iv) The love of money is the root of all evil.
   (v) The shortest way to do many things is to do only one thing at once.

# 10

# GROUP COMMUNICATION



## 10.1 MEETINGS

Meetings are the most popular method of interactive communication. It facilitates direct, face-to-face communication and essential at various levels in all organization. They serve as channels of oral communication among the members of the meeting. However, they are supported by written communication like notices to bring people together, agenda to structure the meeting, minutes to record the proceedings and report to pass information to the higher authorities.

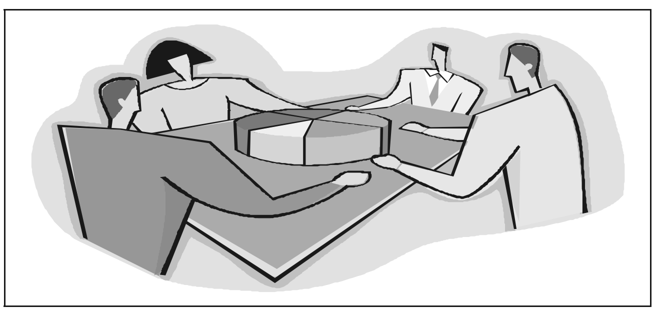


**Fig. 10.1**

## 10.1.1 Meaning, Objectives and Types of Meeting

### What is a Meeting?

A meeting is get-together of a group of persons to discuss ways and means to deal with a specific time-bound task assigned. The members of the group share common experience, common concern and common interest.

According to W.H. Newman, 'A committee of a group of people specially designated to perform some administrative acts. It functions only as a group and requires the free interchange of ideas among its members.'

Hicks and Gullet defines the term, 'A committee is a group of people who meet by plan to discuss or make a decision for a particular subject. Because committee meets by plan, we do not include group that occur spontaneously or informally in the definition of a committee.'

A meeting is formally arranged gathering for the purpose of discussing an issue concerning a large number of persons.

### Objectives of Meeting

A meeting may have any of the following objectives:

- To inform and explain the information to the members.
- To understand the situation.
- To get feedback from the members.
- To exchange ideas and experience among the members.
- To persuade members to accept changes.
- To resolve conflicts and confusions.
- To take decisions of matters affecting the group or the organization.
- To generate a positive attitude among the participants.

### Types of Meeting

❖ **On the basis of function:**

1. **For giving information:** This type of meetings is conducted for sharing information and gathering views and opinions of the participants or members on that information.
2. **For consultation:** The consultative meetings are held to consult the members for their views and opinions to reach an effective decision.
3. **For execution of ideas:** This type of meetings is held to gather new ideas or suggestions for the execution of a task. When the cooperation of the members is required for the effective dealing with a task such meetings are held.

❖ **On the basis of their formality:**

1. **Structured meeting:** Like parliament, state assemblies, company shareholder's meetings, management-union negotiations, university senate, councils and executives bodies.
2. **Semi-structured meeting:** Like committees, managing councils and general bodies of voluntary organizations, briefing sessions, advisory bodies and management meetings.
3. **Unstructured meeting:** Like group discussions, ad hoc meetings of task groups and brainstorming sessions.

### 10.1.2 Procedure of Convening A Meeting

**NOTICE**

The word 'notice' is derived from the Latin word meaning knowledge. The term in relation to a meeting signifies the bringing of knowledge of the meeting to the person concerned. A meeting is to be properly held only when notice of meeting is served to the concerned persons. The notice informs the members as to the date, time and place of the meeting, the issue to be discussed in the meeting and if possible, respective contribution expected from different participants of the meeting.

**AGENDA**

An agenda is a list of topics covered in a meeting. A well prepared agenda will assist Chairperson in directing the business of the meeting and ensuring that decisions are reached in an efficient manner. A copy of the agenda must be sent to the members along with the agenda of the meeting. All the items included in the agenda must be serially arranged. If any change is to be done in the order, the approval of the members is needed. Preparing agenda is very useful practice:

1. If it is circulated in advance, it helps the members to come prepared for the meeting.
2. Since agenda has a set order, it helps the chairperson to conduct the meeting smoothly.
3. It ensures that only matters relevant to that particular meeting are discussed.
4. It ensures that every point is properly taken up for discussion.
5. It facilitates the preparation of the minutes.

The following points should be kept in the mind while drafting the agenda:

1. It should be clear and explicit.
2. It should be in a summary form.
3. The routine items should be put first and the other matters later.
4. All the matters of similar or allied character should be placed near each other on the agenda.
5. All the items included in the agenda must be within the scope of the meeting.
6. All the items included in agenda must be written the scope of the notice calling the meeting.

**ABC Motors India Ltd.**
**Lucknow**

Notice is hereby given to all the members that the next quarterly meeting of the Board of Directors will be held on Tuesday, 12th August, 2008 at 11:30a.m. in the Board room.

**Agenda**

1. Conformation of Minutes of the last meeting.
2. Matters arising from the minutes.
3. Financial irregularities in Naya Nagar branch.
4. To appoint a committee for employees' welfare.
5. Any other matter with the permission of the chair.
6. Date of next meeting.

Secretary

***Exhibit: 10.1***

## Minutes of Meeting

During the course of meeting, the items or topics listed in the agenda are discussed serially one by one. All the participants express their views/opinions and discuss amongst themselves the pros and cons of each item of agenda. Finally, they arrive at some conclusions or decisions, which are always kept on official records. We call them as minutes of a meeting.

Thus minutes are the official records of the proceedings of the meeting. In other words, these are the brief of discussions held and decisions taken at the meeting. It is the duty of an authorized person to retain all such discussions, deliberations and decisions in writing specifically.

The purpose of writing minutes is:

1. To serve as the formal record of discussion.
2. To serve as a background for future discussions.

The minutes of a meeting must contain:

1. Date and the number of meeting.
2. A list of name of those who attended the meeting.
3. A list of those who did not attend and from whom apologies were received.
4. The record of conformation of the previous minutes and any amendments agreed to by the committee.
5. The essential, relevant background to the topic under discussions.
6. A clear and unambiguous record of the decision reached/resolution, and if appropriate, of those individuals/bodies responsible for taking subsequent action.
7. Where discussion of a specific case leads to a policy issue, it is important that a separate minute be written on the policy issue.

## Types of Minutes

1. Minutes of resolutions. In this type of minutes, only the resolutions passed at a meeting are recorded and no reference is made to any discussion preceding the resolutions.
    - Decision, which are within the power of the committee, are introduced by the words...............**'it was resolved that...........'**
    - Sometimes the members of the meeting are not empowered to take decision on the given subject. They can only recommend their opinion to the higher authority who can take decision. Such recommendations, which needs to be referred to an officer or others for approval, are introduced by the words...............**It was resolved to recommend..............'**

**Examples**

- **It was resolved** that Sri Y.K.Yadav be and hereby appointed as the Deputy Manager of the company with effect from 01/08/2008, at a consolidated salary of Rs. 40, 000 per month and other benefits as per rules of the company.
- Since the changes are required to be approved by the Managing Director, **it was resolved to recommend** omitting clause 7 of the employment contract of the Managing Director.

2. Minutes of narration. Minutes of narration are somewhat similar to a report. Here, in addition to the resolutions passed, a brief account of the discussion and the voting pattern is also included.

**Pitambar Cement Industries Limited**
**Head Office: 13, Mahatma Gandhi, Marg**
**Allahabad-220987** 2 August, 2008

**NOTICE**

Notice is hereby given that the Fourth Meeting of the Board of Directors will be held at the head office of the company, 13 Mahatma Gandhi Marg at 3:15 p.m. on Wednesday, 20th August 2008.

The agenda is attached.

Salil Rastogi

Secretary

To Members of the

Board of Directors

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**Pitambar Cement Industries Limited**
**Allahabad-220987** 2 August, 2008

Agenda of the Fourth Meeting of the Board of Directors held at the Head office of the company (13, Mahatma Gandhi, Marg, Allahabad) at 3:15 p.m. on Wednesday, 20th August, 2008

4.01 Conformation of the minutes of the last meeting.
4.02 Conformation of the appointment of Directors.
4.03 Appointment of the Managing Director of the company.
4.04 Accommodation for the branch office at Lucknow.
4.05 Date for the next meeting.
4.06 Any other matter with the permission of the Chairman.

Salil Rastogi

Secretary

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**Pitambar Cement Industries Limited**

Minutes of the Fourth Meeting of the Board of Directors held at the Head office of the company (13, Mahatma Gandhi, Marg, Allahabad) at 3:15 p.m. on Wednesday, 20th August, 2008

| | | |
|---|---|---|
| Present: | Sri V.P. Singh | Chairman |
| | Sri S.K. Srivastava | Directors |
| | Sri G.M. Malhotra | |
| | Sri Pankaj Kumar | |
| | Sri S. Niyazi | |
| Absent: | Sri D.K. Srivastava | |
| | Sri S. Malik | |

*Contd...*

**4.01 Conformation of the Minutes of the last Meeting**
The minutes of the meeting held on April 10 , 2008 were approved by the Board and signed by the Chairman.

**4.02 Conformation of the Appointment of Directors**
The Secretary reported that all the Directors present had accepted the office and signed the agreement to take the required number of qualified shares. He also stated that these documents had been filled with the Registrar of Companies, Uttar Pradesh State.

**4.03 Appointment of the Managing Director of the Company**
It was resolved that Sri S.K.Srivastava be appointed Managing Director of the company.

**4.04 Accommodation for the Branch Office at Lucknow**
The Secretary reported that five rooms in Suraj Building, Lucknow were available at rent of Rs.10, 000 per month. The Branch Manager had examined and found them suitable for our purposes. He had proposed that these be rented. The proposal of the Branch manager was approved.

**4.05 Date for the Next Meeting**
The secretary was directed to call the next meeting of the Board on 10th December, 2008.

V.P. Singh — Salil Rastogi
Chairman — Secretary

23rd August, 2008.

***Exhibit: 10.2***

## 10.2 MEDIA MANAGEMENT

Mass communication is yet another dimension of communication whereby a business organization endeavours to reach out to a wider section of the society. In a business letter, both the addressor and the addressee are specified. The addressor or the letter-writer is the business organization, and the addressee or the recipient is a particular person, by name, designation, a firm or legal entity. On the other hand, in mass communication, while the addressor or letter-writer or the communicator is specified, the addressee is relatively vague or unknown. It does not mean that mass communication targets nobody. In fact, mass communication aims at reaching out to well-defined target group which is not confined to any known address. For this very reason, mass communication efforts should ensure that the communication not only reaches out to the target audiences, but also attracts their attention. And at this point it becomes important to organization that they have adequate media management department (generally known as public relationship department) who takes care or all these activities which is related to media.

## 10.3 PRESS RELEASES

Press releases relates to the announcement of the important message or development concerning themselves that organization wish to convey to the public at large, through the press and other media. The means of communication an organization adopts for convening message may be direct and specific, or general. Direct messages include personal letters, e-mail, direct mailing of brochures and reports, telephone messages etc. however, when the message to be conveyed is of general interest to a large section of the community spread across different target groups, recourse to press release become essential. Press releases for any business organization would cover various happening and business related information which the public would be interested in knowing, and which the business organization wishes to share with the general public. Press releases would generally include financial results, product launches, performance highlights, new branches and offices, change in management, benefits to the customer and the shareholder, community oriented initiatives, tie-up and joint venture, cessation of business, awards and achievements, ratings and rankings, research findings, meeting and conferences and so on. Press releases do not bring any monetary gains to either the organization issuing them or the newspaper accepting them for publication. But if properly handled, they help to boost the image of the organization in public.

A press release is different from press report. A correspondent representing a newspaper or news agency covering an event on his own writes a press report. A company sending matter for publication prepared by its own staff is issuing a press release.

### 10.3.1 Characteristics of A Good Press Release

1. **It should be newsworthy:** Newsworthiness is the basic criterion of a good press release. For if it does not have any news value, nobody would be interested in reading it and no newspaper would accept it for publication.
2. **It should be factually true:** Factual truthfulness is a matter of integrity and integrity is an important principle of business communication. Companies should also realise that the misinterpretation of the facts with a view to misleading the public might bring immediate benefits, but such a step is bound to backfire sooner or later.
3. **It should be brief and precise:** Newspapers are always hard pressed for space, nor do their editors have sufficient leisure to prune and edit a lengthy release and prepare a suitable copy. If a release is brief and precise, its chances of getting included will be brighter. Press release for national newspapers should be shorter that those meant for local newspaper.
4. **It should be drafted in a simple language and conversational style:** If a news item is not easily readable, the reader is put off. He decides not to read it, or to turn to it at a later hour, which is as good as not reading it. So the press release must be prepared in a lucid style.
5. **It is suitable for publication** in the newspaper or journal to which it is being sent. Company releases, for example, should not be sent to literary, sports, or film journals.
6. **Who, what, when, where, why,** make sure that the relevant among the 5W's have been adequately taken care of

   **Who?** Name the people involved. Names are usually newsworthy.

   **What?** Say what happened that is newsworthy.

   **When?** Mention the time. Since old news is no news, the timing of the press release is extremely important.

   **Where?** Location is also important.

   **Why?** It may not always be possible to answer why, but if these details are included, they impart depth to the release.

Since press releases are usually very short, the writer will have to use his discretion to determine what details to include.

Apart from this, there are few other points that can be kept in mind while preparing the releases:

- Every release should be given a heading, which is catchy and suggestive but not misleading.
- The first one or two paragraph that constitutes the lead should be interesting. Besides, they should give the gist.
- Paragraphs should be kept short, and if desirable, they should be provided with sub-headings.
- Every release should be accompanied with a covering letter.

## 10.4 PRESS CONFERENCE

Press conference (*news conference*, *media conference*) is called when an organization has something newsworthy to tell to the media, and when more **in-depth approach and discussion is needed** then it is possible to provide by sending out a press release.

There are two major reasons for holding a news conference. One is so that a newsmaker who gets many questions from reporters can answer them all at once rather than answering dozens of phone calls. Another is so someone can try to attract news coverage for something that was not of interest to journalists before.

In a news conference, one or more speakers may make a statement, which may be followed by questions from reporters. Sometimes only questioning occurs, sometimes there is a statement with no questions permitted. Press conference gives reporters a possibility to ask questions, get explanations, quotes, and photo opportunity. While organizing press conference following points should be kept in the mind:

- An invitation to the conference should be sent to reporters and desk editors a week ahead of it. Closer to the date – a day or two before it – a phone call can be made to remind the reporters on the event.
- You should organize press conference **between 9-11 in morning or 4-7 in evening**. Later then or before that is not good - reporters will not have time to file a story for the next day newspaper issue.
- Ideally, the conference will have **several persons participating**: the press officer who knows the reporters will open and facilitate it. One or two prominent persons should be present, who will give a 10-min statement each on the issue (project, release, donation, opening, or similar), after which the facilitator will give floor to the reporters to ask questions. All in all, **ideally it should be finished in 45 min**. After that **individual interviews** can be given.
- A "**press kit**" is usually distributed at a conference, containing a press release, background of organizers, report, research results, fact sheets, list of experts, etc. Sometimes even filmed material or photo material is distributed. After the conference you should send the press kit by a messenger to those media outlets that have not sent a representative at the conference.
- Reporters like to say that "***A press conference should scream for a headline***" – meaning there should be breaking news released on them. If a conference is called and there is no such news, journalists will not forget it - there is a chance that next time, even if you have breaking news, nobody will show up at the event. Exactly because of the proliferation of press conferences, media outlets often send beginners to cover them.
- If possible, **media events should be organized instead of press conference**. Yet, if one decides to organize a press conference, there are a number of technical details to be taken care of. Here they are:

**Press Conference Check List**

**LOCATION**

- Accessible by public transportation
- Available parking space
- Exact address, phone and fax number
- Registration desk at the entrance, with a person greeting the reporters
- Translation booth if foreign reporters expected

**SITE**

- Are there enough electricity plugs for TV crews?
- Are the fuses strong enough?
- How many people can attend?
- Tables and chairs – number and position
- Platform for camera and photographers behind the reporters
- Check the light, heating
- Is there a photocopy machine available?
- A desk with press kits
- Table for the participants – seating arrangements
- Glasses with water on the participants' table
- Where do the participants enter from and where do they leave?
- Is there a separate room for individual interviews?
- Where is the toilet?

**AUDIO-VISUALS**

- Dropdown with the organization-action logo above the participants
- Projectors – transparences, video, LCD
- Computers, laptops, monitors – platform – Windows or other?
- Microphones for participants, and portable microphone for floor questions
- Loudspeakers
- Recording – audio, video, photographer?

**DURING THE PRESS CONFERENCE**

- Have a sign-in sheet for the press and any visitors so you know who was there.
- Tell reporters at the beginning of the press conference how much time the speaker has, and be prepared to cut off questions at that time.
- Keep the press conference and statements short. The press will be more receptive to an official who makes a short statement and takes questions as opposed to one who gives a half-hour speech.
- Allow time for questions.
- Tape the remarks made by the government official so that they can be transcribed for a permanent record.

- Get responses to unanswered questions. If an official is asked a question that he or she cannot answer, he should admit it but promise to get back to the reporter later that day — before his or her deadline — with the information.

### After the Press Conference

- Put a transcript of the press conference on your Web the page as soon as possible to make it widely available.
- Send hand-out materials and a transcript to any media who could not attend but have an interest in the story.
- Fulfil all promises for additional materials or responses to unanswered questions within deadline times.
- Check each step of operation, and write up your notes for the next conference.

## 10.5 MEDIA INTERVIEW

Reporters use interviews to gather information and flesh out their stories. It is the basic tool of newsgathering and a great opportunity for your organization to communicate its messages to its target public. Media interview is a tool by which an organization presents their good image in front of general public. By this reason there are some tips for media interview:-

- **Never wing it.** Successful message delivery depends on preparation. Invest time and effort in rehearsals, whether working with a professional media trainer or your in-house public relations team. Get your spouse or partner or a trusted pal to lob questions at you. Think through how you will respond to tough or hostile questions by developing and practicing clear, honest and appropriate answers.
- **Start small.** Try smaller venues before hitting the big time. Trade shows are a good starting point where you can conduct a large quantity of media briefings with what is typically a relatively friendly community of journalists. Take charge of your nerves. Being nervous is normal, but don't let your body language send messages of fear or doubt.
- **Be in control of the interview.** Be the first to speak by assertively introducing yourself and initiating a handshake. Jump right in and ask a few basic questions of the interviewer, such as who else they've spoken to and how much time they'll need. Doing so puts you in the driver's seat and sends the message that you're in the game.
- **Return to key points as often as possible.**
- **Minimize distractions.** Turn off your beeper and cell phone or give them to someone else.
- **Make eye contact with the journalist.** If the reporter is present, do not look at the camera. Holding eye contact is critical to projecting a positive and confident image. Looking down can make you seem uncooperative, while looking from side to side can make you look shifty or evasive.
- **Do not repeat an interviewer's negative comment** as you respond to a question. Always frame answers in a positive way.
- **Avoid jargon, industry language and acronyms.** Reporters are communicating the information you give them to the general public. It is important to speak in terms everyone can understand.
- **Never speculate.** It is human nature to give it your best shot at coming up with an answer, but in a media interview, being pretty sure can harm your organization's reputation. If you

don't know, say so and promise to do your best to find out the correct answer and get back to them.

- **Be responsive,** but always remember your purpose. You aren't there to be a talking head and answer the interviewer's questions; you are there to communicate your key messages. While you should not be evasive, you should always work your messages in.

## 10.6 SEMINARS

A seminar is a discussion in a small group in which the result of research or advanced study is presented through oral or written reports. The main purpose of a seminar is to share knowledge and to get the views of equally knowledgeable persons. Generally one person presents a lead paper, and an in-depth discussion on it follows. The other members interact with the speaker expressing their views on the speaker's presentation.

- Seminar is, generally, a form of academic interaction, either at a university or offered by a commercial or professional organization.
- It has the function of bringing together small groups for recurring meetings, focusing each time on some particular subject, in which everyone present is requested to actively participate.
- This is often accomplished through an ongoing dialogue with a seminar leader or instructor, or through a more formal presentation of research.
- Make a seminar organization timeline working back from your seminar date so that everything is done on time.
- Normally, participants must not be beginners in the field under discussion. The idea behind the seminar system is to familiarize students more extensively with the methodology of their chosen subject and also to allow them to interact with examples of the practical problems that always crop up during research work.
- It is essentially a place where assigned readings are discussed, questions can be raised and debate conducted.
- It is relatively informal, at least compared to the lecture system of academic instruction.

## 10.7 WORKSHOP

A workshop is also a *gathering* or *training* session which may be several days in length. Generally, it is more work-oriented, with guidance by specialist resource-persons and participation by all member of the group. It emphasizes problem-solving, hands-on training, and requires the involvement of the participants. Often a *symposium*, *lecture* or *meeting* can become a workshop when it is accompanied by a practical demonstration.

### Tips For Conducting Workshop

1. Open the workshop by welcoming participants. Project a "kind but firm" attitude. Show flexibility, sensitivity, curiosity, and an encouraging demeanour.
2. Tell participants about the workshop topic and how you intend to conduct the workshop.
3. Speak on the workshop topic for about five minutes raising the major issues.
4. Draw upon the experiences of the group to teach other group members by inviting them to express their views on the issues under discussion. Rather than dominating the conversation, ask questions of participants who can relate their experience in the context of the questions being asked.

5. Continue the discussion on the major issues and sub-issues until the participants' interest has peaked.
6. Invite questions from participants and in case of lack of response stimulate the discussion by directing questions at the participants by name (when possible).
7. Keeps the discussion balanced not allowing one view to dominate and keep the discussion on track.
8. Ensure that each participant gets due share of their time to exchange ideas on issues of concern to them.
9. Ensure that the volunteer participant appointed by you, takes notes of the major points discussed in the workshop. This will help them to report on the workshop later.
10. Thank participants at the end of the session for their attention and participation.

## 10.8 CONFERENCE

A conference is closed group discussion. A conference is usually a large gathering of persons who meet to confer on a particular theme or to exchange experience or information. A conference may held to exchange views on some problem being faced by the organization or some other issue related to it, and it may even suggest a solution, but the suggestions from a conference are not binding. They are more in the nature of recommendations. The participants in the conference have to register for attending the conference.

Within the organization, the sales manager may hold a weekly conference of the salesmen to review sales during the week and to plan the next week's strategy on the basis of the views expressed by them. Conference may sometimes be held to give training to new employees. These employees may be exposed to a conference where necessary information about the organization is imparted to them and through discussion in an informal atmosphere they are made to learn all about the organization, its objectives, policies, etc. This kind of conference may be described as a conference for training.

Occasionally a large industrial concern may take initiative and invite delegates from other similar concerns to a conference to discuss problem of mutual interest. The host organization selects the venue of the conference, makes arrangements for the stay of the delegates, chalks out detailed programme, invite eminent people to chair various sessions, selects the speakers, and at the end of the conference sends out reports to leading newspapers highlighting some of the important aspects of the conference. Such conference usually last from two to three days.

## 10.9 BUSINESS ETIQUETTE

Business etiquette is made up of significantly more important things than knowing which fork to use at lunch with a client. Unfortunately, in the perception of others, the devil is in the details. People may feel that if you can't be trusted not to embarrass yourself in business and social situations, you may lack the self-control necessary to be good at what you do. Etiquette is about presenting yourself with the kind of polish that shows you can be taken seriously. Etiquette is also about being comfortable around people (and making them comfortable around you).

People are a key factor in your own and your business' success. Many potentially worthwhile and profitable alliances have been lost because of an unintentional breach of manners. Etiquette is a very important factor in determining the success or failure of a business or a person. Etiquette is the way a person presents himself to others, being comfortable and making other people around comfortable. Good business etiquettes are the recipe of success. It is very important to practice good manners and etiquettes in order to succeed in your business, be looked by people and maintain good relationships with clients, customer and employees.

When you do not practice good etiquette intentionally or unintentionally, you are bound to face lot of obstacles on the path to success. But if a person is generally considerate and attentive to the needs of those who work for him/her by following the basic rules of etiquette, he/she will definitely be successful in any venture.

It is easier to make money than to earn respect and accolade from people who know and interact with you like colleagues and employees. Life will definitely be easier if you follow the following tips on business etiquettes:

- Make sure to treat each person you interact no matter what his or her position in the corporation, with respect and make it a rule to be pleasant to everybody no matter what the situation is.
- Before an event, use your address book or your "people database" to refresh your memory about the people you are likely to meet.
- Apologize when you step on toes.
- Let people know that you appreciate what they do which will boost morale and improve work quality.
- Keep records of people who matter to you and acknowledge if they receive a promotion and wish them on their birthday, anniversary or any other occasions.
- When meeting make sure that all the participants know about the schedule, the objective of the meeting, matter that is to be discussed and the expected duration of the meeting.
- Distribution of minutes and summaries of meetings and thanking each participant after meeting is a basic courtesy.
- Always return calls, if you are unable to answer, have a polite message on the answering machine that will be returned at the easiest. Never be rude or impatient with anyone on the phone.
- Never make anyone wait, be it an employee or employer, or a business etiquette acquaintance. Never be late for a meeting or for work.
- Dress is also a very important aspect in maintaining good business etiquette. Businessmen have to appear impeccably groomed.
- Women have to dress appropriately and take care that they do not give a wrong impression to their colleagues. Proper care should be taken that can avert a lot of embarrassment.
- Make sure your employees practice good etiquettes to customers and to each other to be able to work in a friction free atmosphere. Smiling courteous service will definitely help to improve business and make a customer become regular.
- The fork goes on the left. The spoon and knife go on the right. Food items go on the left, so your bread plate is on your left.
- Drinks, including coffee cups, should be on the right.
- When sitting at a banquet table, you may begin eating when two people to your left and right are served. If you haven't been served, but most of your table has, encourage others to start. Reach only for items in front of you, ask that other items be passed by a neighbour. Offer to the left, pass to the right, although once things start being passed, go with the flow.
- Do not thank your hosts at the end of the meal. 'Thank you' is considered a form of payment and therefore insulting.

## Exercise–10

1. What is meeting? What are its objectives?
2. What are the different types of meetings?
3. What procedure have you taken for conveying a meeting? Discuss.
4. What is agenda? And why is it important to circulate among the members before the meeting?
5. What are the different points should be kept in the mind while drafting notice and agenda?
6. Draft a notice and agenda of the 5th Annual meeting of the Board of Directors of a car manufacturing company.
7. How do you define minutes?
8. What are the different types of minutes?
9. Write en explanatory note on content of minutes of meeting.
10. Draft the minutes of the Annual General Meeting of the Shareholders of Satyaprakash Paper Mill, Rajatpura.
11. Draft the minutes of a Board meeting at which the following items were taken up:
    (i) Appointment of Mr. ABC as the Deputy Manager.
    (ii) Appointment of Bankers.
    (iii) Allotment of 600 Equity Shares to Mr. XX
    (iv) Announcement of new branch opening.
12. Draft the minutes of the second meeting of the Board of Directors of a telecom company.
13. Write notes on:
    (i) Agenda
    (ii) Minutes of meeting
    (iii) Meeting
14. Why media management is important for a company?
15. How do business organizations take advantages from issuing press release?
16. What are the characteristics of good press release?
17. Your company has won a customer satisfaction award. Prepare a suitable press release.
18. Prepare a press release to announce the decision of your company to open a new branch.
19. Your company has signed an agreement with a Japanese company for the production of i-pod. Prepare a suitable press release to announce this tie-up.
20. Your company organized a cancer awareness camp with the help of well qualified and senior doctors. Prepare a suitable press release on the occasion.
21. Your college organized a one-day seminar on the Rainwater Harvesting. Prepare a suitable hand-out to be issued to press.
22. What are the important points taken into consideration while organizing press conference?
23. Discuss the press conference checklist.
24. What precautions have you considered before and after press conference?
25. What are the tips for effective media interview?
26. Write an explanatory note on media interview.
27. What are the advantages of holding conference?
28. Explain seminar, conference, and workshop.

# APPENDIX I

# THE CASE STUDY METHOD

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# THE CASE STUDY METHOD

## WHY WE USE THE CASE STUDY APPROACH

The most effective way for learning to take place is to actually be in real situations, make decisions, deal with the consequences of those decisions, and learn from our real mistakes. Nothing will ever replace learning from experience. Cases (which involve real situations although names may be changed) allow us to "simulate" real life situations when we don't have the luxury of having years of experience. Cases allow us (to some degree) to live with real situations, make decisions, and feel the consequences. Like scientists in a laboratory, students of management use case problems and experimental exercises as "laboratory" opportunities to experiment with real organizations in the classroom setting.

Cases attempt to reflect the various pressures and considerations managers confront in everyday organizational life. By using complex, real world problems as a focus, cases are designed to challenge you to develop and practice skills that will be appropriate to the practical problems you will face in your career.

The case method is based on the learning principle that learning occurs most when people teach themselves, through their own struggles. You will gain greater understanding and improved skills in judgement when you work through a problem, than, if you listened passively to a lecture. Similarly, there will be greater learning if you "use" a theory than if you just heard about it. Therefore cases have two basic uses:

1. helping us learn how to **apply theories** to real situations.
2. helping us learn how to **solve real problems.**

Like real situations, cases center around an array of partially-ordered, ambiguous, seemingly contradictory and reasonably unstructured facts, opinions, inferences and bits of information, data, and incidents out of which you must provide order by choosing selectively which bits to use and which to ignore. In real life, others won't do this for us. As in real life situations, it is unlikely that any two people would assemble the data or make inferences identically. You will have to work within the limitations inherent in evidence and arrive at internally consistent interpretations. Experiencing the process of learning this way may be frustrating and confusing, but it is also practical and realistic.

Cases, as in real management situations, require you to work with the "as is" of reality, not the "should be" of theory. Like managers you will have to exercise judgement which can be improved by *discussion and consultation* with others. However, note that like the manager, you will seldom be sure before your decision is made and often after it is made, that you have made the right or "best" decision.

Like any manager, you will approach cases under time pressure, on the basis of limited facts, and in the face of many unknowns. You will approach cases along with other people, who like you have idiosyncrasies and limitations, and different opinions.

In summary, cases have a number of benefits:

- They allow us to develop skill in thinking clearly about ambiguous, unstructured situations using incomplete information.
- They help us to develop skills at recognizing what information is important and what is missing.
- They help us to develop concise, reasonable, and consistent action plans.
- Help you to identify implicit models and assumptions, values and goals you use every day.
- They provide an opportunity to develop skills in presenting (written and oral) our ideas to people and to groups; to influence and persuade others.
- Improve your ability to predict behavioural outcomes—yours and others.

## Your Responsibilities

Little can be learned from a case without preparing it carefully, and discussing it with others. Cases are not designed to present you with a right answer which you can memorize in the hopes that you will remember it if you ever encounter a similar situation. Similarly, you won't gain much from listening to what others think is the right answer. The learning comes from actively participating in the search for solutions. Cases are the raw materials that permit simulation in the classroom of actual discussions carried on informally among managers.

**Preparation:** Cases require more preparation and active participation than most class activities. How much you get out of a case discussion, depends heavily on how much effort you put into preparing it before class. Many students confronting cases for the first time are overwhelmed; they see so many factors that come into play. Facts are confusing and ambiguous and often incomplete. This guide is intended to help you walk through the critical steps.

**Informal Discussion Groups:** After preparing a case by yourself, it can really help to meet with a group of other students to talk about a case before class. This will give you a chance to test your ideas on others and learn about other perspectives about the case.

**Participating in Class Discussions:** The purpose of the class discussion is to test others ideas so that together students can reach a richer and deeper understanding of the case. The role of the discussion is to moderate and create an environment in which contributions of individual students build on one another to understand the problem completely. The instructor's role is not to answer. The instructor may highlight, synthesize the issues and helps to shape the discussion.

The quality of the class discussion depends on the quality of the students' preparation and participation in class. The class should be considered a team of colleagues that has been asked to work together to solve a challenging problem. This requires good team members to push ideas and support them. Good class also requires an emphasis on listening; others will raise ideas you would not have thought of and you should be prepared to change your mind and incorporate new ideas when you find them persuasive.

Try to have your ideas build on the comments of others. Don't be afraid to be challenged or to be wrong. Sometimes students leave a class discussion, discouraged because many issues and arguments that were raised that they had not considered before the class. Remember that no case would be worth discussing if it were simple and straightforward enough for you to have figured it out on your own.

The classroom should be a place where you can test ideas and learn from each other. Finally, enjoy yourself. There should be a lot of satisfaction in struggling with a complex problem and through your efforts, coming to a better understanding of it.

**Preparing a Case: Six Steps for Problem Analysis**

The checklist is presented as a framework for diagnosis, problem-solving, and managerial action taking. Note that few if any situations that you will experience will require that you consider every element listed here. Management is a dynamic, ongoing process that never takes place as sequentially or rationally as this list would imply.

- Step One: Comprehend the Case Situation
- Step Two: Defining the Problem
- Step Three: Identify the Causes
- Step Four: Generating Alternative Solutions
- Step Five: Decision
- Step Six: Taking Action

### 1. Comprehend the Case Situation: Data Collection, Identify Relevant Facts

Most cases require at least **two** readings, sometimes more; the first time, though, should involve familiarizing yourself with the basic situation; you may be given some guide questions to help you and you also might think about why the case was assigned now. There are some standard questions that you might keep in mind as you read the case:

- What are the **key issues** in the case; who is the decision-maker in the case; is there a critical decision?
- What is the **environment** in which the key people operate; what are the constraints on their actions; what demands are imposed by the situation?
- Are solutions called for?
- If you had the chance to talk to critical people in the company, what would you want to know?
- What are the actual outcomes of the current situation—productivity, satisfaction, etc. how stable are present conditions?
- What are the "ideal" outcomes; what is an ideal "future" condition?
- What information is lacking; what are the sources of the available information?

Managers and students rarely have complete information and must rely on inferences. Be prepared to make creative assumptions; good analysis goes beyond identifying the relevant facts in the case. If some facts aren't given, figure out what you can assume they are.

Rereading: After the first reading, try to formulate several plausible courses of action and explanation for the data in the case. Imagine yourself as various key people in the case and figure out why you (as the person in the case) might have acted as he/she did, or what you would do. Think about the consequences if you are wrong.

Using evidence and numbers: One of the most difficult problems in preparing a case is sorting through the mass of information and evidence. Often cases involve considerable background information of varying relevance to the decision at hand. Often cases involve conflict with different actors providing selective information and courses of action to support their claims. As in real life, you must decide what information is important and what isn't and evaluate apparently conflicting evidence.

As in real life, you will be faced with a lot of information but perhaps not exactly the information you need. It is not uncommon to feel paralyzed by all the available information; it is difficult to identify the key information after the first reading. You should be slightly skeptical about the information presented or the interpretation placed on it by various actors in the case. You won't have time to question all evidence in the case but if the evidence is critical, you might ask yourself what it really implies and whether it is as compelling as it seems.

As you read the case keep in mind:

- Remember that all behaviour is caused, motivated, and goal-directed; behaviour may see strange, or "irrational" but you can assume it makes sense to the actor.
- Separate fact from opinion; distinguish between what people say vs. do.
- It might be possible to get more information about the case (e.g., the industry) but for the most part you will be asked to do your best with the information available.
- Separate symptoms from underlying causes.
- Avoid judgements; avoid premature solutions.

## 2. Defining the Problem

What is the critical issue or problems to be solved? This is probably the most crucial part of the analysis and sometimes the hardest thing to do in the whole analysis. Perhaps the most common problem in case analysis (and in real life management) is that we fail to identify the real problem and hence solve the wrong problem. What we at first think are the real problem often isn't the real problem.

To help in this stage here are some questions to ask in trying to identify the real problem:

- Where is the problem (individual, group, situation)why is it a problem; is there a "gap" between actual performance and desired performance; for whom is it a problem and why?
- Explicitly state the problem; are you sure it is a problem; is it important; what would happen if the "problem" were left alone"; could doing something about the "problem" have unintended consequences?
- What standard is violated; where is the deviation from standard?
- What are the actual outcomes in terms of productivity and job satisfaction; what are the ideal outcomes?
- How do key people feel about the problem and current outcomes?
- What type of problem is it ?(individual, relationships, group, intergroup, leadership/ motivation/power, total system)
- How urgent is the problem? How important is the problem relative to other problems?
- Assess the present conditions.
- What are the consequences; how high are the stakes; what factors must and can change?

- For the organization (costs and profits; meeting obligations; productivity).
- For the people (personal and financial rewards; careers; satisfaction and growth).
- How stable are present conditions?
- What information is lacking?
- What are the sources of the available information?

**Traps in this Stage**

- Suggesting a solution prematurely—stating a problem while implying a solution.
- Stating problems in behavioural (personal) terms, not situational terms.
- Not explicitly stating the problem—assuming "your" problem is "the" problem.
- Blindly applying stereotypes to problems; accepting all information at face value; making premature judgements; multiple causality.
- Most crucial at this step is to avoid suggesting a solution.
- Confusing symptoms with causes; differentiating fact from opinion; prematurely judging people and actions.
- Stating the problem as a disguised solution (e.g., Hardesty's failure is due to his not visiting purchasing agents).

### 3. Causes

Once you have identified the key problem(s), try to find the causes here. Most critical here is avoiding solutions, and avoiding blaming or judging people. Also:

- Don't quit at the most obvious answer—try playing devil's advocate; put yourself in the other person's shoes.
- Accept the multiple causality of events.
- There may be a number of viable ways to fit the data together; explore as many as you can; go past the obvious.
- There is a great tendency to evaluate behaviour as good or bad; I care about why it occurred; judgement leads to a poor analysis focusing on justification for the evaluation.
- The concern is not whether behaviour is good or bad but why it occurred and its consequences.
- Be careful about hindsight; actors in the case usually don't have access to outcomes when they act so avoid "Monday Morning Quarterbacking"—consider what actors in the case are reasonably likely to know or do.
- As before, avoid premature solutions and premature judgements.

### 4. Generating Alternative Solutions (not all assignments will call for this)

In thinking about a context for generating alternatives, think about:

- What are the decision-maker's sources of power in the situation (legitimate, reward, punishment, expert, referent)?
- What are possible leverage points (changing technology such as machines, processes, product designs; changing organizational structure; changing reward systems, job descriptions education, changing personnel, changing culture)?

- Can individual behaviour be changed (education, training, reward systems, job description, etc.)?
- What are the constraints on the solution (time, money, organizational traditions, prior commitments, external realities, legal etc.)?
- What are the available resources (time, money, people, existing relationships, power)?
- Should others be involved (in problem definition, data collection, generating alternatives, implementing solutions, monitoring, and assessing realities)?

In this stage, it is important to avoid reaching for a solution too quickly; be creative here and put yourself in the case. Try living with various alternatives that you are thinking about; what would be the impact on you and on others. Be sure to think about the costs and benefits of each alternative.

### 5. Decision (note that not all assignments will call for a solution)

In considering the alternatives generated above you need to be clear on the criteria you will use to evaluate them. Some possible criteria include:

- Does the alternative address the critical aspect of the problem? What are your objectives? Be specific.
- What are the intended consequences; what are some unintended possible consequences; how will your decision improve the situation?
- What is the probability of success; what are the risks; what happens if the plan fails?
- What does the plan depend on? What are the costs? What power and control is needed?
- Who would be the "change agent"? Does he/she have the power, skills, knowledge to be successful?
- Is the "solution" consistent with organizational realities?

Remember that there is no one "elegant" solution; **all solutions have costs and benefits**; identify pros and cons of each alternative; evaluate relative to goals; look at main and side effects

- You may have to make inferences and judgements; do this as long as you have good reasons for your inferences.
- Choose alternative which best meets the criteria. The decision might not be accepted by those involved so you may have to choose a more acceptable one. You might want to rank order your alternatives according to how well they meet the criteria used.
- As you think about action put yourself into the case; try to project living with the consequences.

### 6. Taking Action and Following Up

In thinking about implementation you want to think about these areas:

- What are leverage points for change—technology, reward systems, work relationships, reporting relationships, personnel changes?
- What are the decision-maker's sources of power: legitimate, reward, expert, referent, etc.
- What are the constraints on a solution: time, money, organizational policies, traditions, prior commitments, external realities?
- Does culture have to change; what historical relationships must be respected?
- Implementation—will people resist change; is change being reinforced; is a new stability developing?

- Monitoring changes—are further changes necessary; are costs and benefits of changes as expected?
- Make sure you have thought about the ramifications of implementing the plan; how will you address them?

**Action Plans**

- Provide options for meeting specific objectives.
- Should include: a brief description of the plan, costs, benefits, drawbacks.

Some simple models are helpful in thinking about implementation. One involves thinking about implementation as involving three stages:

1. Unfreezing: Making sure those affected feel the need for change.
2. Change: introducing the change.
3. Refreezing: Reinforcing the new behaviours.

**General Reminders**

- Remember you will never have enough information.
- The most critical aspect of case analysis may be "identifying the problem".
- You will never be sure you have identified the real problem.
- There is rarely one "right" answer—different answers may be somewhat right.
- Accept that cases and managerial situations involve:
- Ambiguous situations, multiple causality and inadequate information.
- No elegant solution.
- Acknowledge that personal values play a role in case analysis.
- No one (including the instructors) can "solve" the case.
- Try to imagine "living" with the problem and your recommendations.
- Try to avoid: confusing symptoms with problems making premature evaluations.
- Blindly applying stereotypes to problems accepting information at face value.
- Judging behaviour—we assume no one is "good" or "bad"; labelling people as such is an easy way to dispense with problems of trying to figure out why someone does what he does.
- Don't assume you are so much smarter or better informed than managers you observe or read about that you can readily solve problems they have been dealing with for years.
- Managers involved may understand their problems better than you do and act the way they do for reasons that are sound to themselves.

## CASE STUDY 1

You are the head of the appliances department in the production department of a big enterprise. Laxman one of your employees, is continually socializing with the deputy production manager. Laxman arranges his tea breaks with the deputy production manager and takes him on long rides and fishing trips. Laxman is always getting information about changes that are going to take place in your department before you do. The deputy production manager shares crucial information about the department and the likely decisions with Laxman who passes on the information to the operative employees. You apprehend that if this state of affairs continues, you will not be able to introduce any change in your department because of resistance by the operative employees.

You have also noticed that Laxman does not pay any attention to you. The employees in your department consider Laxman as 'Mr. Climber'.

## Questions

1. What do you think is the motivation behind Laxman's behaviour?
2. Should the deputy production manager continue socialization with Laxman?
3. If you were the production manager, what action would you take in this situation?

(Delhi, MBA, June 2005)

## CASE STUDY 2

Rajan, an accountant, is a reliable employee of Paragon Plastics Ltd. Rajan can, always be counted on to get his work done accurately and on time. He is punctual, works steadily and gets along well with other people. He has been his current position of accounting specialist for the last seven years, but the fact that he has not been promoted recently is of great concern to him. The pay is good, his supervisor is fair and not overly demanding, his work area is well-equipped, he likes the people he works with, and the Company treats its employees well. Nevertheless, he looks forward to 5 p.m.! He is active outside the office especially with hobbies and recreational pursuits. He is a member of the company hockey and basketball teams, is a Boy Scout leader and dabbles in oil-painting. During the income-tax season, he enjoys helping friends to complete their income tax returns.

## Questions

1. Which of the needs in Maslow's Hierarchy seem to be most important to Rajan?
2. Is job satisfaction important to Rajan?
3. How do their superiors take advantages from Rajan?

(Pune, MBA, May, 2005)

## CASE STUDY 3

Mr. Rishi Daswani was the manager of the Sangam Leather Factory, Kanpur. In one of his vacations, he undertook a short course in management and public relations, in one of the third rate commercial institutions, that have mushroomed in Noida. It then dawned upon him, that all these years he had been doing the wrong thing, by dealing only with the section heads under him.

On his return to the factory, he was a new Rishi he began having lunch in the Workers' mess, he even smoked beedi with them and exchanged a few smutty jokes. Over a cup of tea, he told them a story of his life and many spicy episodes about the lives of the directors all in the interest of better public relations. He even joined them once, in ragging a foreman, who wore an old-fashioned coat and topi.

Trouble started a few days later. There were thefts in the factory and absenteeism had increased. Further there were four incidents of workers refusing to carry out the orders of their supervisors and three workers were found in a drunken state on the plant.

## Questions

1. Discuss the communication barriers in this case.
2. If you were in the Managing Director's place, what would you do? Sack the young man? Promote him? Or have a confidential talk with him?
3. Explain how would you handle the situation and suggest the solution.

## CASE STUDY 4

**RUPBANI BEVERAGE LIMITED**

Rupbani Beverage Limited entered the Indian wine industry in 1975 by acquiring the Mastana Wine Company of Shimla and two other smaller wine companies at Kalka for Rs. 50 lakh. Despite hostility expressed by other wine makers and predictions that Rupbani would very soon fail as other outsiders such as Parminder Wine Company had, the entry succeeded. Rupbani Limited performed the unheard—of feat of establishing a volume of 30 lakh cases within two years and taking the market share away from premium brands such as the National Wine Company of Bombay, Pearl Drink Limited of Pune and Syndicate Cola Limited of Madras.

Rupbani advertised heavily and incurred Rs. 10 lakh in one year and standardized the taste of its wines with considerable success. It also invested Rs. 48 lakh in a large, new winery at Ahmedabad. A Rupbani Executive said, "By 1995, consumption of wine in India will be a litre per capita, compared with half a litre today."

The industry reacted to Rupbani's presence by doubling and tripling advertising expenditure. ABC Company began a costly campaign to market premium and varied wines while reducing marketing emphasis on its cheap wines such as Nahan Drinks and the Gola Beverage. ABC maintained its 25 per cent market share but had to resort to some heavy price discounting to do so.

In 1982 Pearl Drinks formed a special wine unit to combine efforts for all its brands. Mr. Sailesh Kumar, former Vice-President of the National Wine Company, had directed a project to coordinate Pearl's worldwide wine business and develop a worldwide strategy. The new unit was, in fact, a result of his work.

In 1983, wine consumption changed from growth at a rate of 5 per cent to no growth. The government also lifted the ban on imports of wine. This presented an even greater challenge because imported wines were cheaper as well as superior in quality.

In 1984, Mr. Ranganathan took over as Managing Director of Rupbani. He reviewed the recent performance of the company and its competitive position. He noted that the company was losing its hold over the market and it was not getting the return as expected. He also found that the company's performance in the syrup business was excellent. He, therefore, thought of selling out the wine business to Pearl Drinks. He convened an executive meeting and apprised the executives of his proposal. He also informed them that Pearl Drinks had offered the company to recapture its investment in the wine business which was about Rs. 1 crore. Mr. Arun Mehta, General Manager, observed that Rupbani was in and out in the past six years and has joined different organizations in trying the wine business. The Finance Manager, Mr. Subhash Ghai said, "The return on assets in the wine business is not the 30 to 35 per cent which Rupbani is used to getting in the syrup business. Gaining share and trying to compete with ABC Company left Rupbani with, eventually, the number two positions in the wine industry with profits of Rs. 60 lakh on Rs. 220 lakh in sales. The stockholders wanted immediate return and hence, the company could not afford to make long-term investments necessary to popularize the brands. Had they stayed for five years more, they would have been a key leader in a large and profitable industry."

Pearl Drinks immediately went from the sixth position in the industry to a strong second place with an 11 per cent market share. The Chairman of Pearl Drinks stated: "We believe you can make money in this business in two ways — remain a small boutique winery or become large and achieve economies of scale."

Mr. Harish, Marketing Manager of Rupbani said, "it is no use selling out our business to Pearl Drink and get back what we have invested. We can compete with our competitors successfully and improve our market share if we manufacture wines of varying qualities to suit the varied preferences and pockets of diverse sections of society. We should also offer price discounts to attract the consumers. There should be wide publicity of our brands throughout the country."

## Questions

1. Perform SWOT analysis of Rupbani.
2. In the light of opportunities and threats of Rupbani Beverage and its strengths and weaknesses, what strategy should it formulate to improve its performance and strengthen its competitive position?
3. Should Rupbani spend on advertising in line with its competitors? Discuss.
4. What other strategies would you suggest for Rupbani for increasing their share of the market?

(IGNOU, June 2005)

## CASE STUDY 5

**NEECO LIMITED**

At the end of the recent five-year plan, it was estimated that there would be a considerable demand in the manufacturing capacity of power transformers in the country. It was further projected that the gap between demand and the manufacturing capacity would be even larger in the subsequent plans. Thus, anticipating the country's demand in future, Neeco Limited decided to set up a new unit for manufacturing transformers. This was in addition to the manufacturing capacity already built up at one of the existing factories.

### Formal Planning Process

Formal planning was introduced in the very first year of the commencement of activities at the new unit. The planning process at Neeco Limited included the setting up of broad objectives and the preparation of the three years forecast. In a letter addressed to departmental heads, the General Manager, Mr. S. K. Patel said, "The time has come to put down on paper, the objectives and goals of our organization and to develop a proper framework whereby we can take a more systematic look at the future we are heading for. This, I believe, can be achieved by involvement and cooperation of all the departmental heads in putting into practice a culture of planning."

The responsibility for developing a three-year plan was entrusted to the planning cell, which reported directly to the General Manager. There was a separate controller's office which looked after budget preparation and the subsequent monitoring of actual performance.

## Goal Setting Process

Planning began each year in the month of April with the establishment of goals by the top management. The top management group consisted of the General Manager and his various functional heads. The goals were set both in qualitative as well as quantitative terms. The quantitative goals were in terms of growth in sales and profits. Commenting on the quantitative goals, Mr. Patel observed that: "Profit is the primary goal".

The planning cell, after collecting all the information, consolidated and integrated the data and prepared operating results and cash flow projections for the three years period.

***Exhibit-I***

**NEECO LIMITED**

(a) A Temporal Overview of the Planning Process

| Date | Steps in planning |
|---|---|
| 1st week of April | Planning call sends relevant formats to departmental heads, with detailed explanations. |
| 4th week of April | By the fourth week, the various departments send the formats back to the planning cell, duly filled. |
| 1st week of May | Planning officer compiles all the data and puts it in an integrated form. |
| 2nd week of May | The first draft of the plan is discussed in a management group meeting, wherein several suggestions emerge and the draft is thoroughly revised by resolving the conflicting objectives of various departments. |
| 1st week of June | The final draft of the plan is ready and is sent to corporate headquarters. |

(b) Responsibility for Plan Preparation

| Segment of the plan | Responsibility |
|---|---|
| Sale Plan (Order Book Position) | Manager (Marketing) |
| Production Plan | Manager (Production) |
| Materials Plan | Materials Manager |
| Manpower Plan | Personnel Manager |
| Township Development Plan | Manager (Projects) |
| Integration of Various Segments of Plan and Final Plan Document | Planning Officer |

Before finalizing the plans as prepared by the various functional/department heads, a detailed discussion was held. During these discussions, various departmental heads explained the basis of their respective plans. The final plan was arrived at after resolving the conflicting objectives of various departments.

### The Planning-Budgeting Linkage

Immediately after the plan was approved by the Management Group, the process of preparing a detailed budget for the next year was initiated. The three years plan set out the broad objectives for the first year and projections for the next two years. A detailed exercise had already been conducted in preparing the broad objectives, which served as a basis for the preparation of a detailed budget for the ensuing year. Thus the first year of the plan document, with necessary modifications, became the budget for the next year. The three years plan document and the budget were, therefore, closely inter-related. It was said that the preparation of a three-year plan was, in a way, a process of creating an organizational climate for a rigorous and time-consuming process of budgeting.

### Reactions of Executives

A few executives from the production department had the following comments to make with regard to the format plan: "The forms are time-consuming and tiresome. Here, when we are already overburdened with our daily routine, which has got time to fill in figures in these lengthy forms. We are more worried about day-to-day problems, rather than about the 3rd years from now."

Executives from other departments commented: "Planning has led to greater participation in the management process and thus, has created a culture of management by participation. The involvement of all of us in the planning process has given us an opportunity to take a wider perspective and has broadened our horizon. Some of us now understand each others problems in a better way. This has paved the way for better mutual coordination."

"Some of us now feel more confidence in taking up higher responsibilities in future. Planning has helped to groom leaders. It has turned us from technocrats to managers and has prevented us from becoming bureaucrats."

"Figures by themselves are not very important. Figures without understanding the process of how to obtain them are irrelevant. What is important is the process of planning, rather than filling the figures in prescribed formats. This process had led to greater management participation in shaping the future. Planning has become a frame of mind and a way of thinking. It has become part of our management process."

## Questions

1. Evaluate the formal planning process at Neeco Limited.
2. Critically examine the reactions of the various executives as stated in the case.
3. Discuss the importance of a three-year plan.

(IGNOU, Dec, 2005)

## CASE STUDY 6

Office Needs, is a small chain of distributors of good-quality office furniture, carpets, safes and filing canets. Within each category, the company offers a wide variety of products with a great many variations of each product being offered. For instance, the company currently offers around 42 different designs of chairs and 23 varieties of office desks; the company keeps in touch with advances made in the office furniture field woodside and introduces those products which are in keeping with the needs of the market in terms of design. Workmanship, value for money and technical specifications.

Office Needs trades only in quality furniture which is sturdily constructed. Differences between its products and cheaper, lower quality ones are well-known to those who have several years of experience in the business.

An important feature, the company feels, is the availability of a complete list of components of the furniture system. This enables the customer to add bits and pieces of matching designs and colour in the future. Such components are available for sale separately. Systems are maintained in stock by the company for a number of years, and spare parts for chairs and other furniture are always available.

The trade is currently witnessing a downtrend due to recession and players from local reorganised sector. Office needs has also experienced the same over the last two years. In addition, it had to trim the profit margins. Last year, it barely broke even and this year it is heading for a small loss for the first time in the company's ten years history.

## Questions

1. Explain the term Product item, Product line and Product mix in the context of the above situation.
2. Advise the company in relation to its Product decisions and its effects on the company's image.
3. What strategy would you recommend to counter competition from the unarranged sector?

(IGNOU, Dec, 2006)

## CASE STUDY 7

Mr. Harish Jain, CEO of Energetic Enterprises, has established the firm for the manufacture and marketing of an innovative product. The firm earned a reputation of its product within two years of its inception and enjoyed monopoly position in the market for its product. Now it has a turnover of about Rs. 80 crores.

Three years back, some firms entered the market and offered cheap substitutes which were of better quality. This year, Mr. Harish Jain is worried because about 40% of the market share has already been taken away by the new firms and he is not able to check this trend.

Mr. Jain has been looking after both production and marketing functions though finance is being looked after by a finance manager having a professional degree in chartered accountancy. Mr. Jain has recently lowered the price of his product to fight competition, but even this has not helped. He has now approached you for advice to stabilise his sales volume.

## Questions

1. What is the orientation of Mr. Jain in selling his product?
2. What environmental factors have caused a worry to Mr. Jain?
3. As a consultant, what strategies will you suggest to check further tall in market share?

(IGNOU, Dec, 2006)

## CASE STUDY 8

**MYSORE FOODS LIMITED**

Mysore Foods Limited produces and distributes packaged food products such as cereals, biscuits, spices, jams and jellies, syrups, etc. The company has a national market and also exports small quantities to neighbouring countries. It conducts a large national advertising campaign. It has 75 plants located all over the country and markets 70 different products, each under its own trade mark. Though its products are all food products, they are not otherwise closely related. They vary from long margin specialities with comparatively small volume to large-volume items with small profit margins. Different raw materials and other articles are used in their processing and packing. All products are, however, sold through the same channel. i.e., retail and provision stores. Gross sales are Rs. 25 crore and total assets exceed Rs. 12 crore.

The management of Mysore Foods Limited is centralised. The Chairman of the Board, the President and four Vice-Presidents who are responsible for sales, production, purchasing and law make up the topmost executive level of the company and operate as a committee on all general policy matters.

Sales, advertising and sales promotion comes under the Sales Vice-President. All plant operations as well as the research and engineering department report to the Production Vice-President. Purchasing is the responsibility of its Vice-President who also governs traffic. Public relations, law and corporate functions fall under the General Counsel. Financial responsibilities are handled by the President and employee relations are covered by each Vice-President in his own area of responsibility.

The company was set up by combining several food products organizations and it has acquired others. Since one of the theories of the organizers was that there would be great advantage in wholesale distribution if one salesman could cover an entire line on one call as against a number of salesmen, each calling to sell a single line. Saving in time alone would be of great value to the distributor. This principle has been retained and has proved successful as the company has grown. One sales organization handles all the products. Each product is given specific time and attention by the sales organization in accordance with its demands.

The head of the field sales organization reports to the Vice-President. The Advertising Manager and the Sales Promotion Manager take care of advertising and sales promotion for the entire line but each product has its own advertising campaign and appropriation. The Sales Promotion Manager is in-charge of the missionary salesman who contacts retailers.

To avoid neglect or error, single product or a group of products are assigned to one of the 20 Product Managers. Each Product Manager is responsible for seeing that his product receives due attention from the sales organization, the production department, and the advertising and promotion departments. He specialises in the pricing and sales appeal questions of his product. He reports, however, to the Sales Vice-President, who has the overall control. The Sales Vice-President can curtail any efforts of the Product Managers if he is using his sales force for special efforts on some other product or products. There is no institutional advertising. All advertising is coordinated and placed by the Advertising Manager while the final authority rests with Sales Vice-President.

Each plant is operated by a superintendent who is in-charge of wages, maintenance, cost, output, quality, hiring, inspection and other normal plant operation responsibilities. Superintendents report to eight Regional Production Managers who are responsible to the Production Vice-President. The volume of production in each plant is scheduled by the production control group reporting to the Operating Vice-President. Final schedules are set after consulting the Sales Vice-President.

The business has grown more than double in the last ten years and profits, both gross and net, have increased. The number of plants has also increased more than double. Purchases have increased proportionately. New taxes and new reports to the government have added to the complexity. The management feels that certain problems are potentially dangerous and should be solved before they become serious.

There have been periods in which a product has got into difficulty because of loss of favour with the public, bad management or even neglect. Attention of the Sales Vice-President to the problems of some products has caused him, at times, to fail to recognise difficulties in other products even though the Product Manager of such products had recognised them and brought them to his attention. The burden on the present officers is becoming too heavy to ensure proper attention to all their responsibilities. Employment of assistants erodes the personal touch of the top group that is necessary for successful management.

Opportunities for increasing product-lines and expanding the business are being lost because of lack of executives' time to study them or to manage new products. In any business where specialities are sold under trade marks and brands are the major business of a company, it is necessary for the company to continually bring out new products and to study old ones to determine the point of no return regarding promotion and advertising expenses.

Once the top executives group has approved the idea of a new product, it is put under one of the Vice Presidents. He develops an organization and brings it along. At first, the advertising appropriation for a new product is not the responsibility of the Sales Vice-President but of the Developing Vice-President. Eventually, if the product proves to be successful it is turned over to the regular line of organization. With new products and growth in the old ones, the weight, complexion and number of decisions that have to be taken by the very few men at the top, mean a heavier burden for them.

The management feels that in addition to the lost opportunities, market potential and the need for development of present products are not being fully recognised. The business may have grown too big for the form of management. Executives require more responsible attention for each product. At the same time they wish to retain the advantages of central management in purchasing, traffic, institutional reputation and minimum sales approach and to maintain the high-calibre advice and experience now present in law, advertising, accounting and public relations.

## Questions

1. How far is the existing organizational structure effective in the changed conditions of the company?
2. Indicate:
   (i) How can the desired product responsibility be achieved?
   (ii) Any changes in line authority, and
   (iii) The use, if any, of staff functional authority or committees.
3. What policy and organizational structure changes do you recommend, and why?

(IGNOU, Dec, 2005)

## CASE STUDY 9

### ITC E-CHOUPALS

Tobacco-to-hotels giant ITC Ltd. has been trying to find a solution to an old problem for years. The company used to buy soya bean for export. Like everyone else, the corporation had no option but to source its supplies from the local mandis. This created two problems. One, quality was not guaranteed, and two, since supplies were sourced through middlemen, the company had no contact with the growers which are a crucial precondition for orders to many European countries. Direct contact with farmers was all but impossible given the fact that they lived in far-flung villages in Madhya Pradesh. ITC's problem was that it did not have a mechanism to approach them directly—and, as importantly, cost effectively.

The company looked for the solution in information technology, through a project called e-choupal, launched one-and-a-half years ago. A classic click-and-mortar business, the idea behind e-choupal was to offer an alternative distribution and supply chain system to the rural market. How does it work? Soya bean farmers in Madhya Pradesh can now come to the e-choupal, which is nothing but an Internet kiosk set up usually in the house of an influential man (usually the headman) in the village. The village official is appointed by the company and is known as the sanchalak. The site provides farmers with real-time information on the latest weather report, prices in various mandis, world prices and even best farming practices.

More importantly, it offers a price at which ITC is willing to buy the soya from them directly through the sanchalak. Says S. Sivakumar, chief executive of ITC's international business division: "The biggest problem for farmers is that middlemen have blocked information flow. Now the price discovery is met through the kiosk and it is transparent." The farmers have the choice of selling their product in the mandi or to ITC. If a farmer accepts the company price, the order is confirmed promptly by the sanchalak on the net. But the e-choupal is not merely an instrument for effective supply chain management for ITC. By using the power of information technology, the company has converted the computer into the popular US concept of a "meta market", or a one-stop shop right in the village, where farmers can sell their produce, buy products (from farming inputs to daily items for household use), receive all the information needed to improve their yields and even get a better price for their produce.

For ITC, it opens up new windows of opportunities. It allows it to source more products directly from farmers through a more efficient price discovery mechanism. It also provides a platform for it to sell its products directly to the customer. This, in turn, provides the company with some direct information on consumer needs in the booming rural markets and reduces dependence on wholesalers. Explaining the logic behind the move, Sivakumar says: "What started as a cost-effective alternative supply chain system to deal directly with the farmer to buy products for exports is slowly going to expand into an alternative distribution mechanism for rural India."

The tobacco giant has already set up over 700 choupals covering 3,800 villages in four states—Madhya Pradesh, Uttar Pradesh, Karnataka and Andhra Pradesh—dealing with soya bean, coffee, aquaculture products and wheat. Last year it transacted business of over Rs. 80 crore through the e-choupals all across the country. The bigger plan is to spend some Rs. 150 crore to expand the number of kiosks so that the company is able to reach over 1,00,000 villages and cover 10 million farmers in 14 states in five years.

Is the business big enough to justify this level of spending and planning? To understand that, consider why a farmer would opt for the e-choupal over the regular mandi. Farmers who strike deals on the internet kiosk with ITC have a choice. They can either bring their produce to the ITC warehouse or factory and get reimbursed for the transportation cost or they could give their supplies to one of the collection centres that have been set up by the company for a cluster of villages or even deliver it to the sanchalak. Both ITC and the farmers make a neat saving by bypassing the middleman in the mandi. For instance, the farmer saves as much as Rs. 250 per tonne on soya bean because he does not incur costs such as bagging, transportation, loading and unloading, to haul his goods to the mandi.

The company, on the other hand, saves over Rs. 200 a tonne by avoiding transporting the produce from the mandi to the company outlet even after reimbursing the farmer for transport. And the sanchalak, the local-level entrepreneur, also makes money by getting a 0.5 per cent commission on the total transaction made through his kiosk. But the kiosk can be used for reverse trading also—for companies to sell products and services needed by farmers directly. And ITC is already putting together a strategy to leverage the infrastructure to market and distribute goods and services that farmers require. The facility will be available for selling both ITC products as well as those of other companies—of course, at a price. The company has taken some initial steps to get agricultural input companies to sell their products directly to farmers through e-choupals.

It has already roped in US seeds giant Monsanto, fertiliser companies like BASF and Nagarjuna Fertilisers and state-owned MP State Seeds Corporation to take orders and market their products through the site. These companies can display their products on the net, train farmers on how to use them, offer special prices, book orders from farmers and—through the sanchalak—deliver it at the village. Of course, ITC does not provide the service free. Companies have to pay a 10 per cent fee on the face value of the transaction and the tobacco company pays the sanchalak 5 per cent of the sales as commission for any product sold on his kiosk.

But companies point out that the experience has paid rich dividends. Says a spokesperson for Monsanto: "The model offers us an opportunity to work closely with farmers and promote our offerings. Additionally, our cost of reach is also reduced." Monsanto also makes the point that the company's corporate reputation and brand image has been greatly enhanced as a result of its association with the model. "Close association with the farmers, through this model, encourages them to see us as a first preference," he says. ITC is also experimenting with using the kiosk to sell Fast Moving Consumer Goods (FMCG). As the first step, it is selling gas lanterns and packaged vegetable oil. At the moment these are being manufactured by third parties on behalf of ITC.

Orders by farmers are being booked by the sanchalak who also arranges to have them delivered to the farmer's doorstep. If the idea clicks, the platform would be available for other companies too, this could help ITC generate healthy revenues. More importantly, the new distribution system could be an effective tool for the company which is planning a major foray in the foods business. Says Arun Sharma, a rural marketing expert in the advertising agency Bates India: "For its foods foray, ITC cannot depend on cigarette distributors who are already overloaded to penetrate rural markets. The e-choupal could provide an effective alternative."

The third initiative is to leverage the e-choupal to sell services. Talks are already on with various insurance companies for using the e-choupal as a medium for both educating and selling insurance products to the farmer, in which the sanchalak becomes the insurance agent. If this experiment is successful, ITC officials say there is no reason why the array of services being offered to farmers cannot be extended. Says a senior ITC executive, "There is no reason why banks providing micro-credit to farmers, health services companies and educational services companies cannot leverage the power of the meta market." If all this sounds like a rural marketer's dream, consider the possible drawbacks. Says Pradeep Kashyap, president of Marketing and Research Team, a rural marketing consultancy outfit in Delhi: "As a collection centre for agricultural goods, it is a cost-effective way. But I don't think the availability of FMCG products at his doorstep for the farmer is an issue or a particularly high priority since he visits the local town often and picks up what he wants."

There is also the additional problem of the role of the sanchalak who could well replace the despised middleman in the chain of things. Says Arun Sharma of Bates, "There is too much dependence on the sanchalak who virtually becomes the new, powerful middleman replacing the old one. Also, to develop such a distribution system is very expensive and might not be cost effective after all, even though one can reach new markets." Preet Bedi, a director in the advertising agency Lowe-Lintas, expects that it will take at least five to seven years for a distribution platform of this nature to develop, "But it is a good way to understand the need of the rural consumer." ITC is conscious of the infrastructure constraints in expanding the e-choupal. For one, many villages aren't electrified, so how do you run a computer? For another, connectivity to the web is unreliable and could be pretty expensive, a situation that has been made more complicated by the sheer dispersion of villages' in the country. Kumar says that the other challenge is to build personalized content catering to individuals across a wide range of income levels. No doubt the path towards a much-vaunted rural distribution El Dorado will be paved with problems. But with the corporation trying to reduce its dependence on tobacco and find more stable income streams, e-choupal might be its best bet yet.

## Questions

1. Will e-choupals work as a new distribution strategy for ITC which believes in a two-way flow (urban to rural; rural to urban). If yes, why and if no, why not?
2. Is it a right move for ITC, which already has a presence in Indian villages with special tie ups with farmers for tobacco cultivation, to enter into e-ventures? Will this model run successfully in the long run? What can ITC derive out of e-choupals?
3. Will a company, which thinks of social marketing as its objectives for rural development, really succeed in winning the hearts of rural Indians? Is ITC going the right way in this initiative, according to you?

(IGNOU, June, 2005)

## CASE STUDY 10

### ARRIVING TO LAND ANYWHERE

As the taxi screeched to a halt, Mr. D'Souza for the umpteenth time cursed the Monday morning traffic and his inability to do anything about it. Mr. D'Souza was the Marketing Director of Indian Aviation Company and was on his way to attend one of his several prelunch strategic meetings. This meeting had a special importance as it was to open the marketing plans of his company for a new helicopter the first from a private sector company in India in this category of products. On consulting his watch' he reclined that he would be delayed by at least 25 minutes. Hence, he decided to use the time by reviewing the salient points of his presentation.

## The Company

The Indian Aviation Company (IAC) was set up in the Export Processing Zone of one of the four metropolitan cities of India. The formation of the Company was noteworthy for the fact that it was the first in the private sector to have been given the licence to manufacture helicopters so far only Hindustan Aeronautics Ltd (HAL), a public sector company, had the licence to manufacture the helicopters.

IAC was an Indo-US Joint venture with Brantly Helicopters, USA. The joint venture was initiated by Mr. Rangnani—a former technician in the Indian Air Force who had settled in the US. The project was in response to the Indian Government's initiative and liberalization in inviting non-resident Indians (NRIs) to bring home their expertise, and promote a new industrial culture in India. The company was set up with Rs. 1 crore as the project capital in 1986. As per the terms of joint venture, the helicopter was to be designed originally by the US partner and assembled in India under the supervision of the US experts. As per the export regulations of the Government of India, 75% of the output was to be exported out of the country while the remaining could be sold in India.

## The Products

The Company decided to manufacture in the beginning two models—one with a carrying capacity of two passengers, while the other with five, including the pilot in both the cases. The machine for both models was a four-stroke piston, as against turbo propelled "Chetak" of HAL, the only competitive offering in the market.

Among other vital uses and service benefits, these helicopters could land anywhere without requiring helipad. Further, the fuel efficiency and maintenance was amazingly low, working out at Rs. 1,000/- per hour of flying as against Rs. 8,000/- for the Chetak. Mr. D'Souza had thought of using these two benefits for creating distinctive competence in the market. The quality standards of the manufacturer were very high as was expected from the industry where "technical excellence was the name of the game". Besides operational quality checks, the US experts would supervise the assembly in Indian plant and the US Federal Aviation officials would visit to certify, the quality performance.

In addition to the above, the prices of the two models were considerably lower as compared to the competing offerings. While the two-seater model was priced at Rs. 10 lakhs, the five-seated model was priced at Rs. 25 lakhs a piece. The helicopter was due to come in the market in June 1988.

## The Market Demand

The company had developed annual demand projections up to 1990. Based on its assessment of market needs and competitive offerings. The company had projected an annual demand of 60 machines. The plant had a production capacity of turning out 120 helicopters per annum. As the concept of using helicopters as an 'executive transport' was still to gain momentum, Mr. D'Souza expected an upward revision in its demand projections. It being the first private sector to manufacture choppers, he did envisage the problems of market confidence and credibility. However, he thought that the alliance with a proven US manufacturer and strict quality management could mollify market resistance. In its task of achieving the export stipulation of 75%, the company had received encouraging enquiries from several international market centres. Besides the United States, where the Company had a natural entry advantage, it had been receiving enquiries from Thailand, Japan, Singapore, Turkey, Italy, Australia and Britain about the product and delivery.

As for the Indian component of sales, Mr. D'Souza had been trying to identify probable users for both the models. Keeping in view the features, i.e., low price, low operating cost and facility to land anywhere, he thought that the two-seater helicopter would be an ideal purchase for the police in traffic control, disaster relief, hospitals and even news coverage. Already, Delhi Doordarshan and police departments of two states had evinced their interest in the product. As for the five-seated model, Mr. D'Souza pinned hopes on company executives who needed to shuttle between factories and headquarters in different places, and other business trips.

### The Concerns

During the meeting, Mr. D'Souza thought of sharing his immediate marketing concerns and a long term perspective plan. He was aware, with his background of marketing highly technical industrial products that such products were sold on the benefits rather than product features. Also, he felt that organizational buying behaviour posed the first major barrier to be tackled. Among other immediate concerns, he included organization of competent sales force and promotion mix, such as, publicity and word-of-mouth. He needed to test the market reaction of his pricing plan as well.

Finally, he felt that the company had to tackle some strategic questions such as:

1. How should the chopper be positioned among the existing alternatives for the product?
2. How could the company draw the demand from competing offerings such as light aircrafts already in market? What U.S.P. should be used?
3. How could the company prepare itself for applying for a full fledged licence to produce choppers entirely for the Indian market? What arrangements are needed for indigenization of components?
4. How should they approach and persuade the organizational buyers?
5. How could it create and maintain a long term strategic advantage in the market which was far from developed?

As Mrs. D'Souza diverted his chain of thoughts to the alternatives, the taxi suddenly came to life and resumed its crawling in the traffic.

(IGNOU, Dec, 2005)

## CASE STUDY 11

The Board of Directors of M/S Bajaj Auto Ltd. met and decided to make certain adjustments in the existing staff of its Akurdi plant. After the meeting, the Managing Director informally told his Secretary that there may be changes in the staffing pattern of Akurdi plant. The Secretary told her friends during lunch break that the plant would soon be laying off employees. Even though, she took a promise that they will not tell anybody, her friends sounded some employees of the plant about the impending danger. The employees union not only presented memorandum to the authorities but served a notice to go on strike also.

## Questions

1. Identify the barriers of communication in the case.
2. Was there any encoding and decoding of message?
3. What lessons do you draw from the issue by assuming you as the Managing Director?

(Bangalore University, Jan, 2008)

## CASE STUDY 12

The Government of India policy regarding the joint sector is derived from the Industrial Policy Resolution, 1956 and the objective of reducing the concentration of economic power. In appropriate cases, the Central and State Government have taken the quality participation either directly or through their cooperation with private parties. Some joint sectors units have come up in this way.

This type of joint sector unit is a device, which may be resorted to in specific cases having regard to the production targets of the plan. Each proposal for establishing the joint sector unit of this nature will have to be judged and decided on its merits in the light of the government's social and economic objectives. The joint sector will also be a promotional instrument, as for instance, in cases where State governments go into partnership with new and medium entrepreneurs in order to guide them in developing a priority industry.

The joint sector will not be permitted to be used for the entry of larger houses, dominant undertakings and foreign companies in industries in which they are, otherwise, precluded on their own. In all the different kinds of joint sectors units, the government will ensure for itself an effective role in guiding policies, management and operation, the actual pattern and mode being decided as appropriate in each case.

The government hopes that there will be greater certainty in the investment climate and all sections of the community will come forward to play their due role in the promotion of growth with self-reliance within the accepted framework of a socialist pattern of society.

### Questions

1. What are joint sector units?
2. What is the objective of setting up industries in the joint sector?
3. How will the government exercise control over such units?
4. Why will large business houses not be permitted to enter this sector?
5. How will the government's policy lead to more certain and better investment climate?

(UPTU, MBA, 2001)

## CASE STUDY 13

**MANAGING CULTURAL CHANGES AT PROCTER & GAMBLE**

In September 1998, the Procter & Gamble Company, Cineinnati, USA, announced a major global structural change programme. "Organization 2005". The mission of the programme was to take V & G global turnover form $ 38 billion to $ 70 billion by 2005. The objective was to raise profitability by changing the work culture at P & G. The change drives identified were the attributes of Stretch, Innovation and Speed (SIS). The structural changes to be initiated included setting up of four global business units based on product lines, eight market development organization based on regions, and one global business service centre. A 14 member cross-functional team was set up to oversee the management of change.

The achievements of the organization 2005 programme were to be seen in terms of:

A. Changing P & G from being a misaligned organization to one aligned on common goals, with trust as the foundation.

B. Evolve from an intense inspection-led organization where everything is kept under control to one that is a team-collaborating unit.

C. Shift from a risk-avoiding culture to a stretch taking one.

D. Move from running down on complexities to taking of challenges.

E. Heave from a slow-moving organization to one which hurtles through goals.

As the news of Organization 2005 programme reached the P & G hygiene and health care headquarter at Mumbai, India, there was a lot of apprehension about the employees. Uncertainty and suspicion to the continued existence of the business division they worked in, it took about a year for the apprehensions to fade away and be replaced by clarity and confidence.

P & G, India adopted motto SIS of its parent. A cultural team was set up to communicate the goals of SIS internally to the employees and to seek their involvement in creating a new P & G. The team sets out to identify projects to help achieve the goals of SIS and to get employee feedback periodically. Outdoor meetings of all P & G India employees were conducted to drive home the SIS message. Weekly Indoor meeting were held both department wise and across hierarchies and categories. Team members were made responsible for communication formal and informal feedback to their department. Monthly updates and communication through newsletters were extensively used. Question and answer session were held to clarify doubts of employees. Reassurance of employees thus became an ongoing continual process.

Says a P & G employee: "Initially, when the global changes were announced, we were a little sceptical as to what will be its impact on the Indian operation. Now, after so much communication and interaction at all levels, we are confident and look forward to this change."

## Questions

1. Comment on whether the cultural changes at P & G are supportive of the strategy being implemented.
2. What, in your opinion, are the chances, of the cultural change being successful?
3. What needs to be additionally to ensure success?

(Pondicherry Uni., June 2007)

## CASE STUDY 14

### "OH DEERE: A DEALER CHANNEL UNDER STRESS"

Many Deere dealers acknowledge that Deere (www.deere.com) makes the best machines a farmer could buy and that Deere is committed to its dealer network. Nonetheless a significant amount of dissatisfaction and conflict exits among Deere's dealers. In general (farm equipment sales have been weak in recent years due to low prices on agricultural commodities that left farmers with little profits to spend on heavy equipment such as tractors and combines.

One farm equipment dealer whose family has owned its dealership since 1946 sums up the situation this way, We had a profitable business for a long time, and nobody questioned Deere. But there's no profitability anymore and there's a lot of dissatisfaction out here." In that dealer's 28 year association with Deere, profit margins have dropped from 20 per cent to about 6 per cent.

Although there are some signs of a recovery, there is increased concern by many Deere dealers over the farm equipment manufacturer's setting market share goals that the dealers view as unrealistic. What has also angered the dealers is the manufacturer's policy of establishing so many dealerships that they must aggressively compete against one another, as well as Deere's selling used equipment over the Internet and new equipment through mass merchandisers in competition with the dealers.

To meet its corporate sales objectives, Deere wants each of its dealers to have a 10 to 30 per cent market share in its areas. To meet these goals, dealer frequently sell farm equipment in an adjacent dealer territories and or agree to cut prices to make sales. While imposing these market share goals, Deere has expanded its number of dealers. According to one observer, a dealer ideally should have a 35 mile, radius free from other Deere dealers. But, Deere only provides a 9 mile radius per dealer. Thus, there may be 48 Deere dealers in a state which should have only 9 dealers. In comparison with leading competitor Caterpillar (www.caterpillar.com) which has fewer than dealers on a nationwide basis. Deere has more than 1,600ft. equipment dealers.

The large number of dealers also means that if Deere develops a hot selling product, a dealer may not be able to option ordered quantity. For example, Deere recently developed a special mower designed for golf courses. Deere's sales target wide areas mower was for 1500 units. When Detroit areas that markets Deere products to golf course throughout ordered 40 such mower, Deere refused the order. Deere said wanted or provides sufficient quantities for all of its dealers.

Dealers have also been angry that Deere wants then to advice lawn tractor that are sold through such mass merchandise as Home Depot. On Detroit dealer remarked, "We're fighting battle against Home Depot and it looks like we're handling the guns and ammunition.' In retort of this complaint, argues that this repair service will lead to the increased sales by traditional dealers.

Lastly, dealer are concerned about Web-based dealers DirectAg.com (www.directag.com) that have negotiated with pillars like Deere to sell a portion of its used farm equipment it goes off lease.

## Questions

1. Comment on the conflicting goals of Deere and its dealers.
2. Is a channel conflict between Deere and its dealer's inevit? Explain your answer.
3. How can Deere attempt to resolve this conflict?
4. What would you do as a Deere dealer to increase your profit in the channel relative to Deere?

(Pondicherry Uni., June 2007)

## CASE STUDY 15

At noon one day, Mr. Janardhan, a cashier in a local suburban bank, was suddenly confronted by a man, with a pistol in hand, who demanded all the currency in the cashier's cabin. Mr. Janardhan complied and put all his money in a bag. The robber left swiftly through the front door, jumped in a car and drove away. Mr. Janardhan immediately sounded the alarm, run to his own car and followed the robber. Driving at high speed, he overtook the robber, forced him to stop and chased him on foot until overtaking him. There ensured a struggle in which Janardhan was shot in the leg, but he successfully detained the robber until the local police arrived.

The local press gave Mr. Janardhan wide coverage for his heroism. He also received recognition from various individuals and groups for his bravery. The bank officials, however, had a long standing policy that a cashier, when confronted with an attempt at robbery, was to comply completely with the demands, so as not to endanger employees and customers. Each cashier had been further instructed to give alarm only when it was safe to do so and then await action by police and insurance agents. Any bank employee who failed to follow this procedure would be immediately discharged.

The bank manager felt that Mr. Janardhan should be discharged since he had violated the policy. But the personnel officer argued that his bravery, devotion to duty and loyalty to the bank did reduce the intensity of wrong done. The public relation officer reminded the bank's chairman that the public might view Mr. Janardhan's discharge from office with misgivings since him, after all, had saved their deposits. The training officer said that a dangerous precedent would be established, if any, exception to the policy is permitted.

## Questions

1. What is the problem as you see it? Elaborate.
2. What do you think about bank manager's views in this matter?
3. Do you think that the personnel officer was right?
4. What is your recommendation in this situation?

(C.A. PE I, Nov. 2004)

## CASE STUDY 16

Mr. Iqbal, the training manager of PKJ Tyres Ltd., during his fifteen years with the company had the experience of training and developing numerous managers, only to see many of them leave the firm after getting their advanced degrees. The company had a liberal policy of educational reimbursement to the tune of financing 75% of tuition costs and books. A proof of its popularity was that most of the junior and middle level managers had availed this facility to advance their qualifications.

Mr. Mahatme, a graduate sales executive, who had joined the company just three years ago had also availed the aforesaid facility for pursuing a course in Business Management and had recently obtained his master's degree in business management and was quite thrilled about it.

It was natural for Mr. Iqbal to have congratulated Mr. Mahatme on his achievement when he came to see him, but was strongly taken aback when he expressed his intention to leave the company in favour of a competition firm because he did not see any future for himself in Universal Tyres. Mr. Iqbal was furious as this had happened so many times in the past. He immediately rushed to see the vice president (Marketing) to seek support for reviewing and discontinuing the policy of educational reimbursement with immediate effect.

## Questions

1. What could be the possible reasons behind employees acquiring higher education at the cost of the organization and quitting the organization?
2. Should the policy of educational reimbursement be abandoned? Give reasons.
3. What measures do you suggest for overcoming the problem of high employee turnover?

(C.A. Business Comm. PE I, May 2004)

## CASE STUDY 17

B is a draftsman for a large industrial equipment manufacturer. He has been with the company for more than ten years and well-respected for his abilities. In a recent conversation with one of his friends, B revealed the following thoughts about his work:

I really shouldn't complain about my job, I guess. The money is good. The working conditions are excellent. I have good friends who work with me, and that's important. Although retirement is a long way off, I'm putting aside funds to help me live comfortably then. I'm also setting aside money to put our children through college when the time comes.

My problem is this: I just don't see anything different in the future. I have already reached the top of the pay scale for draftsmen. Except for cost of living adjustments, my income will never be much greater than it is now. More important, I've reached the top level for promotions that a draftsman can achieve. To get into a higher level design or engineering job, the company requires you to be a college graduate. Since I don't have a college degree, I have no real hopes of advancing. Even if I could go back to college to get degree, it would take years for me to get one. I must support my family; so I can spare neither the time nor the money that would be necessary to get degree.

As I view the alternatives available, I just don't see many within the company itself. Perhaps what I should do is get involved in something off the job that would be stimulating. One of the boys' clubs in town needs someone to teach the kids how to do carpentry and wood work, and I'm pretty good at those things; so I may volunteer to work in the programme.

### Questions

1. Which of Bs needs are being fulfilled by his organization?
2. Which of Bs needs are not being met by his employer? Why is this particularly discouraging to B?
3. What steps is B planning to take to solve his problem?
4. What steps could Bs employer take to change the attitude of B and improve his inspiration to perform?

(C.A. PEE I, Nov. 2003)

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# APPENDIX II

# BUSINESS ETIQUETTE

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# Business Etiquette

## The Basics

The most important thing to remember is to be courteous and thoughtful to the people around you, regardless of the situation. Consider other people's feelings, stick to your convictions as diplomatically as possible. Address conflict as situation-related, rather than person-related. Apologize when you step on toes. You can't go too far wrong if you stick with the basics you learned in Kindergarten. (Not that those basics are easy to remember when you're in a hard-nosed business meeting! )

This sounds simplistic, but the qualities we admire most when we see them in people in leadership positions, those are the very traits we work so hard to engender in our children. If you always behave so that you would not mind your spouse, kids, or grandparents watching you, you're probably doing fine. Avoid raising your voice (surprisingly, it can be much more effective at getting attention when lower it!) using harsh or derogatory language toward anyone (present or absent), or interrupting. You may not get as much "airtime" in meetings at first, but what you do say will be much more effective because it carries the weight of credibility and respectability.

The following are guidelines and tips that we've found helpful for dealing with people in general, in work environments, and in social situations.

## It's about People

Talk and visit with people. Don't differentiate by position or standing within the company. Secretaries and janitorial staff actually have tremendous power to help or hinder your career. Next time you need a document prepared or a conference room arranged for a presentation, watch how many people are involved with that process (you'll probably be surprised!) and make it a point to meet them and show your appreciation.

Make it a point to arrive ten or fifteen minutes early and visit with people that work near you. When you're visiting another site, linger over a cup of coffee and introduce yourself to people nearby. If you arrive early for a meeting, introduce yourself to the other participants. At social occasions, use the circumstances of the event itself as an icebreaker. After introducing yourself, ask how they know the host or how they like the crab dip. Talk a little about yourself—your hobbies, kids, or pets are just enough to get people to open up about theirs and get to know you as a person.

Keep notes on people. There are several "contact management" software applications that are designed for salespeople, but in business, nearly everyone is a salesperson in some capacity or another. They help you to create a "people database" with names, addresses, phone numbers, birthdays, spouse and children's names whatever depth of information is appropriate for your situation.

It's a good idea to remember what you can about people and to be thoughtful. Send cards or letters for birthdays or congratulations of promotions or other events, send flowers for engagements, weddings or in condolence for the death of a loved one or family member. People will remember your kindness, probably much longer than you will!

## Peers and Subordinates

Impressing the boss isn't enough.

A 1997 study by Manchester Partners International, says even in this tight job market, 40% of new management hires fail in their first jobs. The key reason for their failure is their inability to build good relationships with peers and subordinates.

Social rank or class is a cornerstone of social interaction in many cultures. The corporate climate in the United States is no exception. People tend to feel uneasy until they've seen an "organizational chart" or figured out who reports to whom. They feel that it is more important to show respect and practice etiquette around superiors than around peers or subordinates.

The current social and economic climate is one of rapid advancement through technology, which make it very possible (and even likely) for a pesky salesman to become an important client, or an administrative assistant to become a manager.

Mergers and acquisitions add to this "class mixing," causing a former competitor to become a coworker overnight.

This can make things awkward if you treat people differently depending on their "corporate standing." If you show respect and courtesy to everyone, regardless of position or company, you avoid discomfort or damaging your chances in any unexpected turn of events.

Having a consistent demeanor improves your credibility. Even the people at the top will begin to suspect your motives if you treat VIPs with impeccable courtesy and snap at counter clerks.

### Superiors

The only thing you owe your boss above and beyond what you owe peers and subordinates is more information. Unobtrusively be sure he or she knows what you're doing, is alerted as early as possible to issues that may arise, and is aware of outcomes and milestones.

Never surprise your boss.

It goes without saying that you should speak well of him or her within and outside the company, and give him or her the benefit of the doubt. (Which you would do for anyone, of course!)

### International Business

The information in this article is presented from a Western point of view. It is important to note that etiquette in other cultures requires a bit of adaptation and flexibility. If you're travelling on business to a foreign destination, or have visitors here, it is a good idea to learn as much as you can about the culture they are coming from and make appropriate allowances.

Items to consider:

Language (make an effort to learn theirs if possible, but don't pretend to be fluent unless you have many years of study under your belt!)

Time zones

Working schedules

Holidays

Food customs (table manners, use of implements, etc.)

Generally speaking, as long as you are trying to be considerate and express an interest in learning, you should be fine. If in doubt, err on the conservative, formal side.

**The Workplace**

The remainder of this article is divided into two sections—The Workplace and Social Situations. The division is really for convenience only, since with less formal workplaces and more "business" seeming to take place in social situations now than ever before, the lines get blurred.

**Meetings**

If a subject is important enough to call a meeting, be considerate of the participants' time and ensure that it is well prepared.

Communicate beforehand

The objective

The expected duration ( Be sure to observe the ending time scrupulously, unless everyone agrees to continue.)

Items expected to be discussed

Often overlooked—be sure to THANK meeting members for their time and participation, and demonstrate (in the minutes or written record, at least) how their contributions helped meet the objective of the meeting. Participants are frequently left wondering if they've been heard or if their attendance and contributions were noticed. Distribute minutes or some written record (no matter how simple the meeting) to all attendees and absentees, with concise but complete descriptions of decisions made and including action items.

Never assign an action item to a person who is not present to negotiate it, unless you absolutely have to. Note in the minutes that the person hasn't been notified, and will be contacted for a final disposition of the item.

**The Phone**

Always return calls. Even if you don't yet have an answer to the caller's question, call and explain what you're doing to get the requested information, or direct them to the appropriate place to get it.

If you're going to be out, have someone pick up your calls or at a minimum, have your answering system tell the caller when you'll be back in the office and when they can expect a call back.

When you initiate a call and get a receptionist or secretary, identify yourself and tell them the basic nature of your call. That way, you'll be sure you're getting the right person or department and the person you're trying to reach will be able to pull up the appropriate information and help you more efficiently.

When you're on the receiving end of a phone call, identify yourself and your department. Answer the phone with some enthusiasm or at least warmth, even if you are being interrupted, the person on the other end doesn't know that!

Make sure your voice mail system is working properly and doesn't tell the caller that the mailbox is full, transfer them to nowhere, or ring indefinitely. Address technical and system problems—a rude machine or system is as unacceptable as a rude person.

You don't have to reply to obvious solicitations. If someone is calling to sell you something, you can indicate that you are not interested and hang up without losing too much time on it. However, you do need to be careful. You may be receiving a call from an insurance or long distance company that wants to hire you as a consultant! Be sure you know the nature of the call before you (politely, of course) excuse yourself.

Personalize the conversation. Many people act in electronic media (including phone, phone mail, and e-mail) the way they act in their cars. They feel since they're not face-to-face with a person, it is perfectly acceptable to be abrupt, crass, or rude. We need to ensure that we make best use of the advantages of these media without falling headfirst into the disadvantages.

**E-mail**

Make the subject line specific. Think of the many messages you're received with the generic subject line, "Hi" or "Just for you."

Don't forward messages with three pages of mail—to information before they get to the content. In the message you forward, delete the extraneous information such as all the "Memo to," subject, addresses, and date lines.

When replying to a question, copy only the question into your e-mail, then provide your response. You needn't hit reply automatically, but don't send a bare message that only reads, "Yes." It's too blunt and confuses the reader.

Address and sign your e-mails. Although this is included in the To and From sections, remember that you're communicating with a person, not a computer.

DON'T TYPE IN ALL CAPS. IT'S TOO INTENSE, and you appear too lazy to type properly. This is still a written medium. Follow standard writing guidelines as a professional courtesy.

**Interruptions**

Avoid interruptions (of singular or group work sessions, meetings, phone calls, or even discussions) if at all possible. Most management folks feel free to interrupt informal working sessions of subordinates, but need to realize that they may be interrupting a brainstorming session that will produce the company's next big success.

Always apologize if you must interrupt a conversation, meeting, or someone's concentration on a task. Quickly state the nature of what you need, and show consideration for the fact that you are interrupting valuable work or progress.

**Guests, Consultants and New Employees**

If you have a new employee, guest, or consultant working at your company for a day, week, or longer, be sure that that person has the resources and information that he or she needs to do the job. This isn't just courtesy, it's good business, and since time spent flailing around looking for things is embarrassing to the consultant and expensive for your company.

Give a consultant or guest the same type of workspace as an employee at your company in a similar role. A consultant who is there to do programming should have, if at all possible, the same size cube, type of computer equipment, etc. as an employee programmer would have in your company. This prevents your employees from feeling looked down upon, and the consultant from feeling singled out or treated as second-rate.

A guest from a regulatory agency will tend to want to know what's "really" going on in the company. By treating him or her like everyone else, (instead of isolating them in a plush office in a far wing, for example) will raise less suspicion and enable them to get the information they need more efficiently.

Appoint an employee to be a 'buddy' to a guest or consultant to ensure that they are introduced around, "shown the ropes," and have someone to help resolve little logistical problems that may arise and cause non-productivity or embarrassment.

**Appreciation/Credit**

Always pass along credit and compliments to EVERYONE who made a contribution to the effort. Speak well of your coworkers and always point out their accomplishments to any interested party. Appearing to have taken the credit in superiors' or customers' eyes is the surest way to sabotage a relationship with a coworker.

**Dress/Appearance**

It can be insulting to your coworkers or clients to show a lack of concern about your appearance.

Being wrinkled, unshaven, smelly or unkempt communicates (intentionally or not) that you don't care enough about the situation, the people or the company to present yourself respectably.

If in doubt, always err on the side of conservative. If you think jeans may be OK for a social event but aren't sure, show up in ironed khakis and a nice golf shirt. If you think a situation may call for dress slacks, wear a dress shirt and tie. If you have any inkling that a suit may be called for, dress to the nines.

Women's clothing is a bit more complicated, but again, err on the side of conservative and dressy.

Always practice impeccable grooming (even in a jeans environment!)

**Social Settings**

Many impressions formed during a party, dinner or golf game can make or break a key business arrangement, whether or not business is discussed directly. Always carry business cards. Arrive at a party at the stated time or up to 30 minutes later. (Not earlier than the stated time, under any circumstances.)

**Introductions**

Before an event, use your address book or your "people database" to refresh your memory about the people you are likely to meet.

If you forget someone's name, you can sometimes "cover" by introducing a person you do know first. "Do you know my Joe Smith, one of our account reps?" which will usually get the unknown person to introduce him or herself.

If this doesn't work, an admission that you've had a mental block is preferable to obvious flailing around.

**Table Manners**

These apply to the Americas and most of Europe. If you're elsewhere, do some research beforehand?

The fork goes on the left. The spoon and knife go on the right. Food items go on the left, so your bread plate is on your left. Drinks, including coffee cups, should be on the right. When sitting at a banquet table, you may begin eating when two people to your left and right are served. If you haven't been served, but most of your table has, encourage others to start. Reach only for items in front of you, ask that other items be passed by a neighbour. Offer to the left; pass to the right, although once things start being passed, go with the flow.

This is a lot to consider, and there's a lot more out there. Volumes of information have been written on what is right and correct in business etiquette. It's enough to make veterans and newcomers too insecure to deal with people.

Since you're human, (we're assuming!) there will be times when you step on toes, forget an important name, pop off with a harsh comment, or (heaven forbid!) use the wrong fork. We all do. Think about the "outtakes" scenes at the end of some movies where we see how many times it took to get things perfect, even when everyone was performing to a script! This is real life, there are no scripts, and we're all making it up as we go along.

The important thing to remember is that if you strive to make the people around you feel comfortable and valued, you have succeeded whether you're perfectly in compliance with these or any rules you've read.

# APPENDIX III

## Do's and Don'ts for second (and Subsequent) Job Interviews

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# Do's and Don'ts for Second and Subsequent Job Interviews

It's gratifying to be called for a second or subsequent interview because you are another step closer to the job. Don't blow it now! Read our second-interview do's and don'ts.

- **Do** take a practice run to the location where you are having the interview or be sure you know exactly where it is and how long it takes to get there.
- **Do** pat yourself on the back for being called for a second interview. While some career experts say your chances are 1 in 4 to get the job at this point, others say you have as much as a 50 per cent chance. Even with the field narrowing, it's important to distinguish yourself and ensure that you stand out above your competition.
- **Do** remember these three words: More, More, More. Compared to the first interview, a second interview will likely involve more preparation, more people, more questions, more intensity, and more pressure -- in addition to more likelihood that you will land the job.
- **Don't** neglect to review your performance from your first interview. Note any questions or situations that caused you difficulty and plan how you will handle those aspects better in the second interview. Derive confidence from knowing that if you hadn't performed well in the first interview, you wouldn't have landed the second. Think about what made you shine in the first interview, and plan to do more of the same. Further, brainstorm new information you can bring into the second interview -- new accomplishments, new examples, and new evidence of how much you know about the employer.
- **Do** prepare even more than you did for the first interview. Presumably you researched the company before the first interview. Now it's time to delve even deeper into that research using guide to reaching companies, industries and countries. Some experts suggest that talking with company insiders is one of the most productive ways to prepare for a second interview. Before your second interview, consider conducting informational interviews with company folks who aren't the ones who'll be interviewing you. If you are a college student, particularly seek out alumni from your school or sorority/fraternity who work for the employer. Also be sure you're up to date on developments in your field or industry by reviewing trade publications.
- **Don't** be surprised if the second interview is actually a series of interviews in both individual and group/panel formats making for a long day. You may interview with

managers, senior executives, department heads, and prospective team members. You may also get a tour of the workplace and be taken out to eat. For college students, this second-interview day may represent the first time the student has been interviewed in the employer's workplace. Plan to bring ample copies of your resume for all the people you may be meeting with.

- **Do** try to find out in advance exactly what the agenda will be and whom you can expect to interview with. If you aren't given this information when the interview is set up, contact the assistant of the main person with whom you'll be meeting to see what you can find out. If you see that a workplace tour is not included on the agenda, ask if someone can show you around as time permits.
- **Don't** forget the cardinal rule of panel interviews: As you respond to a question, maintain eye contact with everyone on the panel not just the panelist who asked the question.
- **Do** be up on business dining etiquette if you are asked to dine with representatives of the prospective employer.
- **Do** get a good night's sleep the night before this potentially gruelling day. Also look for opportunities to refresh yourself during the interview day. If there's a break in the action, splash some water on your face or take a brisk walk to rejuvenate. You might want to take along a pocket- or purse-sized snack in case there is no lunch break. Breath spray or a mini-bottle of mouthwash is also not a bad idea. Be careful not to run out of steam toward the end of the day. Maintain your energy, confidence, and enthusiasm.
- **Do** be aware that you might be asked to complete psychometric tests dealing with such things as skills, intelligence, and personality. There's not a lot you can do to prepare for them but that good night's sleep will help.
- **Don't** slack off with your interview attire. A second interview generally doesn't denote a more casual interview. The former Andersen Consulting (now Accenture) had a protocol for the three on-campus interviews it conducted with college students that called for skirted suits for women for the first two interviews. Female candidates were permitted to wear pantsuits to the third interview. Check with company insiders to see what attire is expected for each interview.
- **Do** remember these three more words: Fit, Fit, and Fit. A major reason for the second interview is so the employer can see how well you fit in with the company culture. Put yourself inside the employer's head and realize that the interviewers at your second interview want to learn how well you will get along with other team members with whom you'll be interacting with every day. Deploy your very best interpersonal communication skills. Keep in mind the idea of showing your fit but remember that it's OK not to fit. If you aren't a good fit with the employer, you probably wouldn't be happy working there anyway. And remember, that this interview is also your opportunity to determine whether the company is a good fit for *you*. Think about whether you would accept if the employer extended an offer.
- **Don't** neglect to talk to other people beyond those you are interviewing with. Chatting up not too excessively the receptionist and prospective co-workers serves the dual purpose of giving you a better feel for how much you'd like to be part of this workplace culture, as well as making a positive impression on as many people as possible.

- **Do** expect to be asked some of the same questions you were asked in the first interview, but some new ones as well. Second-interview questions may delve more into your personality, or they may be more targeted toward specific technical skills or both. Plan to keep your responses fresh yet consistent for each person you meet with during the second-interview, and don't worry about repeating yourself since you will likely have a different audience every time you give roughly the same response. If you've followed the advice above to obtain the full list of interviewers, a good way to keep your answers fresh is to try to find out something about each interviewer and tailor your response specifically to that person. You can also vary your delivery to freshen your responses. Interviewing experts suggests that a good way for the interviewer to get to know about your personality is through the quotes of others; for example, tell the interviewer what your boss would say about you if asked.
- **Do** expect behavioural questions, which are commonly asked in second interviews, even if they haven't been in asked in the first interview. The second interview is also a likely venue for case questions, especially in consulting firms.
- **Do** listen for clues that get at the heart of what the employer seeks in the person hired for this position and key into the needs, concerns, issues, and problems that you would be expected to handle.
- **Do** prepare for as many kinds of questions as possible. You've already interviewed with this employer, but it wouldn't hurt to do a mock interview with a friend, family member, or career counsellor/coach to prepare for the second interview.
- **Don't** be shocked if some of the people you meet with aren't very competent interviewers. While managers trained in interviewing often conduct first interviewers, the array of people who might talk with you during the second-interview experience may include people lacking skills and training in how to conduct an interview.
- **Do** be prepared with lots of questions to *ask*. You will likely have more opportunity to ask questions in the second interview and will be expected to make more sophisticated inquiries than you did in the first interview. Although these questions are designed for informational interviews, many of them also work in a second-interview situation in which you are attempting to make a personal connection.
- **Don't** be caught off guard if an interviewer raises the subject of salary and benefits. Be prepared to negotiate. You may also be asked about your willingness to travel and relocate, so be ready with your responses.
- **Don't** necessarily give an answer immediately if the employer makes an offer. Ask for a few days to think about it.
- **Do** ask about the next step in the process if you don't receive an offer. How soon will a decision be made, and how will they let you know?
- **Do** try to collect the business card of everyone you meet with. Keep a small notepad handy to write down names in case there's someone from whom you can't get a card.
- **Don't** forget to send a thank-you note or e-mail to everyone you meet with. That's right for every single person. Aren't you glad you collected those business cards? You can write the same basic message to all, but vary it a bit in case they compare notes.
- **Do** realize that you have some degree of control if the interview process drags on. A job-seeker who had gone on six interviews with one employer and still had not heard a decision

recently sought advice from asks the Head-hunter columnist Nick Crocodiles. Crocodile's first-choice response was to simply ignore the indecisive company and pursue other opportunities. But he also noted that the job-seeker could offer a polite ultimatum: "I appreciate that you have internal reasons for this taking so long. However, I need to make decisions about some other commitments I'm facing. I'd like to set a deadline for us both, say, two weeks? If your team can't make a decision by that point, I need to withdraw my candidacy for the job and move on. I want you to know how much I've looked forward to working with you. I know I can do this job profitably for you, and I want to join your team."

- **Do** remember that most of the guidelines that apply to first interviews also relate to second interviews.